

Committee: Council

Date: 4 March 2015

Agenda item:

Wards: All

Subject: Business Plan 2015-19

Lead officer: Caroline Holland, Director of Corporate Services

Lead member: Councillor Mark Allison, Deputy Leader and Cabinet Member for Finance

Key Decision Reference Number: This report is written and any decisions taken are within the Budget and Policy Framework Procedure Rules as laid out in Part 4-C of the Constitution.

Contact officer: Paul Dale

Urgent report:

Reason for urgency: The Mayor has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2015/16 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2015-2019. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 4 March 2015 and set a Council Tax as appropriate for 2015/16.

Recommendations:

1. That the Council agrees the Business Plan 2015-19 including:-
 - A) the General Fund Budget;
 - B) the Council Tax Strategy for 2015/16 equating to a Band D Council Tax of £1,102.25, which means that Merton qualifies for Council Tax Freeze Grant;
 - C) the Medium Term Financial Strategy (MTFS) for 2015-2019;
 - D) the Capital Investment Programme (as detailed in Annex 1 to the Capital Strategy);
 - E) the Capital Strategy (Section 1: Part A of the Business Plan)
 - F) the Treasury Management Strategy (Section 1: Part A of the Business Plan), including the detailed recommendations in that Section , incorporating the Prudential Indicators

as set out in this report, and agrees the formal resolutions as set out in Appendix 1 to this report.

1. Purpose of report and Executive Summary

1.1 At its meeting on 16 February 2015, Cabinet considered two reports which concerned the detailed structure and scrutiny of the Council's Business Plan for 2015-19, including the Budget and Council Tax for 2015/16, the MTFs for 2015-19 and the Capital Strategy and Investment Programme for 2015-19.

1.2 The two reports were:-

- Reference from the Overview and Scrutiny Commission - pre decision scrutiny of the Business Plan 2015-2019 (Agenda Item 5)
- Business Plan 2015-19 (Agenda Item 4)

1.3 The Cabinet resolutions in respect of these two reports are summarised in Appendix 14.

2. Introduction

2.1 This report provides a comprehensive presentation of all issues relevant to the formulation of the Council's Business Plan for the period 2015-19.

2.2 The report includes details about the General Fund revenue budget and explains how this information has been used to produce a draft budget and Council Tax levy.

This report summarises the work that has been undertaken since April 2014 towards formulating the Business Plan 2015-19 including the Budget for 2015/16, Medium Term Financial Strategy 2015-19 and Capital Strategy 2015-19. It describes the steps taken to ensure that business planning is integrated with financial planning. It sets out details of how the budget has been structured to ensure that a balanced budget is set for 2015/16 and progress towards a balanced budget over the medium term. A separate section is provided for Schools budgets.

1.2 The report sets out the draft Capital Programme 2015-2019. It details the work that has been undertaken to produce a programme that is aligned with business planning requirements and also integrated with the revenue budget.

1.3 The Medium Term Financial Strategy (MTFS) is updated to reflect the Council's anticipated financial outlook over the period 2015-2019.

1.4 The Cabinet is being invited to consider the various responses from scrutiny bodies to the draft budget proposals as set out in a separate report on the agenda for this meeting. The Overview and Scrutiny Commission and panels considered the budget savings proposals agreed by Cabinet on 8 December 2014 and the Overview and Scrutiny Commission also considered the additional information provided in the report to Cabinet on 19 January 2015.

2. Introduction

- 2.1 At this Cabinet meeting, Members are presented with reports that provide a comprehensive presentation of all issues relevant to the formulation of the Council's Business Plan for the period 2015-2019.
- 2.2 The report includes details about the General Fund revenue budget and explains how this information has been used to produce a draft budget and Council Tax levy.
- 2.3 The Council's Business Plan 2015-19 consists of a number of key elements and the report is structured into five sections for ease of reference :-
- Section 1: Business Plan 2015-19 including the Medium Term Financial Strategy, the overarching financial strategy, which brings together individual elements of the budget and reviews the strategic aims and key issues and assumptions.
 - Section 2: The General Fund Revenue Budget and Council Tax strategy;
 - Section 3: Schools budgets – funded by Dedicated Schools Grant (DSG)
 - Section 4: The Capital Programme and the Capital Strategy;
 - Section 5: The Treasury Management Strategy

2.4 The Scrutiny Function

- 2.4.1 The Overview and Scrutiny Commission and Panels considered the draft capital programme 2015-19 during the November 2014 cycle of meetings and feedback from this scrutiny process was considered by Cabinet on 8 December 2014. Cabinet considered revenue savings proposals at its meeting on 8 December 2014 and referred them, along with draft EAs, the capital programme and service plans, to the Overview and Scrutiny Panels and Commission for consideration during the January 2015 cycle of meetings.

During the January 2015 cycle of meetings the available details relating to the MTFs, revenue and capital budgets and the Business Plan have been considered by the Scrutiny Panels on the following dates:-

Sustainable Communities Overview & Scrutiny Panel	8 January 2015
Children and Young People Overview & Scrutiny Panel	13 January 2015
Healthier Communities & Older People Overview & Scrutiny Panel	14 January 2015
Overview and Scrutiny Commission	29 January 2015

- 2.5 **Feedback from Scrutiny Process**
A summary of findings and recommendations from the Overview and Scrutiny Commission was provided in a comprehensive report on the scrutiny of the Business Plan 2015-19 as a separate report to Cabinet on 16 February 2015. Appendix 14 to this report provides the Cabinet resolutions made at its meeting on 16 February 2015 in response to the Overview and Commission.
- 2.6 This report incorporates the outcome of the final Local Government Finance Settlement. Appendix 1 provides the Council Tax resolutions.
- 2.7 Delivery of the Business Plan, including the budget and service plans, will be monitored throughout the year in line with the corporate Performance Management Framework.
3. **Business Planning**
- 3.1 Further information about the Business Plan 2015-19 is included in Section 1 of this report.
- 3.2 The financial impact of the Business Plan is reflected in the budget proposals in this report.
4. **Financial, resource and property implications**
- 4.1 All relevant implications are included in the report with further details in the appendices.
5. **Legal and statutory implications**
- 5.1 The Local Government Act 2003 requires the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates and the adequacy of the proposed financial reserves. The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the setting of the overall budget and council tax. The amount of council tax must be sufficient to meet the council's legal and financial commitments, ensure the proper discharge of its statutory duties and lead to a balanced budget.
- 5.2 The Localism Act 2011 amended the legislation regarding the calculation of council tax. It also provides for a council tax referendum to be held if an authority increases its relevant basis amount of council tax in excess of principles determined by the Secretary of State. The Secretary of State has ruled that most principal authorities, which includes Merton council, proposing increases which exceed 2% or more will need to hold a referendum.

- 5.3 In considering the budget for 2015/16, members must consider the on-going duties under the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and advance equality of opportunity between people who share a protected characteristic and those who do not; and foster good relations between those who share a protected characteristic and those who do not. Members must consider how the decisions will contribute to meeting these duties in light of other relevant circumstances such as economic and practical considerations.
- 5.4 The Council's processes for the development and adoption of the budget are set out in the Budget and Policy Framework Procedure Rules contained in Part 4C of the Constitution.

6. Human Rights, Equalities and Community Cohesion Implications

- 6.1 In identifying spending reductions, services where at all feasible, have sought to minimise the impact of the reductions on traditionally disadvantaged groups. The proposed budget reflects the Council's spending priorities for the year and the Council's core commitment to equal opportunities in employment and service delivery. The Council has a corporate policy of endeavouring to redeploy staff affected by reorganisation and other staffing changes. Every effort is therefore made to redeploy any staff affected by spending reductions.
- 6.2 A number of meetings with Staff Side have taken place and they have been advised of the Council's savings proposals and consultation is ongoing and they will be further involved in any proposals affecting staff when they are to be implemented.
- 6.3 It is anticipated that the Budget will be set at a level which enables the Council to continue to be Human Rights compliant.
- 6.4 Equality and community issues are also addressed in savings proposals. Equalities assessments of savings proposals have been provided and these were discussed at Scrutiny meetings.

7. Risk Management and Health and Safety Implications

- 7.1 Each saving proposal has been assessed in terms of service impact and reputational impact and these have been included in reports to the Scrutiny Panels.
- 7.2 In setting the budget the level of risk has been an important factor in setting the assumptions on which the overall budget is based. The level of reserves and balances, as well as the level of contingencies available have been taken into account as well as an assessment of pressures identified as part of current year monitoring. Account has also been

taken, as far as possible, of the likely impact of expected legislative and technical changes.

7.3 Risk management and health and safety implications were considered as part of the Capital Strategy.

8. Consultation undertaken or proposed

8.1 Regular reports have been made on progress on the Business Plan to Cabinet on 20 October 2014, 10 November 2014, 8 December 2014, and 19 January 2015.

8.2 In addition, Scrutiny Panels and the Overview and Scrutiny Commission have had two rounds of scrutiny on the proposed budget and Business Plan.

8.3 There have been further detailed consultations held by Community and Housing and Children, Schools and Families in relation to some of their proposals.

8.4 In accordance with statute, consultation is taking place with business ratepayers and a meeting was held on 11 February 2015. The meeting was attended by Councillors and officers as well as several representatives of local business groups at which a range of issues such as regeneration and economic development were discussed as well as the opportunity to clarify some routine aspects of business rating.

8.5 Further, regarding the capital programme, meetings of the Capital Programme Board were held, consisting of key officers from each department.

9. **Appendices – the following documents are to be published with this report and form part of the report**

SECTION 1: BUSINESS PLAN 2015-19

SECTION 2: GENERAL FUND BUDGET AND COUNCIL TAX STRATEGY

Appendix 1:	Draft Resolutions to Council
Appendix 2:	Local Government Finance Settlement 2015-2016
Appendix 2a	Adult Social Care Funding 2015/16
Appendix 3:	Collection Fund, Council Tax Base, NNDR1 and Funding Methodology
Appendix 4:	Other Corporate items in the MTFS
Appendix 5:	Analysis of the transition from Council in March 2014 to a balanced budget
Appendix 6:	Statement of Council Tax requirements and balances
Appendix 7:	Revised MTFS incorporating changes
Appendix 8:	Reserves
Appendix 9:	Summary Analysis and reconciliation of Savings
Appendix 10:	Budget summaries

- Appendix 10a: Standard Subjective Analysis
- Appendix 11: Risk Analysis for the General Fund
- Appendix 12(a): Merton Council Draft Retail Property Discount Policy
- Appendix 12(b): Merton Council Draft Transitional Relief Discount Policy
- Appendix 13: Equality Impact assessments
- Appendix 14: Cabinet resolutions 16 February 2015

SECTION 3: Schools budget

No appendices

SECTION 4: Capital budget

Draft Capital Strategy 2015-19
(includes Annexes 1-5)

SECTION 5: Treasury Management Strategy

including Prudential Indicators

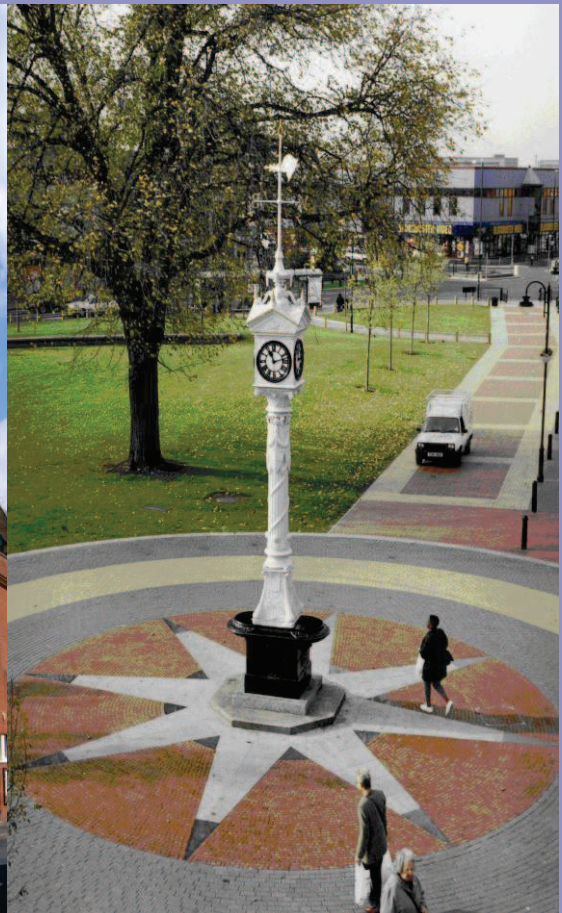
Background Papers – the following documents have been relied on in drawing up this report but do not form part of the report

Reports to Cabinet

Budget files in Corporate Services department

Business Plan

2015 / 2019



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INTRODUCTION

Welcome to Merton Council's Business Plan for 2015/19, which brings together financial information in the form of the council's budget and the Medium Term Financial Strategy, along with the service planning of all of the council's operational services over the next four years. Although it is a four year plan, it will be refreshed every year to ensure we are on target and to take account of changing needs and priorities.

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

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

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

Other key resources in place to enable the council to manage the Business Plan include how we:

- manage and develop staff, through the Workforce Management Strategy;
- obtain goods and services, through the Procurement Plan;
- design and develop information technology, through the IT Strategy;
- identify and manage the risks the council may face in delivering services, through the Risk Management Strategy; and
- manage and monitor performance against objectives, through the Performance Management Framework.

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

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

TRANSFORMATION STATEMENT

By 2015 Merton Council will be smaller, reducing in size. Our top priority will continue to be to provide safe services of the best possible quality. Providing value for money services to our residents is at the heart of our business and we must be able to demonstrate that all of our services represent best value for money. We will do this by finding innovative solutions to maximise future efficiency.

We will deliver services that customers want and need and, where possible, involve our customers in service specification and design.

Delivering quality and value services in an era of significantly reduced resources will require strong and determined leadership. A single business view is essential to ensure a 'One Council' approach is followed in everything we do. Leaders at all levels will be visible and lead by example.

Change of this magnitude will only be achieved through a unified effort.

- Get Involved! – identify and implement improvements.
- One team – Directors, managers and staff have an equal part to play.
- Learn – from each other, our mistakes and from what our customers say.
- Determination – to try out new ideas.

The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2015/19 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

- Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be:
 - i) Continue to provide everything that is statutory.
 - ii) Maintain services – within limits – to the vulnerable and elderly.
- After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
 - i) Maintain clean streets and keep council tax low.
 - ii) Keep Merton as a good place for young people to go to school and grow up.
 - iii) Be the best it can for the local environment.
 - iv) All the rest should be open for discussion.

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

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

COMMUNITY PLAN

Merton Partnership brings together a range of key players from the public, private and voluntary sectors in Merton, including the council, Primary Care Trust (PCT) and Police, to co-ordinate the delivery of local services. Originally formed to deliver the stretch targets required to generate additional Local Area Agreement funding, the Partnership developed the Community Plan in 2009 setting out the overall direction and vision for the borough until 2019. The document sits above each partner's own Business Plan. The Partnership consists of three main groups:

The Merton Partnership – this is the full partnership body that provides the governance, overall leadership and representation to ensure that the Partnership delivers the community's priorities. It is chaired by the Leader of the Council, the person with the clearest democratic authority in the borough. It receives reports and briefings on the strategic issues for the borough and co-ordinates the work of the Partnership.

The Executive Board – this is the decision making body for the Partnership. It is chaired by the Chief Executive of the council. The Executive Board meets every two months and brings together the organisations with the most significant budgets in the borough. It ensures the Partnership is given the leadership and capacity it needs to do its job. The Executive Board is committed to sharing information and resources, and to implementing cross-cutting projects to achieve the aspirations set out in the Community Plan.

Thematic Partnerships – these partnerships co-ordinate the activities of relevant members of the Partnership to ensure that the strategy agreed by the Executive Board is carried out through the relevant Boards and Trusts. These thematic groups mirror the themes of the Community Plan:

- **Children's Trust**

Merton's Children's Trust arrangements began development in 2005 and bring together all partners involved in services to children and families in Merton. A wide range of groups and partnerships are accountable for their performance and activities to the Children's Trust Board. The Children's Trust is designed to deliver the outcomes of Every Child Matters through Merton's Children & Young People Plan (CYPP), namely:

- Improving health outcomes
- Maintaining robust safeguarding
- Improving educational outcomes
- Promoting the positive contribution
- Promoting the economic wellbeing

- **Health and Wellbeing Board**

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

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

The HWB brings together the Council, Merton Clinical Commissioning Group, HealthWatch and the voluntary and community sector with a shared focus on improving the health and wellbeing in Merton. Specifically:

- Healthy living
- Safeguarding
- Citizenship and inclusion
- Service delivery group

- ***Safer and Stronger Communities***

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

The Community Safety Partnership has a statutory duty to undertake a strategic assessment to inform priority setting to address crime and disorder issues in the locality. Key themes are:

- Reduce the fear of crime
- Reduce alcohol related violence and support those who are effected by alcohol misuse
- Reduce anti-social behaviour and the effects of serious anti-social behaviour on communities as well as supporting individuals to find positive outcomes for local disputes
- Reduce acquisitive crime by working with our communities to ensure that they keep their valuables safe
- Reduce repeat victimisation of domestic violence victims
- Develop the council's local leadership role and the capacity of the community and voluntary sector
- Empower local people to have a greater choice and influence over local decision-making and a greater role in public service delivery
- Increase community cohesion and integration

- ***Sustainable Communities and Transport***

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

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

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

In addition to the four thematic partnerships, Merton Council has added the theme of **Corporate Capacity**, which includes:

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

NATIONAL POLICIES

The change of Government in 2010 has had, and will continue to have, a profound impact on the delivery of services at a local level. For example:

- The cuts to reduce the national budget deficit are being felt locally with Merton's funding from central Government to be reduced over the next four years.
- New legislation has the potential to radically transform service delivery and the responsibilities of local government. For example, the Localism and Decentralisation Act will give local people the right to bid to run local services and the Health and Social Care Bill will transfer responsibility for improving public health from health authorities to local councils.
- The Government's drive to deliver the 'Big Society'.
- This Business Plan represents Merton's response to the challenges and opportunities over the next four years.

CORPORATE STRATEGIES

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

- Adult Treatment Plan
- Air Quality Action Plan
- Anti Social Behaviour Strategy
- Asset Management Plan
- Capital Programme
- Children and Young Persons' Plan
- Civil Contingencies Plan
- Climate Change Strategy
- Commercial and Trading Standards Delivery
- Community Plan
- Core Planning Strategy
- Corporate Equality Scheme
- Corporate Procurement Strategy
- Cultural Strategy
- Customer Services Strategy
- Crime and Disorder (partnership plan)
- East Merton and Mitcham Neighbourhood Renewal Strategy
- Economic Development Strategy
- Ethnic Minority Housing Strategy
- Gypsy and Traveller Strategy
- Homelessness Strategy
- Housing Strategy
- ICT Policy
- Information Governance Policy
- Local Development Framework
- Local Implementation Plan
- Local Transport Plan
- Looked After Children's Strategy
- Medium Term Financial Strategy
- Older People's Housing Strategy
- Open Spaces Strategy
- Performance Management Framework
- Risk Management Strategy
- Road Safety Plan
- Safeguarding Children's Board Annual Plan
- School Expansion Plans
- School Improvement Strategy
- Social Inclusion Strategy
- Special Educational Needs and Inclusion Strategy
- Treasury Management Strategy
- Unitary Development Plan
- Voluntary Sector Strategy
- Waste Management Plan
- Workforce Development Plan

ABOUT THE COUNCIL - An overview of the council

KEY FACTS

- The Council comprises 60 elected councillors, representing 20 wards and four political groups. The current political composition of the Council as at February 2015 is:
 - Labour: 36 councillors
 - Conservative: 20 councillors
 - Merton Park Ward Independent Residents: three councillors
 - Liberal Democrats: 1 councillor
- Full Council usually meets five times a year, and is responsible for agreeing the council tax and setting the overall direction of the council.
- A Cabinet of nine Labour councillors makes the majority of decisions throughout the year, with Overview and Scrutiny arrangements to hold Cabinet to account.
- Regulatory committees are appointed by Council and carry out planning and licensing functions.
- The council had a revenue budget of £151m in 2012/13 with around 45% of this being spent on social care.
- 4,159 FTE or 5,513 headcount (as at Dec 13) employees provide a range of public services, from street cleaners and town planners to teachers and social workers, who work in the four departments, including Merton's schools:
 - Children, Schools and Families (CSF)
 - Environment and Regeneration (E&R)
 - Community and Housing (C&H)
 - Corporate Services (CS)

ABOUT THE BOROUGH

Merton is an outer London borough situated to the south west of central London. The demographics of the borough and some of its defining characteristics are listed below.

- Population of 199,700 (Census estimate at May 2011) living in 78,757 chargeable dwellings. The population according to the Greater London Authority population projections is set to increase as follows: 206,612 by 2016, 209,666 by 2021, 211,783 by 2026 and to 213,931 by 2031.
- Three main town centres: Wimbledon, Mitcham and Morden.
- Predominantly suburban in character, with high levels of commuter flows in and out of central London.
- Good connections with the London transport network. The District and Northern lines both run through the borough, Tramlink provides connections between Wimbledon and Croydon via Mitcham and Morden, while numerous over ground stations and bus routes provide easy access to central London and neighbouring boroughs.
- Significant amounts of green space – 18% of the borough is open space, compared to a London average of 10%. This comprises over 65 parks and open spaces (including Wimbledon and Mitcham commons), 28 conservation areas, 11 nature reserves and 17 allotment sites.

- Census 2011 data estimated that 40.1% of the population is from black and minority ethnic (BME) groups, with the range across schools being 32% to 91%.
- 121 languages are spoken in Merton's 43 primary schools, eight secondary schools (including two academies), three special schools, one Pupil Referral Unit and 11 children's centres.
- Increasing numbers of groups with particular needs, for example older people, BME communities and the increased number of young people with special educational needs or disabilities.
- Seven libraries provide internet access, summer reading schemes and homework clubs as well as traditional book, CD, DVD and video lending.
- Three leisure centres provide a wide range of facilities in Mitcham, Morden and Wimbledon.
- Merton plays host to one of the country's most famous sporting events – the Wimbledon fortnight held at the All England Lawn Tennis and Croquet Club.
- The top five areas of concern to residents are crime, the level of council tax, traffic congestion, street cleanliness and lack of jobs.
- Council tax is currently set at £1,409.71 (2012/13) for a band D property (including the Greater London Authority precept), the average level for outer London boroughs.
- Merton is consistently amongst the top four safest boroughs in London which is a tribute to the excellent partnerships between the council, Metropolitan Police Service, Safer Merton Partnership and the community.

According to the 2010 Index of Multiple Deprivation, Merton is the fourth least deprived of the 33 London boroughs. Nationally the borough is ranked 208 out of 326, where 1 is the most deprived. This overall lack of deprivation does, however, hide stark inequalities in the borough between deprived wards in the east of the borough (Mitcham) and the more affluent wards in the west (Wimbledon). This is illustrated by the following facts:

- Median household income is £34,461 per annum. However, it is estimated that 27% of those employed living in the east of the borough earn under £20,000.
- The east of the borough has much higher levels of serious illness and early deaths from illnesses such as cancer and heart disease.
- Life expectancy for men in the most deprived 10% of the borough which is in the east is 77.20 years whilst for the least deprived 10% it is 83 years
- Two of Merton's Super Output Areas (SOAs) both in the east, are amongst the 20% most deprived in the country, and fourteen are in the 30% most deprived nationally, with 13 of these located in the east of the borough.
- Although unemployment in the borough is below the national average, it rises significantly in some of the eastern wards, and 63% of all benefit claimants live in the east of the borough.
- In three wards in the east of the borough, over a third of the population have no qualifications.
- Free school meals eligibility is rising in Merton schools (increase of 21% on 2010 eligibility indicators – school census 2012).

The data / figures from the 2011 national census were released in September 2012 and this information is being used to aid service planning in subsequent years.



WORKFORCE STRATEGY 2014-2018



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1. INTRODUCTION

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

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

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

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

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

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

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

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

Ged Curran

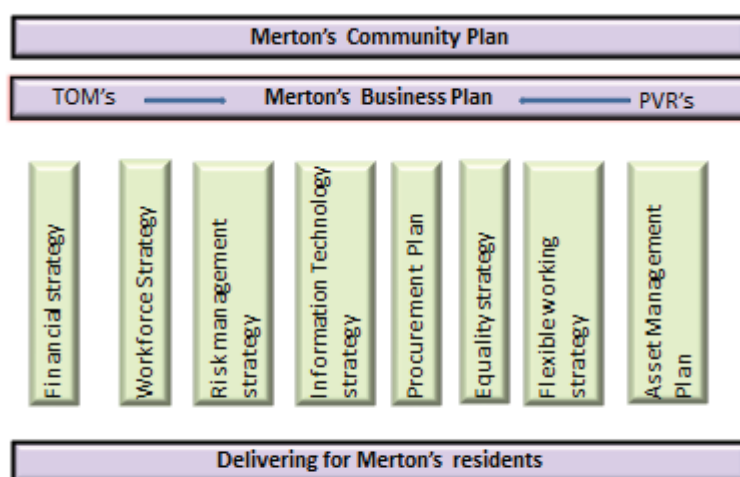
Chief Executive

2. BACKGROUND

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

2.1 Key Council priorities

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



2019.

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

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

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

2.2 How the Council has changed in the last 3 years

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

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

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

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

3. HIGH LEVEL SHAPE OF THE WORKFORCE

Merton Council has a workforce of 1962 people in 1738 full-time equivalent posts, with an additional 5161 (3851 FTE) Schools employees, not including casual staff.

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

Within Schools just over half (53%) of employees work part-time, outside of the Schools we mainly work full time (74%).

While some groups are unevenly represented across pay levels, there are no significant discrepancies in pay by protected characteristics. A detailed breakdown can be found in Appendix A.

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

The decision has been taken to implement the London Living Wage, increasing the salary of the lowest paid staff to £8.80 per hour from 1 April 2014. We are working on calculating the full

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

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

We have a diverse workforce, the majority, 58.5% are female (88% in Schools) and 6.25% are disabled, which compares positively to the London Councils' median of 4.7% but this ratio is only 1.1% in Schools. A quarter of our workforce (24%) are from a Black, Asian and Minority Ethnic (BAME) background, which compares favourably to our 23% target, but is below the London median figure of 29%.

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

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

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

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

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

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

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

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

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

4. STRATEGY

4.1 The Council's strategic direction

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

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

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

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

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

4.2 Model for achieving the strategy

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

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

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

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

Detailed mapping of TOM requirements against the Workforce Strategy priorities can be found in Appendix B, including local actions. Corporate actions are included in Appendix C.

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

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

The Flexible Working Programme will provide us with greater flexibility for staff and save time and money by making better use of technology. The ways in which the Flexible Working Programme impacts on the Workforce Strategy are outlined in Appendix D.

5. KEY WORKFORCE PRIORITIES FOR THE FUTURE

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

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

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

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

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

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

Highly responsive workforce planning is a new concept to some areas of the business, therefore skills to be able to do this successfully need to be developed. We will offer managers the support to accurately determine future workforce need, both in terms of employee numbers, volunteers and skills requirements. Appendix F identifies the numbers within the workforce and our volunteers now and an estimate for our future requirements in 2017-18. Once demand is determined, we will need an agile workforce, where employees are multi-skilled, and able to deploy their specialist skills in a range of settings.

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

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

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

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

5.1 Workforce planning

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

What we want to achieve

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

Why this is a priority

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

Actions

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

Key outcomes

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

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

5.2 Recruitment and retention

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

What we want to achieve

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

Why this is a priority

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

Actions

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

Key outcomes

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

5.3 Organisational and workforce development

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

What we want to achieve

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

Why this is a priority

It is crucial for Merton's success that our workforce has the right skills, behaviours and adaptability to meet the demands of the transformation and new service delivery models. Our managers need the skills and resources to effectively lead our teams and we need to be able to respond to organisational as well as legislative changes.

The requirements on organisational and workforce development are changing, with more focused and flexible options becoming the norm.

Actions

- Engender the 'Good to Great' principles of disciplined thought and action through the organisation;
- Managers' capability development specifically on building strategic capacity through future planning, accurate workforce planning and designing spans of control

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

Key outcomes

- Correlate the development of first class workforce to deliver resident satisfaction, reflective of the 'Good to Great' culture, as measured by improvements on the Mori residents' survey;
- Employees feel supported through organisational change and report that communication was effective;
- Learning needs are effectively identified and support the organisations' overall objectives in the most cost effective way;
- Leaderships competencies are clearly demonstrated and performance improved;
- Potential future leaders have been identified, the diversity profile of the group is representative of the workforce and people are engaged on a talent management programme (Bringing on Talent Programme);
- Outcomes of learning and development activity can be clearly linked to the delivery of our priorities and key workforce objectives;
- Learning and development accessible to all staff and partners where appropriate;
- Performance of staff is increased through development of key skills and behaviours supported through honest performance appraisal conversations;

- Staff understand the Council and their own priorities and know what they need to do to achieve these;
- Staff are more satisfied with the opportunities for them to contribute to how the Council works;
- Increased customer satisfaction with effectively delivered services.

5.4 Morale, health and wellbeing

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

What we want to achieve

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

Why this is a priority

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

Actions

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

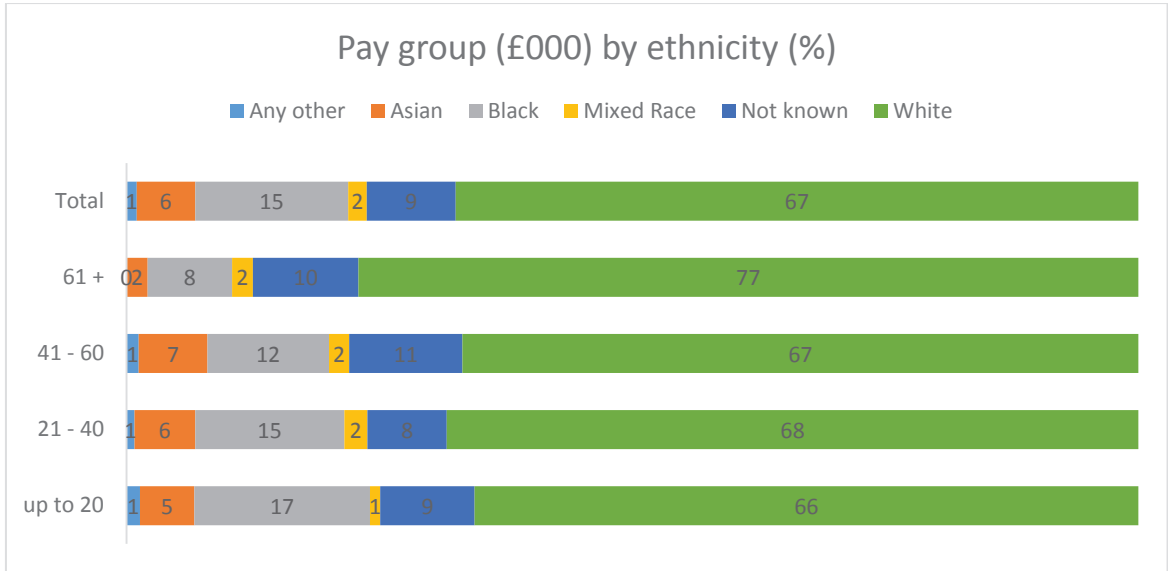
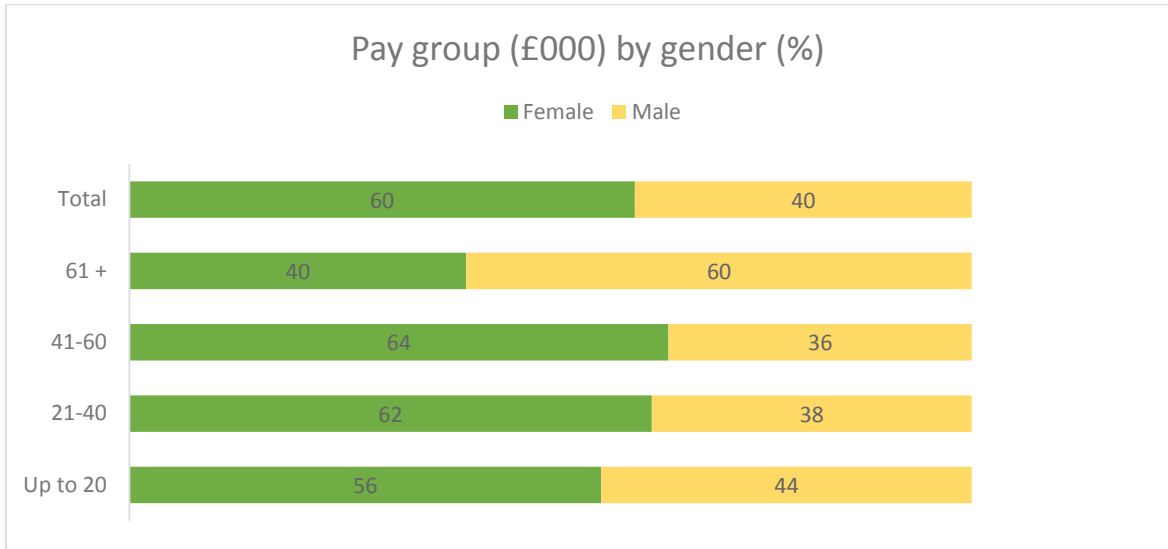
Key outcomes

- A healthier workforce with a reduction in number of days lost through sickness – a stretch target of moving to the upper quartile from bottom quartile, with differential targets for frontline and back office
- Employees report that they feel supported in performing their roles in a day-to-day basis and through organisational changes
- Employees are more satisfied with their work / life balance

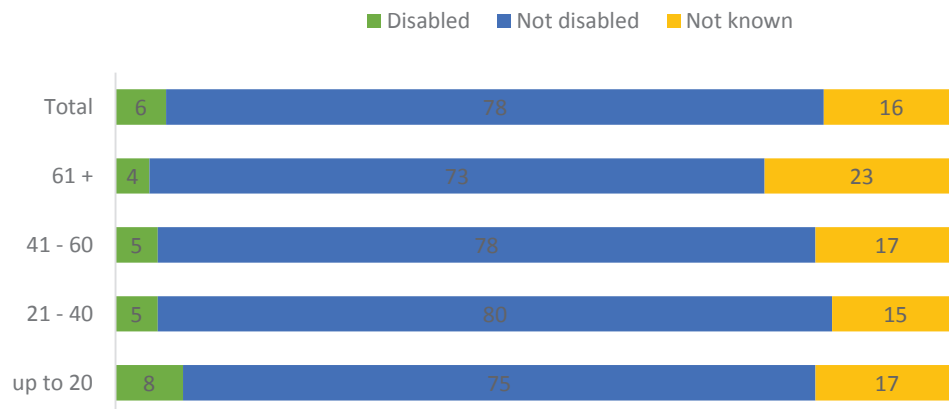
- Flexible working practices are effectively implemented and have a positive impact on morale
- Employees are aware of available support structures and make use of these as required e.g. Employee Assistance Helpline
- We have a culture of employee engagement: Staff Attitude Survey results improving each time with a stretch target of 80% satisfaction reported in 2018
- We have a culture of improved productivity as reflected in the Mori residents' survey

Appendix A - Pay distribution by protected characteristic

Excluding Schools



Pay group (£000) by disability status (%)



Appendix B - Target Operating Model actions by Workforce Strategy priority

*The involvement of the Human Resources function is designated either as BAU - providing support within the current structure as 'business as usual' or as an HR Project – requiring dedicated effort.

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce planning	Based on departmental TOMs, design the future shape of the workforce to best match service delivery plans and financial context	December 2014	A new workforce structure is in place supporting future service plans		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Review generic competencies and skills for in house workforce including unqualified staff	September 2014	Yes	Line managers, HR BAU	From existing resources
C&H ASC	Review competency framework for social workers and clarify core roles	September 2014	Yes	Line managers, HR BAU	From existing resources
C&H ASC C&H Housing E&R Traffic and Highways E&R Property	Review roles, job descriptions and priorities to ensure they meet to future needs of the service: <ul style="list-style-type: none"> - Occupational Therapists - Housing Register Officer - Surveyor - Graduate Trainee surveyor 	June / September 2014		Line managers, HR BAU	From existing resources
C&H MAE	Ascertain and interpret key policy changes to impact funding for the 2014-2015 Academic Year in relation to staffing resources	June 2014	N/A	DMT, HR BAU	
C&H MAE	Outline commercial sales targets for front line staff	March 2014	N/A	Line managers	
C&H Public	Host Public Health specialty registrars at PH Merton	On-going	N/A	Line managers,	

Health				HR BAU	
C&H Public Health	Develop an on-going programme of staff exchange	On-going	N/A	Line managers, HR BAU	
E&R Parking	Review of CEO shift working patterns	September 2014	Yes	Line managers	Internal and HR & Legal support
E&R Waste	South London Waste Partnership (SLWP)	2017	N/A	DMT	From existing resources
CS	Develop workforce strategy: Based on departmental TOMs, design the future shape of the workforce to best match its service delivery plans and financial context	April 2014	WFS Project	HR with DMTs	Additional resource brought in to support this work
CS	Undertake workforce analysis by service	April 2014	N/A	DMT	
CS	Devise workforce plan for each division identifying staffing requirements		N/A	DMT, HR BAU	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce planning	Based on departmental TOMs, design the future shape of the workforce to best match service delivery plans and financial context	Ongoing	Appropriate organisational structures, including spans of control, are designed and implemented for each service area, reflecting best practice and local requirements		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H Libraries C&H Public Health CSF Early Years CSF Education	Restructure or consider a restructure <ul style="list-style-type: none"> - Restructure of management layers / management team - Review of organisational structure 	Various to April 2018	N/A	DMT, line managers, HR BAU	Internal and HR & Legal Support

E&R Greenspaces E&R Parking E&R Safer Merton E&R Traffic and Highways E&R Waste	<ul style="list-style-type: none"> - Consider restructure PH team - Align public health work/staff with LBM directorates - Restructuring for the development of the Locality Model - Review of structures in SI and SENDIS - Review of back office - Restructure Enforcement into waste operations 				
C&H Housing	Follow appropriate HR processes to effect changes to roles and responsibilities for existing staff	September 2014	N/A	Line managers, HR BAU	Existing resources
C&H Housing	Include vacant EHH in EHH service review	2014/15	N/A	Line managers, HR BAU	Existing resources
C&H Public Health	Review of Sexual Health Provision/ Commissioning function	December 2014	N/A	DMT	
C&H Public Health	Host interns, trainees and volunteers	On-going	N/A	Line managers, HR BAU	
CSF overall	Children's Trust workforce Strategy		N/A	DMT, HR BAU	
CSF Youth	TUPE to commissioned services		N/A	HR	
E&R Building & Development Control	Mobile transition support		N/A	Line managers, HR BAU	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)
Workforce planning	Review and modernisation of terms and conditions to meet new service delivery requirements	November 2015	<p>Modernised terms and conditions implemented</p> <p>Enhanced service delivery – as reported through the residents' survey - through improved workforce planning</p>

			and management practice		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Tracking outcomes. Allow more flexibility of working patterns in return for greater monitoring in detail of what they do and the outcomes achieved	April 2015	Yes	Line managers, HR BAU	From existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Work to reflect our communities		Balanced workforce in terms of skills, age and experience, addressing current concerns in workforce demographics and community representation		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
E&R Building and Development Control	Utilise apprentices	On-going	N/A	DMT, Line managers	From existing resources
E&R Traffic and Highways	Develop and introduce graduate trainee and apprentice scheme		N/A	DMT, HR BAU	
E&R Transport	Apprentice vehicle engineer		N/A	Line managers	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Identify a new and reduced critical core - define the key professional and business critical skills to recruit and retain	On-going	Core professional and business critical skills are retained and available within the Council		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
CSF CSC & EIP	Recruitment and retention of specialist skills: CP/adoption		N/A	DMT, HR BAU	From existing resources
CSF Early Years	Recruitment and retention of specialist skills for EY		N/A	DMT, HR BAU	From existing resources
CSF Education	Recruitment and retention of specialist skills to deliver LA statutory functions: SI;EPs; VI/HI/SALT/SENDIS		N/A	DMT, HR BAU	From existing resources
E&R Transport	Highlighting vehicle IT systems in job descriptions		N/A	Line managers	From existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Develop our employer brand, value proposition and talent wave to become an employer of choice, building on the success of recent awards		Merton Council perceived to be an employer of choice, attracting high quality candidates		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated

E&R Traffic and Highways	Review and enhance existing retention packages to attract high calibre staff		N/A	DMT, HR BAU	
C&H ASC	Extend flexible working, including 7 days a week, more working into evening, more flexibility of sites	April 2015	Yes	DMT, HR BAU	From existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Ensure capacity is built across the future workforce to deliver new service delivery models		Talented people are delivering our services through direct employment or other service delivery models including partnership working, shared services or volunteering		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Build on existing bank system for direct provision	On-going	N/A	DMT, HR BAU	From existing resources
C&H ASC	Grow local workforce capacity across all agencies including apprenticeships and other means to attract younger people. Review attractiveness of working patterns	September 2015	N/A	DMT, HR BAU	From existing resources
C&H Libraries C&H ASC E&R Greenspaces	Review volunteering roles and seek to build capacity to support on operational processes As use of volunteers extends, contribute and use the volunteering strategy, review how best to attract and support volunteers. Increased voluntary inputs in parks management Capacity building of parks volunteers & friend	Initial activity April 2014 On-going thereafter	N/A	DMTs and line managers, support from HR	From existing resources and the Voluntary Sector Extending existing good practice across all areas that could benefit – within E&R L&C team

E&R Leisure and Culture	Develop volunteering & strengthen links with Merton Volunteer Centre	April 2017			
C&H MAE	Outline a an associate model for commercial trainers	August 2014	N/A	DMT, HR BAU	
E&R Leisure and Culture	Develop pools of casual staff & specialist consultant listings	April 2015	N/A	Line managers, HR BAU	Developing within team with Corporate HR & procurement advice

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Develop managers to select and retain key staff effectively, including consistently implementing safe recruitment practice		The structure and size of the Council meets current requirements and is adaptable to future needs		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H Public Health	Complete HR processes – job descriptions, advertise, interview, appoint	April 2014	N/A	DMT, HR BAU	
C&H Public Health	Finalise JDs and arrangements for GP leads with MCCG and appoint to post	April 2014	N/A	DMT, HR BAU	
E&R Future Merton	Develop general project consultant role		N/A	Line managers, HR BAU	
E&R Traffic and Highways	Move agency staff on to fixed contracts for specific project work		N/A	DMT, HR BAU	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Develop the culture and behaviours to support excellence in service delivery	Ongoing	Correlate the development of first class workforce to deliver resident satisfaction, reflective of the 'Good to Great' culture, as measured by improvements on the Mori residents' survey		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Continue to analyse and provide training for front line staff in external agencies	On-going	N/A	Line managers, HR BAU	From existing resources
CS	Deliver specific training to accompany roll out of customer contact programme	In line with CC programme	Customer Contact Programme		From internal resources
E&R Greenspaces	Improved staff customer care competencies	TBC	Training for parks grounds staff	Line managers, HR BAU	Existing revenue training budgets
CS	Implement Management Competencies	April 2014	Mgmt Competencies	HR Project	Existing resources
CS	Review all existing HR policies to ensure they are fit for purpose	March 2015	Policy review	HR project	Existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Engender effective change management and communication practice to support the workforce to embrace changes and minimise the impact of changes	Ongoing	Employees feel supported through organisational changes and report that communication was effective		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
All	Establish effective change management practices to support employees through the transformation	On-going	N/A	HR project, DMTs and line managers	TBC
E&R Leisure and Culture	Early staff buy-in to changes in business model	June 2014	N/A	DMT with HR BAU	Within existing team all allocated and in progress

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Provide a flexible and responsive suite of development options - devise an appropriate learning and development offer, including employees of partner organisations, volunteers and agency staff	April 2015	Learning and development accessible to all staff and partners where appropriate		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
CS	Develop L&D approach for non-professional body roles	April 2015	N/A	HR Project	TBC

CSF Youth	L&D for commissioned services		N/A	DMT, HR BAU	
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Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Develop effective training needs analyses, including through appraisals	April 2015	Learning needs are effectively identified and support the organisations' overall objectives		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
CS E&R Future Merton E&R Leisure and Culture	Undertake skills gap analysis by service Create skills profiles, skills gap analysis, training needs analysis & plan to fill gaps	April 2015	N/A	Line managers, HR BAU	Departmental bid to support additional L&D

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Provide a learning and development offer that supports the Council's objectives and service delivery plans		Outcomes of learning and development activity can be clearly linked to the delivery of our priorities and key workforce objectives		

Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H Libraries	Review of Library & Heritage Service learning and development plan	April 2016	N/A	Line managers, HR	From existing resources
C&H MAE	Produce a commercial business plan outlining the required workforce CPD	March 2014	N/A	DMT	
C&H MAE E&R Building and Dev. Control E&R Leisure and Culture	Sales and marketing skills training for commercialisation plans	April 2014 April 2016	Yes but underway.	HR	Departmental bid to support sales & marketing
CS CSF overall E&R Building and Development Control E&R Parking E&R Traffic and Highways	Develop suite of corporate training programmes providing generic / core and specialist skills <ul style="list-style-type: none"> - Performance management, IT, procurement. - Children's Trust induction - Diversity - Health and safety, specialist H&S (i.e. schools with pools/hoists) - Flexible working - Managing volunteers - Project management - Drafting of Traffic Management Orders - Drafting committee/management reports using report writing package - In depth knowledge of parking legislation - IT courses covering support functions for software 	April 2015	N/A	HR	From internal resources

	and hardware				
CSF CSC & EIP	Specialist L&D/CPD programme and on the job and specific training to up-skill staff		N/A	DMT with HR BAU	
CSF Early Years	<ul style="list-style-type: none"> - SW training undertaken, post qualification training, SW L&D strategy, L&D activity responding to learning from SCRs - MSCB L&D strategy and training delivery - Supervision training - Replacement for ICIS will need extensive training (and performance management) 				
E&R Greenspaces	Increased staff ICT awareness & competencies	TBC	Training for parks ground staff	HR with line managers	Existing revenue training budgets
E&R Leisure and Culture	Develop staff for large projects and events	April 2016	N/A	Line managers, HR BAU	Departmental bid to support additional L&D
E&R Safer Merton	Staff retraining in order to take on duties (e.g. commissioning)		N/A	HR with line managers	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Provide internal professional pathways, development programmes and training contracts		Staff are more satisfied with the opportunities for them to contribute to how the Council works		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
E&R Leisure and Culture	Individual career aspirations determined	April 2015	N/A	Line managers	Departmental bid to support additional L&D

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Ensure staff work in a modern, flexible way to improve productivity and efficiency	December 2015	Staff understand the Council and their own priorities and know what they need to do to achieve these		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
All	Enhancing a flexible mind-set and behaviour set, moving from a highly regimented structure to personal accountability and fewer rules, deployed well	December 2015	N/A	HR, DMTs and line managers	From existing resources

Appendix C - Workforce Strategy corporate action plan

Priority area: Workforce Planning

Deliverable	Actions	Completion Date
1. Correct alignment of workforce size, skills base, and behavioural competencies to future business models	<p>1.1 Establish a Task and Finish Group to create an options appraisals for detailed organisational structures, which support future delivery models</p> <p>1.2 Commission and deliver management training in workforce planning (see Workforce Development priority)</p> <p>1.3 Develop the appropriate policy and commissioning frameworks to support the chosen model</p> <p>1.4 Support line managers in running the change management initiatives and introducing new ways of working through training and guidance – establish a change management framework</p> <p>1.5 Review and consideration of modernisation of terms and conditions to meet new service delivery requirements</p>	<p>October 2014</p> <p>Rolled out from September - December 2014</p> <p>January 2015</p> <p>January 2015</p> <p>March 2015</p>
2. An agile workforce, which is responsive to changing needs	<p>2.1 Update HR data reporting and management information to guide local decision making e.g. workforce, equality, development needs, productivity and financial data</p> <p>2.2 Re-design job descriptions to reflect new ways of working, including flexibility of approach and working methods</p> <p>2.3 Establish trigger points to review and action requirements to reflect legislative and regulatory changes as they emerge (e.g. Care Bill, BSF and Children and Families Act)</p> <p>2.4 Keep Workforce Strategy under review and amend as required</p>	<p>September 2014</p> <p>As JDs come up for review</p> <p>November 2014</p> <p>Annually in May</p>
3. A workforce which is	3.1 BME Forum to review diversity data and make recommendations	December 2014

representative of and sensitive to the community which it serves	for action 3.2 Offer consistent and high quality development on equality, diversity and cultural sensitivity (see Workforce Development priority)	On-going
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Priority area: Recruitment and Retention

Deliverable	Actions	Completion Date
1. Ensure future key talent is successfully recruited and retained in appropriate roles within the Council to deliver effective services to residents and that capacity is built across the future workforce to implement new service delivery models	1.1 Identify a new and reduced critical core - define the key professional and business critical skills to recruit and retain	December 2014
	1.2 Develop managers to select and retain key staff effectively, including consistently implementing safe recruitment practice	March 2015
	1.3 Analyse market trends and apply market supplements where there is a business case	September 2014
	1.4 Introduce electronic analysis of exit data for key roles	September 2014
	1.5 Review the recruitment process in terms of throughput for equality groups and identify any issues	September 2014
	1.6 Review the job evaluation structure (considering the finances available for employee reward) to ensure that it is fit for purpose to support future workforce models and engender flexibility of reward and pay aligned to contribution	March 2015
2. Establish inter-organisational collaboration to ensure that Merton's residents are served by the best people, whether	2.1 Establish a Task and finish Group to devise the terms of working collaboratively with partners and volunteers in a consistent manner	March 2014

within the Council or through our partners		
3. Make Merton an employer of choice through creating a positive brand image	<p>3.1 Develop Merton's brand image to make the borough an attractive place in which to work and live</p> <p>3.2 Review and reduce recruitment and turnover costs and agency use by developing imaginative resourcing options</p> <p>3.3 Develop career paths including in-house development to support optimum organisational design</p>	<p>March 2015</p> <p>March 2015</p> <p>December 2014</p>

Priority area: Workforce and Organisational Development

Deliverable	Actions	Completion Date
2. Accurate mapping future workforce function, form, skills and behaviours to alternative business delivery models	2.1 Provide management development specifically on future planning, commercial options appraisals, strategic and leadership capacity planning, accurate workforce planning and designing spans of control	March 2015
3. Ensure staff work in a modern, flexible way to improve productivity and efficiency and equip them with key future skills and behaviours to enable them to do so	<p>3.1 Develop a Learning and Development Plan to address key development requirements</p> <p>3.2 Embed the management behaviours across the organisation to support performance, through appraisals, assessment centres and leadership development</p> <p>3.3 Introduce scoring mechanisms to help organisation-wide prioritisation of learning and development spending to best support the Council's objectives and transformation plans</p>	<p>September 2014</p> <p>September 2014</p> <p>December 2014</p>

	3.4 Develop a change management methodology and package of support to help managers manage changes and their impact	December 2014
4. Provide first class customer service to meet our residents' needs, through new service channels where appropriate	4.1 Develop processes that help staff be self-disciplined, encouraged to deliver excellence and held accountable for outcomes, with reference to 'Good to great' 4.2 Introduce customer service behaviours and development to support alternative delivery models	December 2014 December 2014
5. Best practice in safeguarding is embedded in all relevant roles and activities	5.1 Include safeguarding in all relevant development offerings, including those for staff of partner organisations and volunteers 5.2 Ensure that all statutory CPD requirements are met through appropriate development	Inclusion in L&D Plan – September 2014. Ongoing thereafter. Inclusion in L&D Plan – September 2014. Ongoing thereafter.

Priority area: Morale, Health and Wellbeing

Deliverable	Actions	Completion Date
An improved understanding of the issues underpinning workforce wellbeing, and develop actions to optimise wellbeing, productivity, engagement and attendance.	1.1 Carry out a research project with Public Health on the root causes of sickness absence and consider its recommendations for implementation, including the option of using the London Workplace Charter	September 2014 to develop recommendations
	1.2 Improve access to data and information for managers, using iTrent reporting to help them manage sickness better – embedding an attendance and performance culture	September 2014
	1.3 Provide flexible working arrangements that support employee wellbeing, including providing management guidance and	On-going

	<p>training</p> <p>1.4 Devise, communicate and put in place a support package for employees to help them effectively manage the impact of changes</p>	December 2014
Improved morale and employee engagement	<p>2.1 Update policies and procedures that reflect the requirement for new ways of working and service delivery</p> <p>2.2 Ensure that managers provide appropriate supervision, direction and support through embedding the management behaviours and providing management development</p> <p>2.3 Carry out a Staff Attitude Survey in Autumn 2014 and develop an engagement plan to follow</p>	<p>March 2015</p> <p>December 2014</p> <p>January 2015</p>

Appendix D - Workforce Strategy priorities and Flexible Working

Prepared by Jonathan Smale

Priority Area	Description	Links to Flexible Working
1. Workforce planning	Managers are equipped with the skills and competencies to successfully workforce plan to support the organisation to achieve its business objectives and outcomes.	<ul style="list-style-type: none"> Managers recognise that the workforce of the future will need to be adaptable in its use of workspace and technology, agile in its approach to work and responsive to the needs of our customers. Managers need to consider how utilising mobile technology to deliver new and more efficient ways of working will impact on resource levels required and where, when and how these resources are deployed. As the concept of 'work' in the 21st century moves further away from 'a place you go' towards 'an activity you do', managers will be able to utilise a more geographically diverse supply of labour especially in areas where there are skills shortages or hard-to-fill posts. The current make-up of Merton Council's workforce is heavily skewed towards the upper end of the employment age spectrum with over 35% of existing employees within 15 years of retirement. The programme will support the provision of flexible retirement options for staff approaching, at or beyond retirement age. It will also provide the modern work environment, working practices and access to technology to attract younger workers from the 'networked generation'.
2. Recruitment and retention	Ensure that the organisation has a clear and effective recruitment and retention system and plan of key workforce skills and behaviours (including talent management and succession planning).	<ul style="list-style-type: none"> Investment in up-to-date mobile technology and creative, versatile workspace will help develop a positive reputation as a modern-forward thinking organisation, supporting the attraction and retention of the most highly talented individuals. Mobile technology provides the ability to access and update e-recruitment systems and online assessment tools in real time from interview rooms/assessment centres.
3. Organisational and workforce development	Managers are equipped with the skills, competencies and infrastructure (e.g. IT) to be able to create and	<ul style="list-style-type: none"> True flexible working requires a change in mind-set about how employees do (and view) their work and, as such, is not a technology or property-driven programme (these are important enablers), but a

	<p>deliver new service delivery models that include flexible working, customer service and the desired organisational behaviours. To support this, the council will provide new skills, abilities and competencies for the workforce including learning and development of key skills for future service delivery.</p>	<p>programme of cultural change.</p> <ul style="list-style-type: none"> • Flexible working supports the creation of an agile and ‘adaptive’ organisation which adapts to changes in the external environment as a natural process, not one that has to be forced. • Flexible working better serves the fluid organisational structures and less tightly defined job roles that are replacing the traditional bureaucratic structures and rigid, detailed job descriptions of the past. Maintaining hierarchical, multi-layered structures will act as a barrier to innovative flexible working practices. • Flexible working also supports cross-disciplinary project-based ways of working, fostering a culture of teamwork and collaborative working across departmental boundaries. • Flexible working both depends on and enables: <ul style="list-style-type: none"> - an outcome- focused culture, where performance is based on results achieved rather than hours worked/presence in the office - a management culture of trust and empowerment rather than ‘command and control’ - a focus on employees as self-disciplined, self-directed individuals who are personally responsible for their own careers • Flexible working requires, and will help to drive, an overall improvement in the Council’s IT capabilities in order to optimise the use of mobile and flexible technology. • Flexible working supports the Councils Management Competencies project and other leadership initiatives. The need to manage more flexible/virtual teams effectively makes management competencies such as outcome-focused performance management, coaching, team building, communications, change management and delegation/empowerment more important than ever.
<p>4. Morale, health and wellbeing</p>	<p>The organisation understands what a healthy workforce looks like and supports staff to achieve this.</p>	<ul style="list-style-type: none"> • Managed effectively, flexible working practices can support work-life balance although it’s important not to confuse ‘a flexible workforce’ which is responsive to customers and adaptable to business

		<p>change, with ‘flexible work options’ that allow staff to adopt work patterns or arrangements that are tailored to their personal requirements.</p> <ul style="list-style-type: none"> • True flexible working requires a shift from the traditional notion that workspace is assigned to individuals and breaks their link between the workstation and the individual. We need to be mindful of situations where staff have furniture, equipment or adjustments tailored to a health need which may not enable them to be as flexible in their approach. • Well managed flexible working can reduce sickness absence, for example by giving staff greater control over where and how they work. This could reduce the temptation for staff to come into the office when they are ill and spreading illness to colleagues. Care must be taken, however, to ensure that accessible technology does not put undue pressure on staff to work when they are feeling unwell and need to be resting, or to allow work time to encroach on personal time. • Flexible working fosters an empowered culture where staff have greater responsibility and control over what they do and how they do it. Research shows that a lack of control is one of the greatest contributors to work-place stress; therefore flexible working has the potential to increase levels of motivation and employee well-being. • Research by the Health and Safety Executive found that organisational change is one of the most significant causes of work-related stress. As a major change programme impacting on working practices, effective communications, engagement and development in support of the change process will be critical at all stages.
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Appendix E - Employee engagement focus groups report

1. Focus groups and participants

During December 2013 and January 2014 a total of 13 employee engagement sessions were offered, with up to 250 available spaces. Overall 31 bookings were received and 26 staff attended. Most participants responded to the 220 individual invitations sent to a 10% representative sample generated, and 4 attendees volunteered through prompts from Project Board members.

In spite of the small numbers taking part, the make-up of the attendees was broadly representative of the workforce, with the exception of underrepresentation of Black, Asian and Minority Ethnic staff and part-time workers. The details of attendees against the non-Schools workforce is outlined below.

Category		Overall workforce profile (ex Schools)	Focus group profile
Department	Children, Schools & Families	24.9%	19.2%
	Community & Housing	24.9%	19.2%
	Corporate Services	19.9%	23.1%
	Environment & Regeneration	30.4%	38.5%
Contract hours	Full time	74%	96.2%
	Part time	26%	3.9%
Age	Under 34	17.6%	26.9%
	35-44	21.8%	11.5%
	Over 45	60.6%	61.5%
Ethnicity	BAME	24.1%	7.7%
	White	69.6%	84.6%
Gender	Female	58.6%	42.3%
	Male	41.4%	57.7%
Disability	Reported disability	6.25%	15.5%
Length of service	Under 3 years	21.5%	26.9%
	3 to < 10 years	41.5%	42.3%
	Over 10 years	37.0%	30.8%

2. Key themes

The following themes were seen as most important by staff. These points were repeatedly mentioned, either as a future requirement or as enabling current good practice:

- **Leadership**, clarity of direction and priorities, consistency of management and skills to manage in new contexts, including flexible working and business skills

- **Recognition** and reward – financial e.g. fair job evaluation and well as non-financial, such as appreciation for discretionary effort
- Consistency of **performance management**, quality and consistency of feedback, addressing underperformance
- Effective **change management** and extensive support for staff throughout the transformation process
- Communication, especially consulting and **listening** to staff views and suggestions when shaping the way forward
- **Resources** to support the workforce in delivering services, e.g. less bureaucratic processes, robust policies and good systems, especially IT

3. Detailed employee views

3.1 The current state

The characteristics of Merton Council most valued by participants

Awards, external recognition and a **good reputation**, including being seen as outstanding in London was mentioned as the first point in each group.

As specific benefits for the workforce the **flexible working arrangements** stood out, alongside aspects that made staff feel valued, including good corporate communication, health care arrangements and good facilities.

A positive working environment was highlighted, including customer focus and a community spirit, a **good team, a friendly place to work** and colleagues' willingness to be supportive of each other.

The **good transport links** and ease of access were consistently mentioned. While this is outside the organisation's control, it is potentially relevant as part of Merton's positioning as employer of choice under the *recruitment and retention* strand.

What is it like getting things done in Merton?

Bureaucracy and slow processes was the key response to this question, mentioned in every group, including slow decision making, too many processes and authorisation requirements. Some barriers are experienced, sometimes seen as being linked to an **unwillingness to take risks** and lack of devolved decision making.

The Council is also seen as **insufficiently business-like** with a lack of urgency or lack of clear priorities. Over reliance on external input, including consultants and temporary staff was highlighted.

The **Internal customer** is not always seen as important though some good examples were given. **Limitation of IT** provision was a recurring theme, although there was some praise for new systems. Some lack of IT skills and competence.

Internal communications, especially regarding local decisions or feedback was seen as lacking. Workloads are high, leading to considerable stress.

There is a perceived **lack of an overarching vision**. DMTs manage the transformations, and the TOM process is overly introverted, focussed on own service. There are lots of initiatives which are complementary, but no overall vision is given that can be understood by all staff at all levels – it is unclear what the Council stands for.

Vast majority of staff are excellent and work very hard. Own teams are reported as being great, supportive - people are motivated, especially once they know about genuine reason or a deadline, seen as very helpful.

Many **line managers** are praised, but there is a perceived inconsistency on management expectations and underperformance is not challenged.

HR policies are quite challenging, seen as a lot of stages, too many steps to be taken by managers, policies are not sufficiently up-to-date.

Information is in too many different places, on different systems, no comprehensive storage and retrieval information.

Short-term thinking, processes and mechanisms (e.g. accounting) seen as not supportive of innovation.

3.2 The future state

Expectations for the future of the Council

More focus on **shared and commissioned services**, increased **flexibility and joined up**, cross-team working.

More **business-like**, customer-focussed with increased income generation, seeking appropriate revenue streams.

Fewer, but highly engaged, **multi-skilled staff** able to carry out different areas of work. Better performance management.

Increased investment in infrastructure

Efficient, move away from traditional view of what public services are, but providing value for money for the tax payer. Will need to take some significant decisions about the services the council actually provide statutory vs. those seen as 'nice to have'.

What can we change for the better?

Reduce bureaucracy, including fewer meetings, shorter decision cycles, less complex authorisation processes, changes to strategic planning processes. Joined-up working from CMT (across directorates).

Stronger vision from the top and senior and middle management to be stronger in decision making following set direction.

Careful management of **managers' workloads**: trust managers more to take decision, but awareness of the weight of the delegated tasks.

Improved communication to staff on both processes and local decisions (central communication is already seen as good). Especially more openness in terms of reorganisations and redundancies.

Listening to staff views and more consultation.

Increased **business mind-set**, better understanding of **stakeholders** and their diverse needs. Customer need combined with revenue generation needs to be in focus.

Better management of communication to the public and their expectations.

Further **flexibility** of working arrangements, including better tools. Improved consultation when planning systems (e.g. IT). Quicker smarter processes need technology and then skills to cut out manual processes. Enhanced flexibility of the workforce multi-skilled staff.

Consistent line management, **better performance management**, introduce a standard way of doing performance management, support to managers to implement.

More adherence to core processes and systems, to ensure these are not circumvented.

Enhanced **development opportunities** and processes: Make some training mandatory (e.g. IT systems), active encouragement to learn new skills and become more multi skilled, better access to informal learning opportunities, such as mentoring and secondments, training and the development budget. **Enhance leadership skills** in managers, more training on performance management, managing flexible working, change management, writing strategy documents, workforce planning. Business skills, system training (finance for non-financial managers, data security) that makes it easier to deliver the end product. Fast track development programmes for existing staff.

Staff sessions on customer service, managing change, stress and career development.

Update **HR Policies**, e.g. tighten sickness and disciplinary processes and communicate changes to managers. Review T&Cs to support TOM (e.g. rota systems, new ways of working, increased flexibility). Clear guidance on flexible working and working from home.

Appendix F – Current and projected workforce.

Volunteering

Volunteering has been well developed within our Libraries and Leisure departments. There are also a large number of volunteers supporting parks through our various friends groups across the Borough.

The following charts identify the number of volunteering hours that we have used during 2013-14 and an estimate based on the departmental TOM's of what services anticipate they will require by 2017-18. For Libraries we have exceeded our initial annual target of 180 active volunteers. The key aim is to maintain the level of volunteering within the service. Within Leisure services we have also exceed our target of 20 volunteers per year. The aim of the department is to also maintain existing levels to support current and new development initiatives as projects are completed and new ones embarked upon. Within Parks there is a mixed picture, in some areas volunteering is high e.g. South Park Gardens in Wimbledon and in other areas interest is diminishing. The aim of the department is to increase volunteering within the service by five times greater than the current usage. It is important to note that the estimates in chart 2 below do not include those departments who have identified within their TOM's that we wish to explore how we can utilise volunteering within a new area of the workforce, as it is not possible to quantify our requirements within these departments at this present time. This workforce strategy and action plan will be regularly reviewed and updated, to include further projections regarding the future use of volunteering.

Chart 1

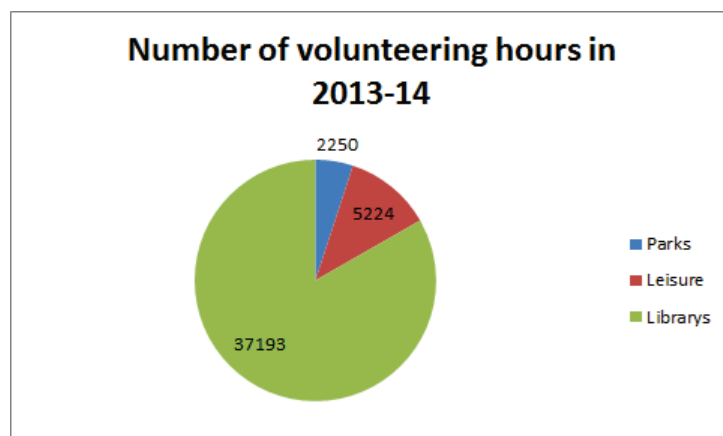
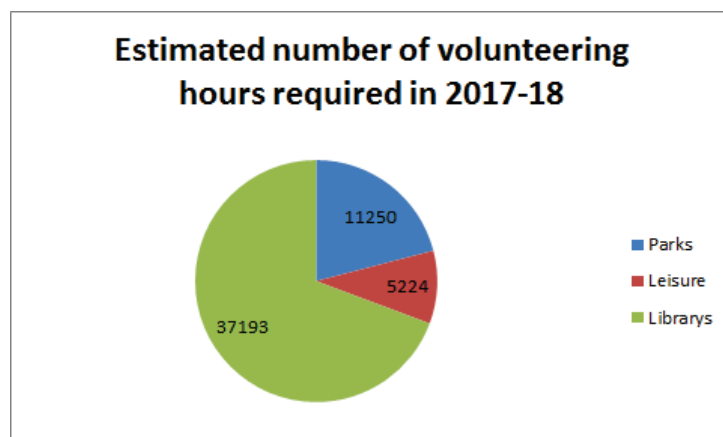


Chart 2



Section 1 - Introduction

Procurement is defined in the National Procurement Strategy as:

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

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

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

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

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

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

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

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

- The Business Plan 2013-17
- Community Plan
- Merton 2015 and beyond (Good to Great)

PROCUREMENT STRATEGY

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

Section 2 – Objectives and Benefits

The overarching objectives of this strategy are:

- To evaluate and improve current procurement practices to achieve better value for money and to ensure customer/client needs are met
- To ensure best practice examples are identified and applied consistently across the organisation.
- To align procurement activities with other strategies adopted and to ensure that corporate objectives are addressed
- To ensure that current and future procurement activities are planned, monitored, and reviewed effectively including identifying opportunities for collaboration with both private and public sector bodies and the VCFS

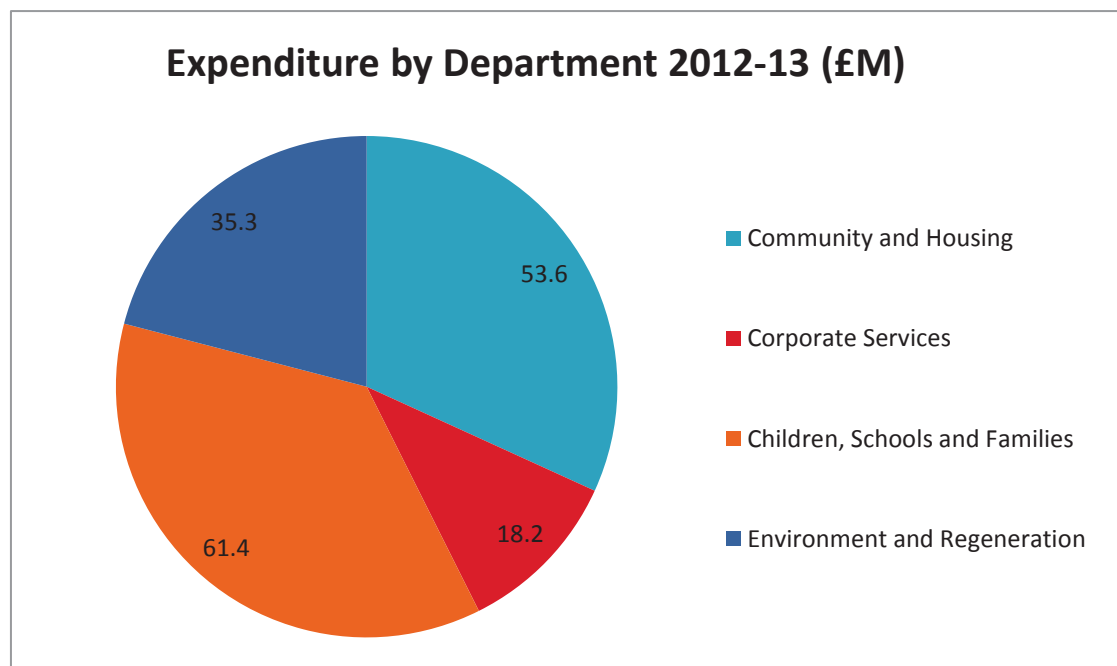
In taking this strategy forward, the Council expects to realise the following benefits:

- Demonstrate continuous improvement and achieve value for money through the efficient procurement of goods and services
- Encourage communication and interaction with local and national suppliers to understand their views
- Develop relationships between the Council, the business community and the broader voluntary sector which create mutually advantageous, flexible and long term relations
- More efficient procurement processes
- Better risk management
- Strategic procurement planning
- Effective spend analysis and measurable cash savings
- Proactive contract management
- Greater use of standard processes and templates
- Compliance with appropriate legislation
- Compliance with Contract Standing Orders
- Collaboration, including with other authorities, local businesses and the VCFS
- Greater use of the E-Tendering system

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

Section 3 - Overview of Procurement

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



Procurement in the Council takes place across all departments and is undertaken in what is called a „devolved“ model. This means that responsible officers in the departments undertake day to day operational procurement.

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

CST provides the following services:

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

PROCUREMENT STRATEGY

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

Procurement is not simply about lowest price; instead it is a strategic tool to ensure that we receive best value whilst putting the needs of Merton's residents first. Effective procurement is about managing the whole life cycle of the goods and services we procure, and also ensuring that specifications are right and fit for purpose with clear outcomes and purposes.

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

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

Section 4 – Key Themes

a. Value For Money (VFM)

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

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

Principal Objectives

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

b. Category Management

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

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

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

Principal Objectives

- Develop a suite of category strategies to drive further savings and efficiencies
- Embed a category management approach across the Council
- Category Management specific training

c. Contract Management

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

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

We will also work with operational contract managers in departments to build on best practice and provide training in contract management techniques. The outcome of this change will be measured by the monitoring of contract performance and by the identification of improvements in performance levels and additional efficiencies during the life of a contract. Furthermore, as we develop stronger relationships with our key suppliers, we will be recognised as their „customer of choice“ which may lead to increased market intelligence and therefore improve our opportunities for innovation in the marketplace.

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

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

Principal Objectives

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

d. Partnering and Collaboration

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

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

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

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

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

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

Principal Objectives

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

e. Market Management

The Council will continue to work with more diverse providers of services. In some areas there are strong markets but in others they are either small or not yet developed. The Council will make full use of all the different methods of delivery available, including joint ventures, public, private and VCFS options.

Through procurement, we will support the growth of local businesses and other organisations by encouraging the use of local suppliers. While staying within the legal constraints of public sector procurement, the Council will encourage local suppliers to work with us, recognising and exploiting the ability to create a positive climate for firms based in Merton. The Council will endeavour to support a thriving local business sector, providing opportunities for suppliers to develop the capacity to win future contracts from the Council and other public sector partners.

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

Principal Objectives

- Identify where market capacity may be weak and where new markets may need to be developed
- Encourage suppliers to develop innovative approaches
- Foster a collaborative approach to procurement
- Take steps to promote and encourage local economic growth e.g. reducing the barriers to SME and VCFS participation
- Hold regular supplier engagement events

f. Supplier Relationship Management

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

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

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

Principal Objectives

- Engage with key suppliers in all sectors
- Robust contract management
- Explore new models of service delivery and welcome dialogue with communities and suppliers to establish new and innovative procurement practices
- Encourage a diverse range of suppliers to work with the Council

g. Developing People and Improving Skills

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

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

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

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

The forums will:

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

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

Principal Objectives

- Provide a career path for practitioners of procurement with clear roles and responsibilities – including CIPS, where appropriate
- Provide skills and training and learning & development opportunities for officers
- Ensure that procurement best practice advice is available via the Procurement Toolkit

h. Systems and Processes

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

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

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

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

Principal Objectives

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

Section 5 - Governance Framework

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

a. The Corporate Management Team

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

b. Contract Standing Orders

The Council will comply with the wide range of legislation, regulation and guidance which governs procurement. The Council's Contract Standing Orders for procurement have been revised in line with the latest legal and operational requirements and came into effective on 1 April 2012. Adjustments to the existing thresholds and delegations were made and provide the ability to improve the speed and simplicity of procurement activities and authorisations. Adherence to the Contract Standing Orders will be enforced to ensure the highest standards of probity and compliance, one of Merton's principles underpinning procurement activity.

c. The Procurement Board

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

The main functions of the Procurement Board are:

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

d. Departmental Management Teams

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

e. Operational Procurement Group

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

f. Procurement Gateway process

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

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

- the total value is over £3m (or annual value over £750k), or
- the decision to award the contract is to be made by Cabinet, or
- three or more risk triggers are assessed at amber level or greater. These include political or reputational risk, impact of failure on service user and maturity or volatility of the market.

g. Financial Regulations and Procedures

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

h. Procurement Plans

These plans identify the required strategic procurement activities for a period extending 1-3 years into the future. The departmental procurement plans inform the Corporate Procurement Plan, which will encompass all major procurements due in the following 1-3 years. This will allow for enhanced planning and scheduling, improved visibility and improved risk management for the Council's major procurement activities. The Corporate Procurement Plan is overseen by the Procurement Board.

i. Procurement Templates and Toolkits

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

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

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

j. The Contracts Register

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

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

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

k. E-Procurement

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

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

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

l. Looking to the Future

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

Section 6 – Key Actions

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

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

1. Implement our people development plan, putting in place a new programme of training, coaching and mentoring
2. Roll out stronger contract and supplier management across the Council for key contracts, identifying clear roles and responsibilities and providing professional support for service teams
3. Develop a rolling three year corporate procurement plan, incorporating robust departmental plans
4. Provide an updated procurement toolkit and templates for responsible officers
5. Increased use of partnerships and collaboration with other organisations to drive greater efficiencies

By 2016, we will have:

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

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

Encouraged greater levels of spend with local suppliers and have thriving relationships with local businesses and VCFS communities, within the parameters of European Procurement Regulations and CSOs

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

Contacting Us

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

E-mail: procurement@merton.gov.uk

Phone: 020 8545 3736

Other useful websites

Audit Commission <http://www.audit-commission.gov.uk>

Comprehensive Performance Assessment

<http://www.audit-commission.gov.uk/cpa>

Department for Communities and Local Government

<http://www.communities.gov.uk>

Improvement and Development Agency, (I&DeA)

<http://www.idea.gov.uk>

Local Government Association

<http://www.lga.gov.uk>

Regional Centre of Excellence

<http://www.rcoe.gov.uk>



ICT STRATEGY 2014-8

June 2014

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EXECUTIVE SUMMARY

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

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

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

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

The strategic priorities that this strategy seeks to deliver are:

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

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

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

ABOUT THIS STRATEGY

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

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

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

BUSINESS CONTEXT

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

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

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

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

- Flexible Working – a programme of coordinated activity designed to introduce modern working practices that make the most effective and efficient use of office space and officer time.
- Customer Contact – a three-year programme that will enable and drive channel shift, the transition of customer interaction to cheaper (usually online) channels and self-service wherever possible.

- Mobile working – the integration of systems and introduction of mobile devices and mobile-enabled systems so that officers can work from any location.
- SCIS – the re-procurement of the Council’s social care information system.
- Financial systems – the re-procurement of the Council’s financial information management systems.

STRATEGIC DESIGN PRINCIPLES

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

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

- IT systems must be customer centric and support the Council’s customer contact strategy.
- IT systems should consolidate information around the citizen, reduce reliance on paper and provide automated workflows wherever possible.
- IT systems must support social inclusion and be user friendly.
- IT systems must improve information use and sharing with Merton partners, where appropriate, and comply with the Information Strategy.
- IT systems will maximise use of configuration to ensure they are readily upgradable and supported by the vendor.
- IT systems and Service delivery will be designed with shared function/service in mind.
- All IT developments, improvements and technology purchases will be controlled and well managed (through the Technical Design Authority) to ensure technology compliance and maximum value is achieved.

STRATEGIC PRIORITIES

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

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

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

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

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

Customer focused systems

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

Integrated and joined-up systems and infrastructure

- System integration wherever possible and beneficial.
- Actively consider the potential for joint working with partnering boroughs and agencies in all IT decisions.
- Improved – through IT systems/infrastructure – information use and sharing with Merton partners.
- IT infrastructure and systems that support, enable and promote shared services.
- Support business transformation through end- to-end integration of processes, consolidated customer data bases and exploiting e-enabling services and improved service delivery within the council.
- Create and maintain a 'single version of the truth' with appropriate arrangements in place to improve and maintain primary data sources that feed secondary sets with minimal manual intervention.
- Maximise existing investments.

Fit for purpose now and into the future

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

Operating from multiple locations and devices

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

Increased self service

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

Systems and infrastructure that are resilient, compliant and experience minimal downtime

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

CHANGE MANAGEMENT

A key factor in delivering this strategy will be the introduction and maintenance of effective change management mechanisms. As the Council increases its reliance on technology through programmes such as Customer Contact and Flexible Working but also seeks, in parallel, to reduce the cost of maintaining and supporting systems and IT infrastructure, establishing effective governance and control of IT assets will become even more important. The uncontrolled and ungoverned development of systems and IT infrastructure risks not only confusing and disrupting the system and IT architectures, but also carries a cost implication: improvements will be inefficient where technical support and maintenance resource implications have not been correctly understood. This could, in the longer term, counteract business benefit/efficiencies if not properly planned for.

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

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

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

OPERATIONAL DELIVERY

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

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

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

BUSINESS CONTINUITY

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

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

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

Business continuity plans will be routinely reviewed and tested.

DISASTER RECOVERY

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

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

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

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

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

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

APPENDICES:

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

RELATED DOCUMENTS

[Information Technology \(IT\) Policy \(November 2013\)](#)

[Social Media Protocol](#)

[Information Strategy](#)

Appendix 1: IT Strategy Implementation Plan

See separate spreadsheet

Appendix 2: LB Merton Technical Design Authority (TDA)

Terms of Reference

Establishment

When: July 2014

By authority of: Corporate Management Team, London Borough of Merton

For period: Review effectiveness and terms of reference in July 2015

Purpose

- To govern and manage the IT systems architecture and IT infrastructure for the London Borough of Merton and supporting policies and standards.
- To agree and manage changes to the IT Strategy implementation plan (incorporating changes and development of the systems architecture and IT infrastructure) for the Council such that it complies with the Council's strategic objectives, relevant legislation, appropriate quality standards and good practice.
- To oversee changes to, and development of, the systems architecture and IT infrastructure for the Council set out within the IT Strategy and implementation plan in order to ensure that these are well managed and meet agreed business objectives.
- Implement and maintain a scheme of delegation that allows for effective and timely decisions on changes to the IT Strategy and implementation plan at a level proportionate to their significance and impact.

Outline of functions

The overarching objective of the TDA is to ensure that the appropriate level of discipline and control is applied to changes or improvements to the Council's IT infrastructure and systems. The ultimate aim is to enhance IT performance and flexibility and ensure the Council's technology is fit for purpose and that the likelihood and predictability of success is increased, whilst the likelihood and cost of non-conformance is decreased.

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

This extends to technical aspects of wider transformation and improvement projects and programmes commissioned across the Council. Significant is defined as

- Any new system, module or service
- Any major upgrade to current infrastructure
- Any major system upgrades, enhancements or configuration

Its scope would not extend to routine maintenance and upgrades, nor any activity already agreed as part of the IT Strategy and implementation plan.

The TDA will need to operate in a way that the assurance does not introduce unnecessary and unwelcome bureaucracy to businesses, nor be perceived as a 'blockage' in achieving change and improvement. It will do this by working closely with the Programme Offices and businesses to ensure that it is engaged at appropriate gateways in the project/programme cycle and provides advice, guidance and support to projects, programmes and services to enable business benefits to be secured through well managed and disciplined technical improvements.

In considering proposed amendments and alterations to the systems architecture and infrastructure, the TDA will consider:

- Selection and design of technology for systems development/maintenance and production operations
- The alignment of proposals with the Council's strategic direction – incorporating the IT and Information Strategies – and corresponding enterprise architecture principles, architectures and roadmaps.
- Guidance and advice on leading practices, industry standards and conventions and frameworks and methods.
- Technical risks and mitigation strategies.
- Integration with existing systems and infrastructure so that the overall solution meets a combined set of user requirements.
- Impacts on existing infrastructure capacity and systems.
- Software licensing impacts (where relevant).
- Data integrity and quality and, specifically, alignment with agreed master datasets.
- Future support requirements and the capacity of the Council to respond to these.
- Feasibility – in relation to costs, resources, impacts and business benefits.
- Design – that it meets technical goals in relation to compatibility, usability, security, reliability, maintainability, reusability, supportability and recoverability in operations.
- Implementation – that appropriate plans are in place to increase the likelihood of success, e.g. project/programme management that complies with MAP, user testing etc.
- Ability to meet business continuity and disaster recovery arrangements of the Council.

The TDA will also regularly review the appropriate Council's policies and standards to ensure they are fit for purpose.

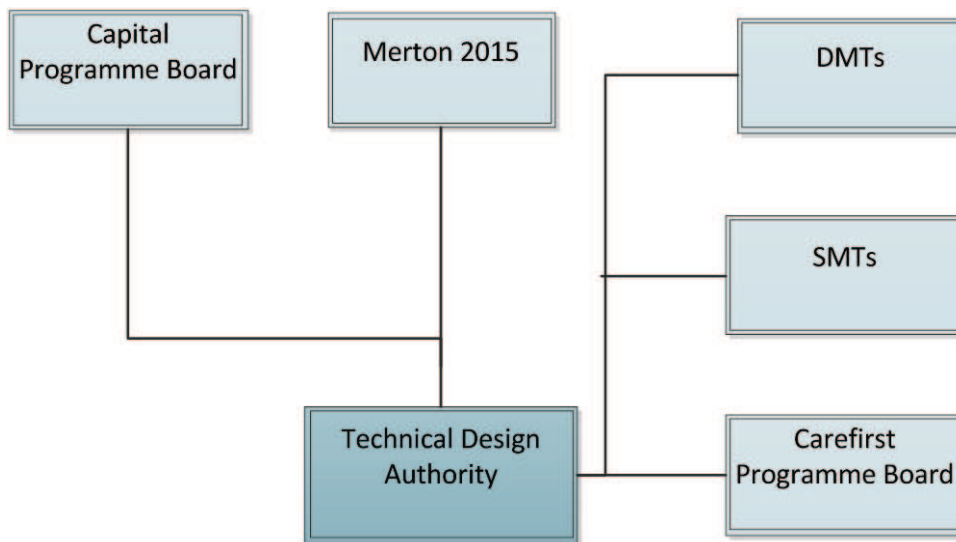
Accountability

The TDA will report to the Merton 2015 Board quarterly on all decisions. In addition, the TDA may escalate issues and risks to the Merton 2015 Board as required.

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

Governance body	Role	Relationship to TDA
Departmental Management Teams (DMT)	Business leadership and management; agree, prioritise and resource transformational activity.	Refer requests/proposals for significant system/IT changes to the TDA for advice prior to approval.
Senior Management Teams (SMT)	Manage discrete business functions, propose, prioritise and manage transformational activity	Consult the TDA on proposals for significant system/IT changes for advice prior to approval.
Merton 2015	Oversees cross cutting transformation and secures assurance on quality and progress against delivery.	Refer requests/proposals for significant system/IT changes to the TDA for advice prior to approval.
Capital Programme Board	Oversees, determines and directs all major projects	Refer requests/proposals for significant system/IT

Governance body	Role	Relationship to TDA
	and programmes) undertaken as part of the Council's Capital programme.	changes to the TDA for advice prior to approval.
Carefirst Programme Board	Oversees and directs significant change to the Carefirst System, ensuring this is driven by and takes full account of business need.	Significant improvements to be referred to the TDA for consultation.
Adults and Children's Departmental Information Groups	Manages and controls change to the Carefirst system at the operational level, ensuring this is driven by and takes full account of business need.	N/A



Membership

Standing Members (the administrative core):

Post/postholder	Role
Director of Corporate Services	Chair.
Assistant Director of Infrastructure and Transactions	Ensure proposals align with strategic direction of the organisation in relation to IT Infrastructure.
Assistant Director of Business Improvement	Ensure proposals align with strategic direction of the organisation in relation to transformation and change and IT systems.
Head of IT Service Delivery	Ensure proposals align with IT strategy in relation to operational management of IT Infrastructure
Head of IT Systems	Ensure proposals align with IT strategy in relation to operational management of IT Systems Architecture
Head of Programme Office	Ensure proposals align with transformational portfolio and Merton's Approach to Projects (MAP)
Business partners	Ensure business interests are represented in all technical decisions and that organisation-wide prioritisation of proposals takes place.

In addition, the TDA will include additional members as required on the basis of areas of expertise and responsibility in relation to the proposals being considered:

- Managers from within Infrastructure and Transactions and Business Improvement divisions with detailed expertise
- Head of Information Governance
- Business leads with detailed expertise
- Web Information Manager

Frequency

Scheduled quarterly meetings for routine agenda items and non-urgent requests, along with reactive meetings to be held as required in order to respond in a timely manner to 'urgent' change and improvement requests that require a swifter response and cannot wait until the next scheduled meeting. In the case of such 'urgent' requests a meeting of the Board will be convened and a decision reached (subject to sufficient information being made available to the Board) **within seven (7) working days**.

Requests are to be submitted via eMail to the Programme Office (programmeoffice@merton.gov.uk). It is anticipated that requests will be referred via the Merton 2015 Board, the Programme Office (on behalf of individual programmes, projects and initiatives) and DMTs. DMTs will be requested to approve any proposals/requests arising from their department prior to submission to the TDA.

Working methods

The Programme Office will organise and service all TDA meetings. This will include scheduling meetings and circulation of documentation; maintaining an online document library; keeping a decision log and contextual minutes of all meetings; and monitoring actions arising from the meeting, including escalating issues/out of date actions to Merton 2015 Board as required.

Each meeting will adopt the following broad format:

- A representative from the relevant business area – preferably the owner of the proposed initiative/project – will present their proposal, including any options appraisal undertaken, the anticipated business benefits, and the overarching plan.
- Board members will ask questions and clarify the proposal as required.
- The Board will reach a decision on the proposal which may be to approve it to continue as currently set out; to approve it to continue subject to certain amendments or additions; to refer it for further development on the basis of guidance provided by the board; to reject the proposal altogether (clear reasons to be provided).
- The decision will be reached by consensus.

The TDA will always seek to reach a decision on any proposal through consensus and collaboration, looking to reach a conclusion that is in the best interests of the organisation as a whole as well as the service seeking to introduce change. In the event that such a decision cannot be reached then the TDA will escalate the decision to the Merton 2015 Board or CMT as appropriate, providing all necessary information to ensure a swift resolution can be achieved.

RISK MANAGEMENT STRATEGY

Introduction

Risk management should take place at every level within the council and across our partnerships. Risk management should be a central part of any organisation's strategic management and should be seen as the means by which business opportunities are maximised and potential losses associated with unwanted events are reduced.

Local authorities are under increasing external pressure to improve outcomes for the public and at the same time reduce costs. As such the council is required to rethink how it operates in order to achieve its desired outcomes. Risks have to be understood, managed and controlled if we are to meet our objectives and therefore we need to ensure that we have a robust system of risk management in place. This will ensure that decisions are made on the best available information and the likelihood of success is increased.

Risk Management Strategy

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

This strategy sets out to provide a structured approach to identifying emerging risks as well as assessing and managing current risk. It builds in a process for regularly reviewing and updating identified risks.

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

What is risk?

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

Risks should not be confused with issues. Issues are current problems, questions, outstanding items, tasks or a request that is here today. There is a strong element of fact surrounding it. An issue becomes a risk when the issue cannot be addressed and could continue or get worse.

Definitions of Risk Management

Risk Management is the process by which organisations methodically address risks with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

Organisations exist to achieve their ambitions, aims and objectives. Risk management is the process of how we identify the risks that may prevent us from achieving this, enabling us to anticipate, identify, manage, and where possible mitigate these risks. Ultimately, risk management is about creating a better understanding of the most important problems facing our organisation.

As risk is very much concerned with our objectives, the management of it will be closely linked to the creation of our strategic, service, project and partnership objectives and plans. The established processes for the creation of these plans will act as an "anchor" for the risk management process.

Risk is also implicit in the decisions we make; how we make those decisions will affect how successful we are in achieving our objectives. Decision making is, in turn, an integral part of the day to day existence and is particularly prominent in times of change. Risk management therefore is a key component in the management of change and to decision making.

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

By being aware of and managing the risks we face, it is more likely that we will achieve our objectives and that, should a risk occur, we will be better placed to deal with it.

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

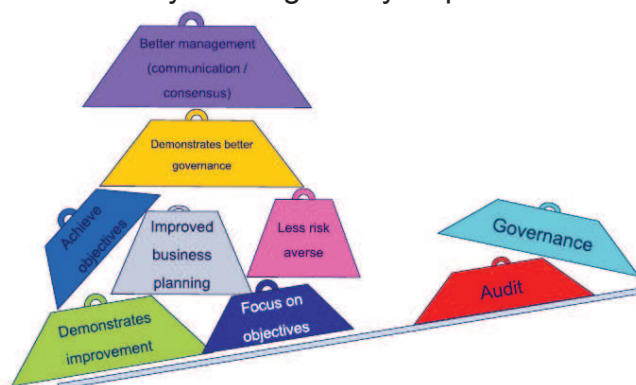
Merton's aims and objectives in relation to risk management are to:

- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- To not expose the council to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service users.
- Integrate risk management into the day to day activities of staff and the culture of the organisation, raising awareness of the importance and need for risk management.
- Ensure consistent application of our methodology across all of our activities, including partnerships and projects.
- Effectively manage the total cost of risk.

The benefits and National drivers behind risk management

We are required to undertake risk management as it forms part of the Annual Governance Statement, we must demonstrate a systematic strategy, framework and process for managing risk. The council recognises that the benefits of risk management far outweigh the requirement to undertake the activity and such benefits include;

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



Risk management awareness

Ensuring awareness of risk management will be undertaken on an on-going basis through training sessions, reviews, departmental meetings, briefings and staff bulletins. Each department has a risk champion who will be able to offer guidance to staff where required. The [risk management intranet page](#) will be regularly reviewed and staff will be signposted to the information they need to pro-actively identify and manage risk e.g. the risk management toolkit and guidance.

Risk Appetite

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

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

How does risk management fit in?

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



Risk management in projects

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

Risk management in partnerships

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

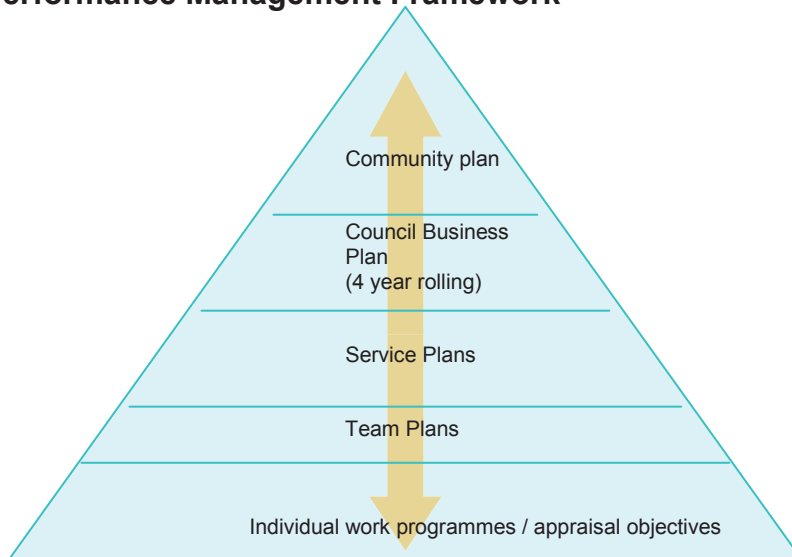
Risk management and financial planning

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

Corporate approach to risk management

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

Merton Performance Management Framework



- CMT is ultimately accountable for delivering the council's Business Plan therefore they are responsible for the corporate KSRR.
- DMTs are responsible for their own service risk registers.
- Divisions or teams are responsible for their own risk registers, if applicable.

It is important that risks identified and assessed at an operational level can be escalated to a departmental or corporate level. However, because a risk may have a great impact on a team it does not necessarily follow that it may have the same impact on the department, or the organisation as a whole. Ultimately, it is the respective management team who decide if a risk is worthy of inclusion on their risk register.

Scoring Risk

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

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

Risk Matrix

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

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

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

Defining the Likelihood of Risk

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

Defining the Impact of Risk (Service Level)

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

Reporting and escalating risks

Risks on service area risk registers which are red and therefore score 15 and above should be reviewed at Departmental Managers Team (DMT) meetings to determine if any of these (red) risks are to be escalated to the Departmental Risk Register (DRR).

If DMT determine a risk to be significant enough to be escalated to the DRR for monitoring and management, then the risk needs to be checked for any cross cutting implications. If the risk could have an impact across the organisation, then it must be rescored using the Defining the Impact of risk (corporate level) criteria below, prior to escalation to the Key Strategic Risk Register.

Defining the Impact of Risk (Corporate Level)

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

Having been reviewed / rescored against the definition of likelihood and risk (corporate level), risks with a score of between 10 to 24 (inclusive) and which will impact across the whole organisation are to be escalated to the KSRR. The matrix below shows the re-evaluated risk scores which require escalation.

Likelihood						Impact
6 = Very High	6	9	12	15	18	4 = Catastrophic
5 = High	5	7	10	13	16	3 = Critical
4 = Significant	4	6	8	11	14	2 = Significant
3 = Possible	3	5	7	10	13	1 = Marginal
2 = Low	2	4	6	8	11	
1 = Almost Impossible	1	3	5	7	10	
		1	2	3	4	

During the financial year 2015/16 officers will be exploring whether the impact matrices should be amended to accommodate project working.

Monitoring and Managing

During the year, new risks will arise that have not previously been considered and there may be changes to existing risks. Therefore the risk registers need to be regularly managed. The reviews of risk registers should be managed by exception. The reporting cycle as detailed below, takes place during April, July, October and January.

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

However, risks with a score of 15 and above (red risks) should be reviewed on a more frequent basis (at least monthly) with the responsible officer ensuring the risk has an action plan in place which is monitored and updated until the risk has been managed down to a score of 12 or below, where this is possible.

Roles, Responsibilities and Governance

Across the organisation we all have a responsibility to identify and manage risk.

Councillors

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

Chief Executive and CMT

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

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

Directors

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

Section 151 Officer / Internal Audit

The Section 151 officer and internal audit will be responsible for carrying out independent reviews of the risk management strategy and processes, providing assurance and giving an independent and objective opinion, to the council on the adequacy of risk management, control procedures and governance.

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

Risk Champions

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

They will assist management teams to identify and record all key risks to service, project and partnership objectives, monitoring and reviewing risks against performance.

Service Managers

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

They are to maintain an awareness of risk and feed those identified into the risk management process, understanding and acting upon the key risks that could significantly impact on the achievement of their service/team objectives. Managers should encourage staff to be open about risk so that treatment actions can be agreed.

Risk Owners

Risk owners are responsible for Identifying and implementing risk treatment that will bring the risk/s they own to a tolerable level. Regularly reviewing the progress of the risk treatment actions and report on the risk treatment progress to the responsible body.

Individual Employees

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

Business Planning team

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

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

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

Corporate Risk Management Group

The Corporate Risk Management Group will provide strategic direction and leadership to ensure a risk strategy is maintained and updated and that risks are appropriately identified and managed within the organisation. It will provide a forum that brings together risk specialists for the benefit of the council, it's staff and the wider community.

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

In addition it will provide assurance that all risk based systems and processes are operating effectively to minimize the overall risk exposure to the Council. On a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership, will be discussed by CRMG and will then forward for discussion at CMT.

Cabinet

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

General Purposes Committee

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

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

Risk management in committee reports

When a report is submitted to a committee the author is required to complete a section on Risk Management and Health and Safety Implications. The committee should be informed of any significant risks involved in taking a recommended course of action or if it decides not to follow the recommend course of action. The risk assessment should follow the corporate procedure and scored using the risk matrix. The report should also give details of any controls proposed, or in place, to manage the significant risks identified. Where appropriate, reference should be made to any existing risk.

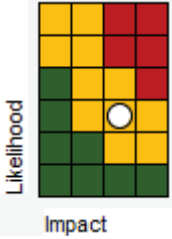




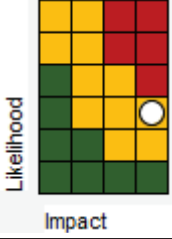




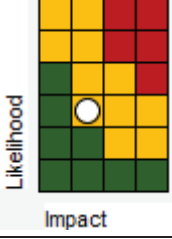




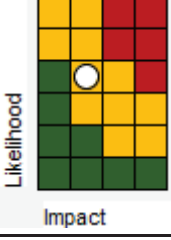




Report authors are advised to consult with the Business Planning team or their departmental risk champion, for further advice and to propose any risks to be considered for inclusion in the departmental or KSRR.

Attached as Appendix 1 is the Key Strategic Risk Register for the Authority as at December 2014

Risks & Issues Register ~ Key Strategic Risks & Issues – December 2014 – Appendix IV

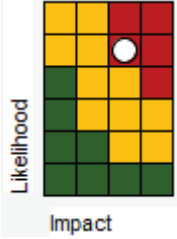




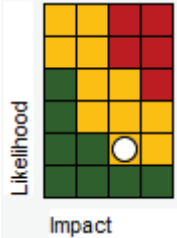




Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Chris Lee	KSR08 / ER28 Loss of income	Risk	2014-15 income target overall for E&R is £35m and £36m for 2015-16. The causes could be 1. reduction in demand for council services. 2. Pricing. 3. Ability to compete in marketplace.	1. Shortfall in income, 2. reduction in funding for services, 3. pressure on budgets, 4. tougher choices having to be made, 5. reduction in staff, 6. staff morale.		8 05-Jan-2015	FI/O	Sustainable Communities: Development and Building Control income is above target reflecting the increase in planning applications. Cemeteries, Leisure Development and parks are on target. Street Scene and Waste: Commercial Waste and Pest control income are both below target. Commercial waste strategy has been initiated and pest Control is currently being market tested. Public Protection: Both Parking and EHTSL are on target.
						8 24-Oct-2014		
						10 08-Jul-2014		
						10 31-Mar-2014		
Mark Humphries; Adam Viccari	KSR09 Safety of Staff	Risk	Failure to protect staff	Member of staff could be injured or killed; impact on morale of other staff; open to claims of negligence; potential financial loss. Failure to share information on people known to be violent.		6 05-Jan-2015	TBC	The system has been up and running for a year with staff referring via the accident reporting system thus mitigating risk. It is recommended that this item is removed from the KERR onto the Corporate Services (I&T) Risk Register.
						6 31-Mar-2014		
						12 31-Dec-2013		
						12 30-Sep-2013		
Simon Williams	KSR21 / RE03 Failure to adhere to EU procurement regulations 2006 and Contract Standing Orders	Risk	Lack of awareness in some areas that procurement is a tightly regulated area of Council activity.	Impact on strategy and time for procurement exercises. Adverse budget and service implications if not carried out correctly in accordance with regulations and standing orders such as legal challenges and slower identification, capture and delivery of savings.		9 05-Jan-2015	R	Comprehensive departmental procurement plans now in place and reviewed regularly by Procurement Board. Training for departmental procurement officers (some in conjunction with Legal) also under way
						9 24-Oct-2014		
						9 08-Jul-2014		
						4 31-Mar-2014		
Cormac Stokes	KSR31 / ER09P SWL waste partnership	Risk	PHASE A: 1) Beddington AD Plan. Contact risk owner for more information 2) Indexation method. Contact risk owner for more information PHASE B: 1) Contact risk owner for more information	Contact risk owner for more information		6 05-Jan-2015	O/R	Appellant submitted claim to Court of Appeal 27/11, estimated claim will take 4-6 weeks to be considered. The Partnership hope to conclude this area of review early January 2015.
						6 24-Oct-2014		
						6 08-Jul-2014		
						6 31-Mar-2014		

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Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Paul Ballatt; Yvette Stanley	KSR34 / CSF05 School places	Issue	Increase in birth-rate and numbers of children reaching primary age locally, with subsequent impact on demand for secondary and special school places.	Primary school expansion programme may be insufficient to increase capacity to meet demand. Need to consider additional provision. Also future risk that increase in numbers will flow through to secondary system such that demand for places will exceed supply.		9  05-Jan-2015	R	Action Plan - CSP Service Plan
						9  24-Oct-2014		
						9  31-Mar-2014		
						9  31-Dec-2013		
Yvette Stanley	KSR35 / CSF01 Safeguarding children	Risk	Potential less effective inter-agency working. Changing expectations & updated regulatory framework. Ongoing budget pressures could undermine Merton Model.	Child protection and safeguarding issues including possible child death or serious harm. Possible increase for high cost interventions.		12  05-Jan-2015	R	Action Plan - LSCB Business Plan & CYPP
						12  24-Oct-2014		
						12  31-Mar-2014		
						12  31-Dec-2013		
Dean Shoesmith	KSR42 / HR09 Single status	Risk	Post single status challenge	Cost of settlement; cost of litigation & resources to contest; impact on staff morale; reputational & political impact		6  14-Jan-2015	H	Discussions are currently being undertaken with the unions to finalise any outstanding allowances and mitigate any further risk.
						6  24-Oct-2014		
						12  09-Jul-2014		
						4  31-Mar-2014		
Dean Shoesmith	KSR44 / HR13 Changes to staff terms & conditions	Issue	Impact of review of T&Cs & ongoing staffing reductions	Impact on staff morale, recruitment & cost implications		8  06-Jan-2015	SP	To be reviewed as part of the new workforce strategy and options considered. Paper to CMT when late November / early December. It is envisaged that any change to T&Cs will take 9 to 12 months - 3 months preparatory work, 3 months staff consultation and 3 months union consultation
						8  24-Oct-2014		
						8  08-Jul-2014		
						8  31-Mar-2014		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Adam Viccari	KSR45 / CG03 Non compliance with asbestos legislation	Issue	Asbestos compliance officer post vacant as having difficulty in recruiting to 0.5 FTE post.	Failure to comply with statutory duty on managing Asbestos		6 09-Jan-2015	HS	After a further review of asbestos management we have secured an initial provision for the asbestos reviews under the corporate contract with Lucion Environmental Limited. It is further proposed to integrate this with corporate FM and the safety service portfolio in future years. This brings together the provision of asbestos management surveys and the reviews into a corporate asset management framework this will provide consistency in compliance across the property portfolio.
						12 05-Jan-2015		
						12 24-Oct-2014		
						12 08-Jul-2014		
Mark Humphries	KSR48 / IT03 IT systems	Risk	Major disruption in the civic centre causing 6th floor data centre to become unusable	IT failure leading to unavailability of IT services impacting on organisational service delivery		8 24-Oct-2014	SP	A report detailing the Council's new Business Continuity and Disaster Recovery arrangements was approved by CMT on 12/03/14. Phase 1 works to improve our IT Disaster Recovery arrangements by relocating some of our services at Wandsworth has now been completed and phase 2 of the project which includes the replacement of our SAN equipment and further automation of the recovery process is being progressed, and is due to be completed by the end of January 2015.
						8 08-Jul-2014		
						8 31-Mar-2014		
						8 31-Dec-2013		
Paul Dale; Caroline Holland	KSR49 / RE02 Developing corporate Business Plan & setting a balanced budget for 15/18 & beyond	Risk	Reduced budgets may impact negatively on service delivery levels	Impact on service provision, reputation, staff morale & internal & external customers satisfaction		9 05-Jan-2015	FI	Departments are required to develop action plans to rein in projected overspends so that they do not impact on future year buadget
						9 23-Dec-2014		
						6 08-Jul-2014		
						6 31-Mar-2014		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Kate Herbert; Yvette Stanley	KSR53 / RE11 Inconsistent evidence of compliance with public sector equalities duties	Issue	Failure to evidence how equalities implications have been considered in developing new policy, designing services & decision making	Reputational impact for council, risk of judicial review & litigation, negative impact on service users and loss of savings.		6 06-Jan-2015	O/R/FI/SP	The use of Equality Analysis to consider equality considerations has improved and is embedded into the Business Planning Process
						9 24-Oct-2014		
						9 08-Jul-2014		
						9 31-Mar-2014		
Yvette Stanley	KSR55 / CSF04 Changing Borough Demographics	Issue	Increases in both the total population in the borough, including in particular families with young children, and also in the mix of the population with respect to ethnicity, disability and deprivation.	Additional demand for school places, and services for children with special educational needs and disabilities, as well as pressure for growth in children's social care and child protection interventions.		12 05-Jan-2015	O	Action Plans - CSF Service Plans
						12 24-Oct-2014		
						12 31-Mar-2014		
						12 31-Dec-2013		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Children, Schools & Families; Resources	KSR56 / CSF6 CS&F funding changes, budget savings & resource management	Issue	Uncertainty regarding changes to funding regimes & external grants, & concurrent additional statutory duties & demographic pressures. Changes to the national funding formula for DSG expected from 2016-17 onwards and the impact of any maintained schools becoming academies. Funding associated with C&F Act, & detailed requirements for CYP with SEND remain uncertain, as do youth justice changes. Demand on 'no recourse to public funds' cases is increasing. Requirement to make significant savings over the next 3-4 years. Need to balance competing and increasing demands at a time of contracting resources & extensive change. Demographic and new burdens pressure is likely to increase spend to CSF	Impact on ability to provide statutory services, possibility of undermining the Merton Model, causing additional spend pressures in targeted services. Low staff morale, difficulties in managing the impact of the Workforce Management Strategy. Time and effort required to manage change & meet expectations of members & central government may lead to failures in the management of ongoing operational work.		15  05-Jan-2015	FI	Monitor Government proposals, consultation response & implications fed into budget & MTFs. Budget savings identified & analysed for impact including equality assessments, TOM & Service Planning work. Action Plans: All CSF Divisional Service Plans, School Improvement Strategy, NRTPF Working Group Strategy Plan and Children & Family Act Implementation Plan..
						15  23-Oct-2014		
						15  31-Mar-2014		
						15  31-Dec-2013		
Richard Williams	KSR60 / RE14 Potential failure to carry out statutory plant inspections	Issue	Statutory inspections not being carried out on engineering plant and other lifting equipment on council premises	Failure to comply with statutory duty to formally inspect lifting equipment; Criminal offence and harm to service users.		6  05-Jan-2015	HS	Work has been underway for some time to produce a list detailing where all of the plant is within Merton sites. I&T facilities have purchased a system called Frontline Data, which will log all buildings and plant which the council owns / is responsible for, including details of when last maintained etc. Once data is loaded the system will automatically remind when plant checks are due to be done and also what checks and maintenance are needed. This approach is being taken forward.
6  24-Oct-2014								
6  08-Jul-2014								
6  31-Mar-2014								

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Caroline Holland	KSR61 / RE16 Delivery of Savings Programme 2014-19	Risk	Savings of £19 million have been agreed for 2014/15 to 2018/19 the period of budget decisions required by this Council. There is a budget gap of £21 m after this.	Non achievement of any saving would adversely impact on the Authority's ability to balance it's budget in the medium to long term if larger than the contingency.		8 05-Jan-2015	FI	Delivery of savings is monitored monthly and alternative savings packages are being identified to deliver savings shortfalls
						8 24-Oct-2014		
						3		
						3		
Paul Ballatt	KSR62 / CSF9 Recommissioning Early Intervention & Prevention (Partnership Risk)	Issue	Likely reduction in contracting with local third sector leads to reputational & political risk.	Destabilisation of the Local Strategic Partnership & Children's Trust Board partnership arrangements.		10 05-Jan-2015	R	Action Plan - CSP Service Plan
						10 24-Oct-2014		
						10 31-Mar-2014		
						10 31-Dec-2013		
Kate Milsted	KSR65 / PH2 GUM Overspend	Risk	This service is open access anywhere in the country therefore difficult to manage demand.	Potential significant overspend on sexual health services.		12 05-Jan-2015	FI	Efforts to mitigate overspend in 2013-14 include review of Merton services with potential for integrated GUM/contraception services to improve quality and VFM. Also now working across SWL sexual health commissioners and looking to join an-London sexual health commissioning work
						12 24-Oct-2014		
						12 08-Jul-2014		
						12 31-Mar-2014		
Kay Eilbert	KSR66 / PH5 PiD	Risk	Problem with N3 connection / working with LA systems.	Difficulty in monitoring some of the sexual health contracts and issues with mental health needs assessments.		12 05-Jan-2015	SP	PH intelligence manager working with Merton IT to sort issues. C&H Business partner looking at wider data sharing agenda.
						12 24-Oct-2014		
						12 08-Jul-2014		
						12 31-Mar-2014		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Anjan Ghosh	KSR67 / PH6 Provision of health checks (lack of)	Risk	Inability to find contractors to deliver health checks.	Non compliance in provision of mandated services as per PH requirements.		2 24-Oct-2014	SP	GPs have now signed up to carry out the checks so permission sought to remove this risk from the registre
						12 08-Jul-2014		
						12 31-Mar-2014		
						12 31-Dec-2013		
Sophie Ellis	KSR68 / BI18 Inability to deliver TOM's across the organisation	Risk	Inadequate delivery planning for TOM's across the organisation.	Ambition set out in TOM's is not achieved.		12 05-Jan-2015	O	1. Delivery planning coordinated through Prog Office and M2015. 2. Business Partners leading on departmental delivery assurance. 3. Savings proposals for 17/9 to articulate TOM impact.
						9 24-Oct-2014		
						9 08-Jul-2014		
Kathryn Wittams-Smith	KSR69/ER92 Lack of capacity within HR to support the level of change identified through TOM		Reduction of resources in HR due to changes in HR structure.	Reduced support to department, impact on changes to be delivered.		10 05-Jan-2015	SP	The HR risk remains the same for now. A temporary agency worker is being engaged in the new year which should reduce the risk in the short term. However HR savings have been brought forward which will result in a 60% reduction in HR BP support from April 2015 so will only be a temporary fix.
						10 08-Jul-2014		

PERFORMANCE MANAGEMENT FRAMEWORK

Introduction

Merton launched its Performance Management Framework in 2004. While the main principles of performance management remain the same, the framework undergoes annual review and updating where and when required, to ensure that it remains up to date with changes within the organisation and outside.

We are committed to delivering customer-focused services. To achieve this, it is essential that we measure our performance, both against our own intentions, and the performance of others, using that information to improve local services.

Performance management enables us to ensure that our goals are constantly being met, whilst allowing us to identify best practice and address areas of concern. It is about how we consistently plan and manage improvements to our services to ensure continuous improvement in line with Lean principles. Sustainable improvements in services are unlikely to happen without it.

Everyone in the organisation has a part to play in monitoring our services and achieving our ambition.

Why measure performance?

- It highlights areas where we are doing well, and areas which need improving;
- To enable our managers to monitor performance, manage effectively and plan for the future of the service;
- Performance data is required by the decisions makers within the council to help inform their decisions;
- Timely and accurate performance data will help identify problems early and enable us to put actions in place to address / rectify the situation;
- In order to improve, we need to know where we are now and ensure that we are doing the right things for the right reasons;
- Performance Management provides the evidence required for change and improvement, and lastly;
- What gets measured gets done!

Why do we need a Performance Management Framework?

Since the introduction by Central Government of the Single Data List in April 2011, removing the monitoring of performance to reduce the burden, and reductions of audit and inspection by central government, it is now even more important that we manage and monitor our performance. We must ensure that our Performance Measures are robust, challenging and realistic, ensuring that we are achieving and delivering our priorities.

What is a Performance Management Framework?

This Performance Management Framework has been created to provide a view of the overall approach the council takes to managing performance.

The Framework should also be considered alongside the council's Risk Management and Data Quality Strategies.

Our framework will help all of us to understand:

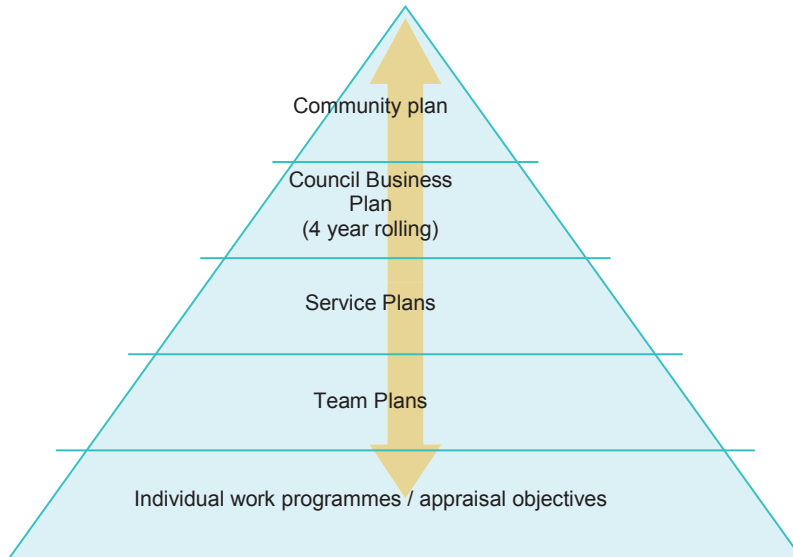
- what we are trying to achieve as an organisation
- how we are going to achieve this
- how we will monitor and report progress
- how the contribution of staff, managers, teams and departments relate to each other to help deliver the targets set for the whole organisation

The framework has three parts

1. The planning framework, how the plan fits together - the Golden Thread
2. The planning, monitoring and review cycle
3. Taking responsibility seriously

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

The performance management framework is represented by the performance triangle



The key aspects of the Golden Thread are:

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

The planning, monitoring and review cycle - what happens, when and how?

The planning, monitoring and review cycle shows how we continuously review and revise our performance in order to improve our services.



The cycle has four phases and takes place on an annual basis as part of the development of the next four year rolling Business Plan and agreement of the next year's budget.

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

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

Doing - How do we get to where we want to be?

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

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

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

Revising - What do we do next?

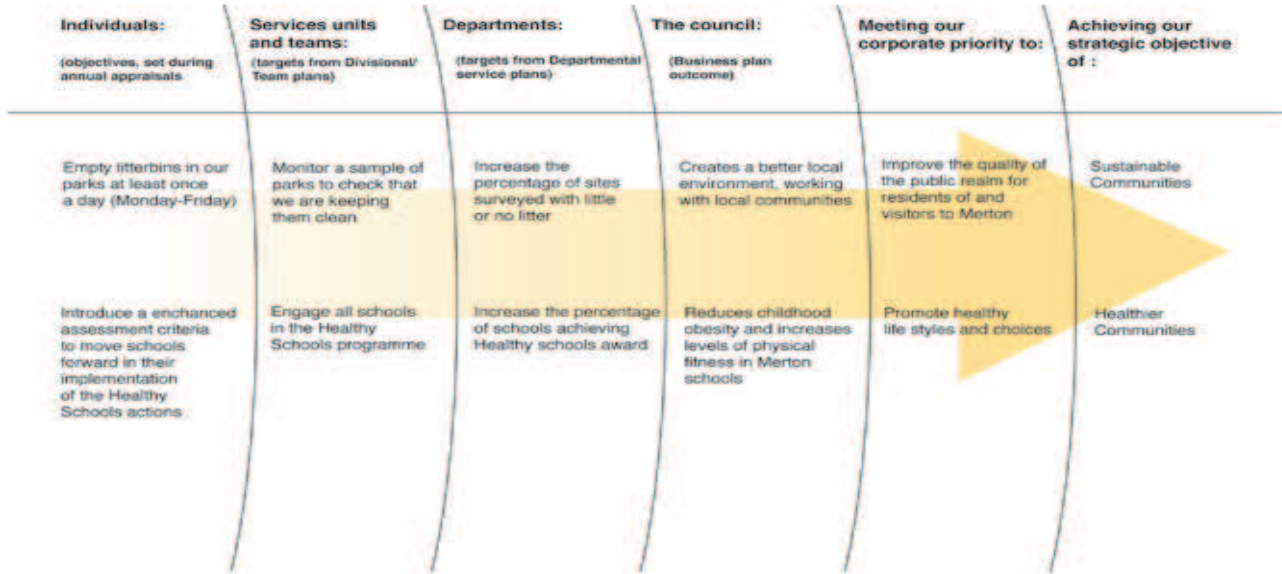
It is important that our services evolve to meet the needs of our residents. Having reviewed our performance we may need to change what we are doing or revise our ambitions and objectives so that we can continuously improve as an organisation.

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

Taking responsibility for results – how we go about doing it

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

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



Performance Management Systems and Collection Arrangements

With effective from 1 June 2013 performance against service plan measures is captured and reported via our Performance Management System known as Covalent.

One the first day of each month departmental performance leads are reminded of the deadline date by which performance data needs to be uploaded onto the system.

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

Roles and responsibilities

The roles and responsibilities are outlined below:

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

Help and advice

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

Corporate Indicator set 2015-16

The corporate indicator set is a set of ten key measures from each of the four departments. There are 40 performance measures in total which are monitored on a monthly basis by the Corporate Management Team (CMT).

Corporate Indicator set 2015/16

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
CS – Customer Services	CRP 18 & SP ????(on service plan) - % council tax collected	97% n/a (Nov)	97% 75.9 (Nov)	75.97%(Nov)	97.25% n/a (Nov)	Monthly	High
CS – Customer Services	CRP 36 & SP155 - % of business rates collected	97% n/a (Nov)	97.25% 78%	74.69% (Nov)	97.50% n/a Nov	Monthly	High
CS – Customer Services	CRP 13 - % of positive and neutral coverage tone	91.5%	92%	97.69%	92.5%	Monthly	High
CS – Customer Services Corporate Governance	CRP 37 - % of complaints progressed to level 2 (quarterly in arrears)	10%	9%	6.19%	9%	Quarterly	Low
CS – Customer Services	CRP 43 & SP301 – % Successful website visits	81.5%	84%	83.64% H & 62.31% L	74.3784%(1)	Monthly	High
CS – Corporate Governance	CRP 14 & SP??? - % of ombudsman complaints answered in time	90%	90%	85.71%	90%92.5%	Monthly	High
CS – Corporate Governance	CRP 41 & SP 192 - % of Freedom Of Information requests dealt with in time (monthly in arrears)	90%	90%	89.05%	90%92.5%	Monthly	High
CS – Corporate Governance	CRP 42 - Freedom of Information (FOI) requests answered in full (including information already published or not held)	80%	85%	86.68%	85%	Monthly	Low
CS – Human Resources	CRP 04 & SP 351- Average numbers of working days lost to sickness	87 n/a (Nov)	87 4.64 (Nov)	4.756 (Nov)	8	Monthly	Low
CS – Infrastructure & transactions	CRP 16 & SP 401 - The level of CO2 emissions from the council's main operational buildings (tonnes) – (2014/15 to include ALL council buildings thus increase in target).	1,875	4,100	Q1 749.47	4,000	Quarterly in Arrears Monthly	Low
CS – Infrastructure & Transactions	CRP 074 – Number of staff working from Civic Centre	1,275	1,275	Q1 1075	1,275	Quarterly in Arrears	High
E&R – Parking Services	CRP 44 – Parking services estimated revenue	£11,401,998 n/a (Nov)	£11,789,000 £7,859,328 Nov	£7,894,819 Nov	£11,872,000	Monthly	High
E&R - Property	CRP 46 & SP023 - Increase the level of capital receipts to support the financial strategy (excluding Merton Priory Homes)	£5,000,000 n/a (Nov)	£1,300,000 £500,000 Q2	£400,000 Q2	£1,000,000	Quarterly	High

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
E&R – Waste Management	CRP 47 & SP 068 – No. of refuse collections including recycling and kitchen waste missed per 100,000	60	55	53.17	50	Monthly	Low
E&R – Street Cleaning	CRP 48 - % sites surveyed on street inspections for litter that are below standard	8.5	8.57.5	6.31	9.5%	Monthly	Low
E&R – Street Cleaning	CRP 49 & SP 059 – Number of fly tips in streets and parks	3,300 n/a Nov	3,200 2,128 (Nov)	2,641 (Nov)	3,700	Monthly	Low
E&R – Development & Building Control	CRP 45 & SP 118– Income from development and building control	£1,970,000 n/a Nov	£2,010,000m £1,970,000 £1,339,996 No)	£1,375,534 Nov	£2,050,000 n/a Nov	Monthly	High
E&R – Development & Building Control	CRP 50 - Volume of planning applications	1,850 n/a Nov	2,050 1,288 Nov	1,709 Nov	3,500	Monthly	High
E&R – Development & Building Control	CRP 51 & SP 114- % of major planning applications processed within 13 weeks	60%	60%45	53.33%	60%	Monthly	High
E&R – Development & Building Control	CRP 52 & SP 115- % of minor planning applications processed within 8 weeks	65%	50%	60.53%	66%	Monthly	High
E&R – Development & Building Control	CRP 53 & SP116- % of other planning applications processed with 8 weeks	80%	81%75	85.45%	81%	Monthly	High
C&H – Adult Social Care	CRP 54 & SP 039 - No. of adults Inc. carers, in receipt of Direct Payments or Personal Budgets as a % of all customers & carers receiving community based services.	70%	925%	94.5%	95%	Monthly	High
C&H – Adult Social Care	CRP 55 & SP 275 – Weekly rate of delayed transfers of care from hospital - (both Merton & NHS responsible)	6.5	5	2.313	5%	Monthly	Low
C&H – Adult Social Care	CRP 56 & SP054 – % No Carers receiving a service of information and advice	n/a	878 592 Nov	750 Nov	930(2)	Monthly	High
C&H – Adult Social Care	CRP 57 & SP274 - No. of adults receiving community based Services e.g. Personal Care, to help them continue to live in their own homes, as a % of all customers receiving services	82%	70%	75%	71%	Monthly	High
C&H – Adult Social Care	CRP 58 & SP 273– No. of adults on the Occupational Therapy waiting list	80	75	78.75	74	Monthly	Low
C&H - Libraries	CRP 59 & SP 008 – No. of people accessing the library service by borrowing an item or using a peoples network terminal at least once in the previous 12 months	54,000	54,500	59,561	55,000 (3)	Monthly	High
C&H - Libraries	CRP 60 & SP 009 - Number of visitors accessing the library service on line	110,000 n/a Nov	115,000 Nov 76,660 Nov	130,191 Nov	125,000(4) n/a Nov	Monthly	High

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
C&H – Housing Needs & Enabling	CRP 61 & SP 036 – The number of households in temporary accommodation provided under the homeless legislation	100	125400	119	130	Monthly	Low
C&H – Housing Needs & Enabling	CRP 62 & SP .35 – The number of homelessness cases prevented	550 n/a Nov	550 367 Nov	384 Nov	550 n/a Nov	Monthly	High
C&H – Merton Adult Education	CRP 078 & SP 335- % Retention rate	8887	8887	No Return	88%	Monthly	High
C&H – Merton Adult Education	CRP 079 & SP 334- % Achievement rate	95%	96%	No Return	96%	Monthly	High
C&H – Merton Adult Education	CRP 080 & SP 285 - % Success rate	83%	84%	No Return	84%	Monthly	High
CSF – Children's Social Care	CRP 64 & SP 075 – % Children and young people on child protection plan for second or subsequent time	10%	10%	12.9%	10%	Monthly	Low
CSF – Children's Social Care	CRP 65 & SP 095 - Number of Special guardianship orders and adoptions finalised during the year	12 n/a Nov	13 6 Nov	9 Nov	13	Monthly	High
CSF – Children's Social Care	CRP 71 & SP 091 – No. of first time entrants to the Youth Justice System aged 10-17 years.	96 n/a Nov	80 56 Nov	43 Nov	75 n/a Nov	Monthly	Low
CSF – Children's Social Care	CRP 72 & SP 319 – % 16-19 year olds Not in Education, Employment or Training (NEET)	8.3%	6%	3.6%	5%	Monthly	Low
CSF - Education	CRP 68 & SP 084 - % of Good or Outstanding Ofsted inspections rated as good in children's centres.	100%	100%	100%	100%	Monthly Quarterly	High
CSF - Education	CRP 69 & SP 078 – % Outcome of schools Ofsted inspections rated as good or outstanding	77%	85%	82.69%	85%	Monthly	High
CSF - Education	CRP 075 & SP 077- % 5 GCSE A-C including English and math	64%	64%65	62.6%	65%	Annual	High
CSF - Education	CRP 076 & SP 347- % L4 English and maths at KS2	78%	78%82%	78%	82%	Annual	High
CSF – Commissioning, Strategy & Performance	CRP 077 & SP 374- No. of in-house foster carers recruited	16 n/a Nov	20 8 Nov	3 Nov	20 n/a Nov	Quarterly	High
CSF – Commissioning, Strategy & Performance	CRP 73 & SP 109- % vacancies in reception year of primary school	2%	2%	3.75%	4%(5)	Annual	Low

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
CSF – Commissioning, Strategy & Performance	CRP 66 & SP 290 - % Looked after children in foster care placed with external agency carers	38%	36%	48%	35%	Monthly	Low

CS = Corporate Services,

E&R = Environment & Regeneration,

C&H = Community & Housing,

CSF = Children, Schools & Families.

Red = Underperforming

Green = Meeting Target

Blue = Over Performing by 20% or more

Notes

- (1) Socitim have changed the basis of the survey, it is now conducted part way through the web site visit rather than at the end this timing results in fewer customers have found what they were searching for. The target for this PI has been reset from 2015/16 onwards.
- (2) Provisional figure will be finalised in February 2015 by Adult Social Care Senior Management Team.
- (3) There has been a spike in these figures due to some projects running, it is not envisaged that this spike will continue longer term
- (4) There has been a spike in these figures due to the launch of the new service, it is not envisaged that this spike will continue longer term
- (5) In the late 90s the Audit Commission recommended a vacancy rate of 5% for Reception to allow some parental choice. Merton along with other local authorities is working with a lower percentage of circa 3%. The percentage has been increased in 2015/16 because of the impact of the free school which is incorporated into Merton's returns.

SERVICE PLANNING 2015-19

The Service Plans agreed by service departments during the 2015/19 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on 8 December 2014 and 16 February 2015.

Proposed Final Service Plans were considered and agreed by Council on 4 March 2015.

Interim Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2015 cycle of meetings and by the Overview and Scrutiny Commission on 29 January 2015.

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

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 28 service plans over their relevant Scrutiny Panels and departments.

Scrutiny Panels

Children & Young People	Healthier Communities & Older People	Overview & Scrutiny	Sustainable Communities
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Public Health	Corporate Governance	Development & Building Control
Education		Customer Services	Regulatory Service Partnership (formerly Environmental Health)
		Human Resources	Future Merton
		Infrastructure & Transactions	Housing Needs & Enabling
		Resources	Leisure & Culture Development
		Safer Merton	Libraries
		Shared Legal Services	Merton Adult Education
			Parking
			Parks & Green Spaces
			Property
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

Departments

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

The paragraphs below provide an overview of the approach taken to completing the information requirements on the service plans:

Page 1

- i) Service description – Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) Anticipated demand - What their key demand channels are and how best to measure them.
- iii) Anticipated non-financial resources - What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) Corporate strategies – From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 5 of the Business Plan 2014-18.
- vi) Performance indicators – Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
 - **Business critical** - the business critical function of the service often with severe consequences if this is interrupted or not met.
 - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)
 - **Outcome** - The success of the service in fulfilling its service description
 - e.g. the % of waste recycled
 - **Output** – The quantity of work or services produced.
 - e.g. the number of Housing Benefit applications processed
 - **Perception** - resident or user satisfaction with the service or part of the service
 - e.g. resident satisfaction with street cleanliness
 - **Quality** - the quality of the service delivery
 - e.g. % of missed refuse collections
 - **Unit cost** - Cost required to provide or produce a unit of a service or product
 - e.g. cost per household per refuse collection

Page 2

vii) Major projects and/or procurement – Managers are asked to briefly describe up to 10 major projects they are undertaking over the planning period (2014-19). On the second page they are able to provide additional details of the project and the following key impact information:

- **Major expected outcome** - the following eight choices are available to managers:
 - Improved customer satisfaction
 - Improved reputation
 - Improved resident wellbeing
 - Income generation
 - Income loss
 - More efficient way of working
 - To meet budget savings
 - To meet legislative requirements
- **Risk** - managers are asked to consider the risks that could prevent them from achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

The following pages display service plans for 2015-19 in departmental order.

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Children, Schools and Families Department

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

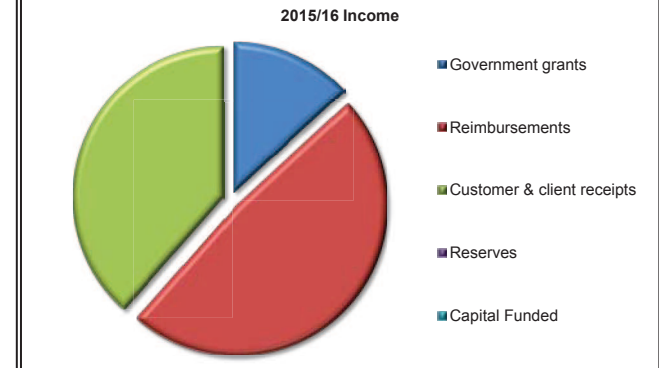
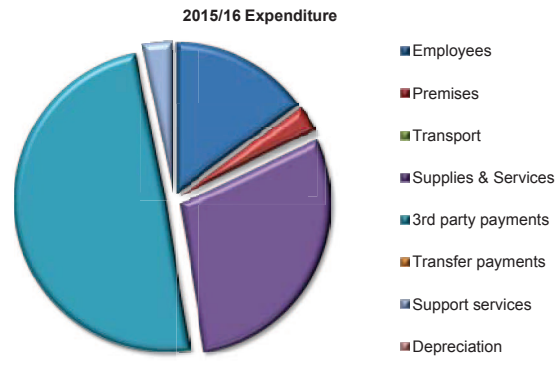
Children's Social Care

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Deliver transforming families year 2 & year 3 programme	To meet legislative requirements				
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	2015-16							
Project 2		Project Title:	Social Care Information System procurement & implementation	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes				
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	2015-16							
Project 3		Project Title:	Preparation for new inspection regime	To meet legislative requirements				
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.			4	3	12
End date	2016-16							
Project 4		Project Title:	Youth Justice	To meet legislative requirements				
Start date	2014-15	Project Details:	Development of policy framework in response to regulation. Trend analysis.			3	2	6
End date	2015-16							
Project 5		Project Title:	Joint work with Housing	Improved resident well being				
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							
Project 6		Project Title:	CSC & Early Help Tom	To improve safeguarding and support for LAC and care leavers, contain services within limited budgets, & for staff retention				
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			3	2	6
End date	2017-18							
Project 7		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 8		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 10		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

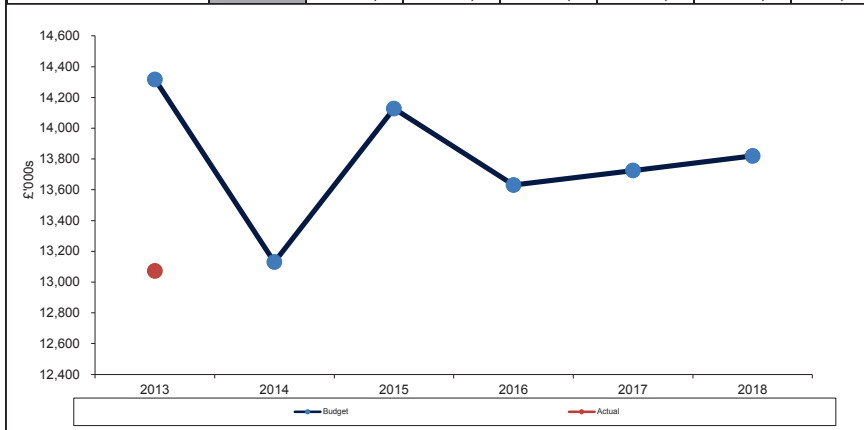
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Commissioning, Strategy and Performance		Planning Assumptions						The Corporate strategies your service contributes to					
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme			
Enter a brief description of your main activities and objectives below		Increased demand for primary school		2fe	2fe	1fe	2fe	0fe	0fe	Children & Young person's Plan			
<p>The Commissioning, Strategy & Performance Division provides strategic services for the Children, Schools & Families Department (CSF):</p> <ul style="list-style-type: none"> policy, planning & performance management; commissioning, procurement & contract management; access to resources for looked after children/pupils with SEN; pupil place planning; school admissions; school expansion & overall CSF capital programme management; some departmental business support. <p>Main activities include:</p> <ol style="list-style-type: none"> leading on strategic & operational planning for CSF; leading on local Children's Trust & partnership development; production of management information for internal performance management & external reporting inc statutory returns; production of policy documents & procedural guidance for professional staff; commissioning operational services & leading on joint commissioning with partners; managing schools' Private Finance Initiative contract & other service contracts; procuring placements for looked after children/pupils with SEN; planning sufficient school places; co-ordination of pupil admissions to Merton schools; project managing school expansions & other capital schemes. 		Increased demand for secondary school				0-1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)	Community Plan			
		Increased demand for special school places									Core Planning Strategy		
		Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011								Corp Equality Scheme	
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			Local Development Framework	
		Staff (FTE)		49	54	50	49	49	49			Performance Management Framework	
		Contractors		Commissioning of a range of services to support CSF functions								Social Inclusion Strategy	
		Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				
		% reception year surplus places		2	2	5	6			Low	Annual	Business critical	parental choice
		% secondary school Yr7 surplus places Inc. Academies		12	8	5	5			Low	Annual	Business critical	parental choice
% major capital projects green/amber to time		90	90	90	90			High	Quarterly	Business critical	Increased costs		
% spend on approved capital programme				80	80			High	Quarterly	Business critical	Increased costs		
% fostered LAC in external agency foster care placements		38	36	46	46			High	Quarterly	Business critical	Increased costs		
Numbers of in-house foster carers recruited		16	20	20	20			High	Quarterly	Quality	Increased costs		
% completion rates for parenting programmes		75	80	80	80			High	Quarterly	Business critical	outcomes not improved		
% commissioned services quarterly monitoring completed		100	100	100	100			High	Quarterly	Business critical	reduced contract compliance		
% statutory returns to government on time		100	100	100	100			High	Quarterly	Business critical	Reputational risk		

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	17,078	16,183	15,507	14,713	14,215	14,310	14,405
Employees	2,268	2,126	2,165	2,208	2,186	2,187	2,187
Premises	951	896	532	418	420	422	423
Transport	39	58	39	36	37	37	38
Supplies & Services	6,696	7,235	6,333	4,317	3,911	3,976	4,040
3rd party payments	6,612	5,289	5,862	7,262	7,189	7,217	7,245
Transfer payments	0	0	0	0	0	0	0
Support services	512	579	576	472	472	472	472
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,762	3,111	2,377	585	585	585	585
Government grants	388	332	106	77	77	77	77
Reimbursements	428	474	310	283	283	283	283
Customer & client receipts	1,946	2,305	1,960	225	225	225	225
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	14,316	13,072	13,130	14,127	13,630	13,725	13,819



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Primary Schools Expansions		10,356	22,405	12,031	4,092	3,849	2,575
Secondary School Expansions		0	100	670	15,375	11,500	13,954
SEN Expansions		296	495	2,547	3,910	3,000	850
Inflation		0	0	428	1,952	1,876	2,075
Devolved Formula Capital/FSM		390	370	564	0	0	0
Schools Capital Maintenance		389	666	650	650	650	650
Other		580	530	214	104	104	0
Total	0	12,011	24,566	17,104	26,083	20,979	20,104



Year	Key Expenditure Reductions
2015/16	<ul style="list-style-type: none"> Reduce expenditure on LAC and SEN placements: £100,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £58,000 Reduce early intervention commissioning budgets: £63,000
2016/17	<ul style="list-style-type: none"> 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: £440,000
2017/18	
2018/19	

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

Commissioning, Strategy and Performance

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Commissioning	More efficient way of working		3	2	6
Start date	2014-15	Project Details:	Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care leavers accommodation.					
End date	2015-16							
Project 2		Project Title:	Implementation of secondary & special school expansion strategy	To meet legislative requirements		4	3	12
Start date	2014-15	Project Details:	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory processes; planning & delivery of construction contracts.					
End date	2019-20							
Project 3		Project Title:	Schools' PFI	More efficient way of working		4	2	8
Start date	2014-15	Project Details:	Complete renegotiation and implementation of new Governing Body Agreements with PFI schools. Progress savings opportunities from 2014 DfE sponsored savings review.					
End date	2015-16							
Project 4		Project Title:	Release of Assets	More efficient way of working		3	3	9
Start date	2013-14	Project Details:	To address a range of issues related to CSF property & accommodation, including implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc school caretakers' houses.					
End date	2015-16							
Project 5		Project Title:	Increase uptake of Free School Meals	Improved resident well being		3	1	3
Start date	2014-15	Project Details:	Continue project to Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work includes reviewing marketing and application procedures and targeted work with schools with lower FSM registrations than would be expected from analysis of deprivation factors.					
End date	2015-16							
Project 6		Project Title:	Framework i Implementation	More efficient way of working		2	2	4
Start date	2014-15	Project Details:	Engagement with implementation project with particular focus on ensuring system reporting tools and processes are fit for purpose to enable improved internal performance management reporting and external statutory returns.					
End date	2015-16							
Project 7		Project Title:	Children and Young People Plan	More efficient way of working		2	2	4
Start date	2015-16	Project Details:	Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People Plan					
End date	2015-16							
Project 8		Project Title:	Personal Budgets	To meet legislative requirements		3	2	6
Start date	2014-15	Project Details:	Phased introduction of personal budgets for families of children subject to Education, health and care plans (ex SEN Statements). Initial phase PBs for home-school transport; following phases for exploration inc domiciliary care; overnight respite care					
End date	2016-17							

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

Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Improving pupil outcomes at KS2 & KS4			
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.	Improved resident well being	2	3
End date	2016-17					
Project 2		Project Title:	School Improvement through partnership			
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools	Improved resident well being	2	2
End date	2016-17					
Project 3		Project Title:	Transforming Early Years			
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	Improved resident well being	3	2
End date	2015-16					
Project 4		Project Title:	Implementation of requirements of Children & Families Act			
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	4	3
End date	2015-16					
Project 5		Project Title:	Development of AltED & linked provision			
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	3	2
End date	2015-16					
Project 6		Project Title:	Youth transformation phases 2 & 3			
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4	3
End date	2015-16					
Project 7		Project Title:	Improve rates of Persistent Absenteeism			
Start date	2014 -2015	Project Details:	Pilot project for one year initially to target PA in years 5,6 and 7 through targetted early intervention and family support in collaboration with schools and EWS	To meet legislative requirements	3	2
End date	2015 -2016					

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Community and Housing Department

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

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

Adult Social Care

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

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

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Deliver on-line self-assessment tools				
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.	More efficient way of working	3	1	3
End date	2015-16						
Project 2		Project Title:	Maximise use of private rented sector				
Start date	2013-14	Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through empty homes grants.	More efficient way of working	2	2	4
End date	2018-19						
Project 3		Project Title:	CHMP Regeneration				
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.	Improved resident well being	1	3	3
End date	2018-19						
Project 4		Project Title:	Housing Service Review				
Start date	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).	Evaluation of alternative service delivery	3	1	3
End date	2015-16						
Project 5		Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency				
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3	1	3
End date	2015-16						
Project 6		Project Title:	Technology Review				
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.	More efficient way of working + compliance with corporate policy	2	1	2
End date	2016-17						
Project 7		Project Title:					0
Start date		Project Details:					0
End date							
Project 8		Project Title:					0
Start date		Project Details:					0
End date							
Project 9		Project Title:					0
Start date		Project Details:					0
End date							
Project 10		Project Title:					0
Start date		Project Details:					0
End date							

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

Libraries

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	E-communications	More efficient way of working		2	1	2
Start date	2013-14	Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.					
End date	2015-16							
Project 2		Project Title:	Heritage Strategy	Improved customer satisfaction		2	1	2
Start date	2015-16	Project Details	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.					
End date	2019-20							
Project 3		Project Title:	Stock efficiency program	More efficient way of working		2	1	2
Start date	2013-14	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16 and 2016/17. Maximise usage of e-resources.					
End date	2015-16							
Project 4		Project Title:	Children & Young People's projects	Improved resident well being		3	1	3
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.					
End date	2016-17							
Project 5		Project Title:	Outreach and Community Engagement plan	Improved customer satisfaction		2	1	2
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.					
End date	2017-18							
Project 6		Project Title:	IT Projects	Improved customer satisfaction		3	2	6
Start date	2013-14	Project Details	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.					
End date	2017-18							
Project 7		Project Title:	Assisted digital support	Improved resident well being		2	1	2
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.					
End date	2016-17							
Project 8		Project Title:	Security services contract	More efficient way of working		3	2	6
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.					
End date	2018-19							
Project 9		Project Title:	Library redevelopments	Improved customer satisfaction		3	2	6
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.					
End date	2017-18							
Project 10		Project Title:	London Libraries Consortium	More efficient way of working		2	2	4
Start date	2013-14	Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.					
Projects	2017-18							

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

Merton Adult Education

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Introduction of New 24+ Loans	To meet legislative requirements		3	2	6
Start date	2013-14	Project Details:	Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans					
End date	2014-15							
Project 2		Project Title:	MAE Commercial Business Plan	Income generation		3	2	6
Start date	2013-14	Project Details:	Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management short course programme, Early Years and Schools short course programme					
End date	2014-15							
Project 3		Project Title:	Widening Participation in Learning	Improved resident well being		2	1	2
Start date	2013-14	Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.					
End date	2015-16							
Project 4		Project Title:	Accommodation Strategy	To meet legislative requirements and respond to growing school population		3	2	6
Start date	2013-14	Project Details:	In response to Children Schools and Families requiring possible secondary school sites, undertake a full analysis of possible sites across Merton. Undertake explorations with a number of key partners					
End date	2015-16							
Project 5		Project Title:	Virtual Learning Environment Strategy	More efficient way of working		2	1	2
Start date	2013-14	Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium					
End date	2014-15							
Project 6		Project Title:	Increase the use of the E Learning Portal Moodle	More efficient way of working		2	1	2
Start date	2014-15	Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students					
End date	2015-16							
Project 7		Project Title:	Adult Skills and Employability Scrutiny Action Plan Implementation	More efficient way of working		2	1	2
Start date	2013-14	Project Details:	Implement the key skills and employability elements of the scrutiny action plan					
End date	2015-16							
Project 8		Project Title:	Option Appraisal on the Future of the Service and Consultation			3	2	6
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options					
End date	2015-2016							
Project 9		Project Title:						
Start date		Project Details:						
End date								
Project 10		Project Title:						
Start date		Project Details:						
End date								

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

Public Health

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Integrated sexual health service			
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.	Improved customer satisfaction	3	3
End date	2016-17					
Project 2		Project Title:	Embedding Chlamydia screening programme			
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.	More efficient way of working	3	2
End date	2015-16					
Project 3		Project Title:	Review of local HIV services			
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.	Improved resident well being	3	3
End date	2015-16					
Project 4		Project Title:	LiveWell			
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.	Improved resident wellbeing	2	1
End date	2014-15					
Project 5		Project Title:	Prevention			
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 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 stark health inequalities between east and west Merton.	Improved resident wellbeing	2	1
End date	2014-15					
Project 6		Project Title:	Transition of responsibility for Health Visiting Service to Local Authority			
Start date		Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 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.	Select one major outcome	0	0
End date						
Project 7		Project Title:	National Child Measurement Programme			
Start date		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.	Improved Health and Wellbeing	0	0
End date						
Project 8		Project Title:	NHS Health Checks			
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.	Improved Health and Wellbeing	2	2
End date						
Project 9		Project Title:	Drugs and Alcohol Prevention and Treatment			
Start date		Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of alcohol needs is being commissioned to inform development of a prevention strategy/action plan. Re designing the existing Tier 2 3 and 4 treatment Services to enable focus upon community service provision and prevention as an integral element of the newly designed service for re tendering in 2016.	improved resident wellbeing	3	3
End date						
Project 10		Project Title:	Support to Merton Clinical Commissioning Group			
Start date		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.	Select one major outcome	0	0
End date						

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Corporate Services Department

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

Business Improvement							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact			Score	
Project 1		Project Title:	Customer Contact programme		More efficient way of working		
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
End date	31/03/2016						
Project 2		Project Title:	Electronic document and records management system		More efficient way of working		
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
End date	31/03/2016						
Project 3		Project Title:	Social Care Information System		To meet legislative requirements		
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
End date	31/12/2015						
Project 4		Project Title:	Data Labelling System		To meet legislative requirements		
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
End date	31/03/2015						
Project 5		Project Title:	Corporate TOM Refresh exercise		More efficient way of working		
Start date	01/09/2015	Project Details:	Lead and coordinate a pan-organisation exercise to review and refresh all Target Operating Models and enabling strategies as required		Provides a disciplined, organised approach to planning for future change and improvement and ensures work programmes align to deliver the ambitions of the services within the organisation.		1
End date	31/03/2016						
Project 6		Project Title:					
Start date		Project Details:				0	
End date			0	0			
Project 7		Project Title:					
Start date		Project Details:				0	
End date			0	0			
Project 8		Project Title:			Select one major outcome		
Start date		Project Details:				0	
End date			0	0			
Project 9		Project Title:			Select one major outcome		
Start date		Project Details:				0	
End date			0	0			
Project 10		Project Title:			Select one major outcome		
Start date		Project Details:				0	
End date			0	0			

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

Corporate Governance

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Support new intake of councillors	Improved customer satisfaction				
Start date	01/04/2013	Project Details:	To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.			1	1	1
End date	31/03/2015							
Project 2		Project Title:	2013/17 Implement individual electoral registration	To meet legislative requirements				
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.			3	3	9
End date	31/12/2016							
Project 3		Project Title:	2013/17 Administer statutory elections, referendums and ballots.	To meet legislative requirements				
Start date	01/04/2013	Project Details:	Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other referendums and ballots that may be required			3	3	9
End date	31/03/2017							
Project 4		Project Title:	Prepare for and implement changes to single fraud initiative	To meet legislative requirements				
Start date	01/02/2014	Project Details:	To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload from Housing Benefit fraud to other areas of fraud			2	2	4
End date	31/03/2015							
Project 5		Project Title:	Committee report workflow	More efficient way of working				
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members.			2	1	2
End date	01/10/2014							
Project 6		Project Title:	Scrutiny Improvement Programme	Improved reputation				
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.			2	1	2
End date	31/03/2015							
Project 7		Project Title:	LLC service delivery	To meet legislative requirements				
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive			3	1	3
End date	31/03/2015							
Project 8		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 9		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 10		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

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

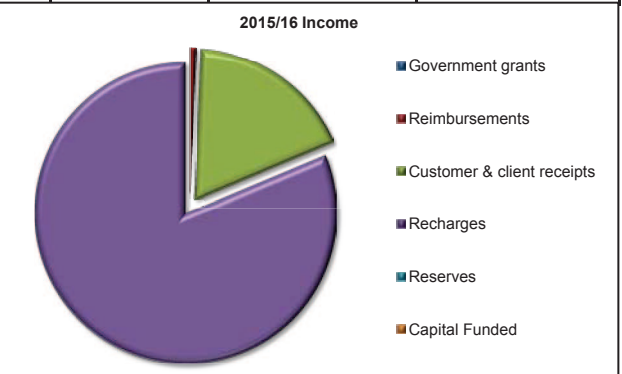
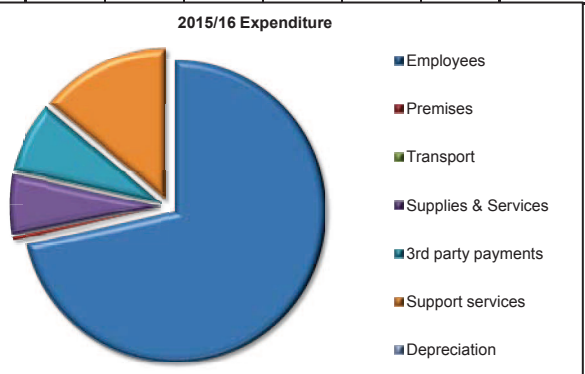
Customer Services

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Customer Service review	More efficient way of working				
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed			3	2	6
End date	31/03/2015							
Project 2		Project Title:	Improve access to on-line services	More efficient way of working				
Start date	01/04/2013	Project Details:	Maintain successful visits to the website target at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.			2	2	4
End date	31/03/2016							
Project 3		Project Title:	Council Tax support scheme	To meet legislative requirements				
Start date	01/04/2013	Project Details:	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16			2	1	2
End date	31/03/2016							
Project 4		Project Title:	Implement and review Welfare Assistance Scheme	Improved resident well being				
Start date	01/04/2013	Project Details:	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16			2	1	2
End date	31/03/2015							
Project 5		Project Title:	Appoint a medical examiner	To meet legislative requirements				
Start date	01/04/2014	Project Details:	The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.			2	2	4
End date	31/12/2014							
Project 6		Project Title:	Local Support Services	To meet legislative requirements				
Start date	01/04/2014	Project Details:	In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be multi agency and include Job Centre Plus, voluntary sector and neighbouring authorities			2	2	4
End date	31/03/2016							
Project 7		Project Title:	Review Debt Collection Processes	More efficient way of working				
Start date	01/06/2015	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.			3	2	6
End date	01/04/2016							
Project 8		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 9		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 10		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

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Human Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
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	4,600	4,400	4,400	4,400	4,200	4,000	Workforce Development Plan			
	New recruits to be appointed	180	160	160	160	150	140	Economic Development Strategy			
	HR FTE (incl 40 apprentices in 15/16)	46.4	45.4	83.5	41.4	40.4	35	Workforce Development Plan			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Select anticipated resources										
	Select anticipated resources										
	Select anticipated resources										
	Select anticipated resources										
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Time to hire	90	90	90	90	88	86	Low	Monthly	Outcome	Increased costs	
Sickness absence (Average days per fte)	8	8	8	8	7	7	Low	Monthly	Outcome	Increased costs	
% Appraisals completed	98%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making	
% Members L&D satisfaction	81%	82%	83%	83%	83%	83%	High	Quarterly	Outcome	Poor decision making	

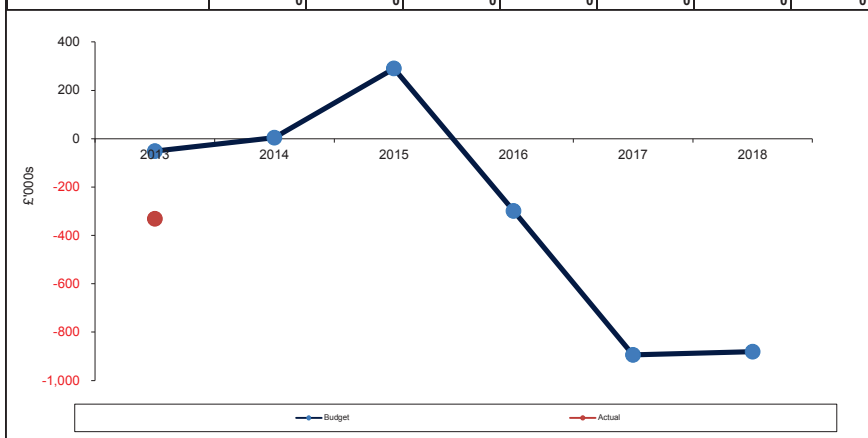
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,425	3,111	3,132	3,442	2,852	2,256	2,270
Employees	2,613	2,158	2,185	2,463	1,921	1,318	1,324
Premises	14	15	15	15	15	15	16
Transport	4	4	5	0	0	0	0
Supplies & Services	219	241	218	221	210	213	216
3rd party payments	255	349	259	263	226	230	234
Support services	318	344	451	480	480	480	480
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	3,476	3,442	3,128	3,151	3,151	3,151	3,151
Government grants			0	20	20	20	20
Reimbursements			0	20	20	20	20
Customer & client receipts	533	587	569	569	569	569	569
Recharges	2,568	2,827	2,559	2,562	2,562	2,562	2,562
Reserves	375	27	0				
Capital Fund							
Council Funded Net Budget	(51)	(331)	4	291	(299)	(895)	(881)



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

Summary of major budget etc changes 2015/16

Existing: CS49 Introduction of new application tracking system £5k
 CSD31 Review of HR business support 19k
 CSD33 HR transactional service income generation 20k



2016/17
 Existing: CS48 Further rationalisation of HR Services £130k, CS49 (2013-2017) Introduction of new application tracking system £10k
 CS50 Occupational Health & Employee Assistance programme £40k, CS51 HR Transactions - including COT £90k
 CS49(2012-2016) Further consolidation of HR advisory work £140k, CS74 Review of L&D £69k
 New: CSD28 COT Review £38k, CSD29 Recruitment and DBS review 50k
 CSD32 Review of HR business support 5k,
 CSD35 L&D Budget 18k

2017/18
 CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k
 New: CSD30 £152K COT review
 CSD34 L&D Admin Support 18k
 CSD35 L&D Budget 134k

2018/19

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

Human Resources

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

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

Infrastructure and Transactions

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk			
					Likelihood	Impact	Score	
Project 1	Project Title: Implementation of IT Strategy & Plan	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.	More efficient way of working			3	2	6
Start date	01/11/2014							
End date	31/03/2017							
Project 2	Project Title: Backscanning of existing paper records	Backscanning 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).	More efficient way of working			1	2	2
Start date	01/06/2014							
End date	31/03/2018							
Project 3	Project Title: Upgrading of IT Disaster Recovery Arrangements	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.	Improve IT Disaster Recovery and Business Continuity arrangements			2	3	6
Start date	01/12/2013							
End date	31/03/2015							
Project 4	Project Title: Flexible Working Programme	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.	More efficient way of working			2	2	4
Start date	01/04/2012							
End date	31/12/2015							
Project 5	Project Title: Refurbishment of 4 main passenger lifts at Civic Centre	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.	Improved customer satisfaction and more efficient ways of working.			1	2	2
Start date	01/01/2014							
End date	30/06/2016							
Project 6	Project Title: Energy "Invest to Save" Initiatives	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.	More efficient way of working			1	1	1
Start date	01/04/2007							
End date	01/04/2018							
Project 7	Project Title: Review Civic Centre Building Services & Security arrangements	Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.	To meet budget savings			2	2	4
Start date	01/07/2013							
End date	01/04/2015							
Project 8	Project Title: Process review of Accounts Payable and Receivable functions	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.	More efficient way of working			1	2	2
Start date	01/04/2015							
End date	31/03/2017							
Project 9	Project Title: Continuation of work on the Locations Layer of the Corporate TOM	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.	More efficient way of working			2	2	4
Start date	01/10/2013							
End date	31/03/2015							
Project 10	Project Title: Improvements to corporate 'On-Line' accident reporting system	Works to develop the Councils corporate 'On-line' accident reporting system to improve the current reporting arrangements for our Local Authority schools and satisfy Health & Safety Executive requirements in respect to RIDDOR.	To meet legislative requirements			3	2	6
Start date	01/10/2014							
End date	31/03/2015							

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

Resources							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
				Likelihood	Impact	Score	
Project 1		Project Title:	Evaluation of future funding levels	To meet legislative requirements			
Start date	01/04/2013	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.			2	4
End date	31/03/2018						
Project 2		Project Title:	Financial systems re-engineering programme	More efficient way of working			
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. Initial estimate of Go Live date 1 December 2015 - project length allows for post implementation review			3	9
End date	01/12/2015						
Project 3		Project Title:	Develop and implement whole life costing for capital projects	More efficient way of working			
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	6
End date	31/03/2016						
Project 4		Project Title:	Improve joint finance and business planning	More efficient way of working			
Start date	01/04/2015	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	4
End date	31/03/2018						
Project 5		Project Title:	Evaluation of different models of funding the capital programme	Required to deliver options for the MTFS			
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.			2	4
End date	31/03/2016						
Project 6		Project Title:	Fully implement the new performance/risk management IT system	More efficient way of working			
Start date	01/04/2014	Project Details:	Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) the provision of screen icons to senior management for performance and risk information.			2	4
End date	31/03/2015						
Project 7		Project Title:	Capital Review	More efficient way of working			
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	4
End date	31/03/2015						
Project 8		Project Title:	Recharge Review	More efficient way of working			
Start date	01/04/2014	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 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	6
End date	31/03/2015						
Project 9		Project Title:	Infrastructure Assets Accounting	Required to deliver options for the MTFS			
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.				0
End date	31/03/2016						
Project 10		Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

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

Legal Services

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Shared service	Improved customer satisfaction				
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings			2	2	4
End date	31/03/2016							
Project 2		Project Title:	Smarter Working	More efficient way of working				
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							
Project 3		Project Title:	Delivering Savings	To meet budget savings				
Start date	01/04/2015	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							
Project 4		Project Title:	Future Model	Income generation				
Start date	01/04/2015	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.			2	2	4
End date	31/03/2016							
Project 5		Project Title:	Future Model	More efficient way of working				
Start date	01/04/2015	Project Details:	To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth			3	2	6
End date	31/03/2016							
Project 6		Project Title:	Future Model	More efficient way of working				
Start date		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								
Project 7		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 8		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 9		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 10		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

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Environment and Regeneration Department

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

Commercial Services (Waste Operations)									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score					
Project 1		Project Title:	Market Testing of Pest Control Service		To meet budget savings				
Start date	2014-15	Project Details:	Market testing has been completed. We are entering into a full procurement exercise for the Pest Control service.			2	2	4	
End date	2014-15								
Project 2		Project Title:	Sales and Marketing Plan		Income generation				
Start date	2014-15	Project Details:	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.			3	2	6	
End date	2014-15								
Project 3		Project Title:	South London waste partnership (phase C)		More efficient way of working				
Start date	2015-16	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.			0	0	0	
End date	2017-18								
Project 4		Project Title:							
Start date		Project Details:				0	0	0	
End date									
Project 5		Project Title:							
Start date		Project Details:						0	
End date									
Project 6		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 7		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 8		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 9		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 10		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									

Development and Building Control

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Commercialisation of Building Control	Income generation		
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	3	2	6
End date	2014-15					
Project 2		Project Title:	Mobile/Home working	More efficient way of working		
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	2	2	4
End date	2014-15					
Project 3		Project Title:	Improving the development management processes	Delivering regeneration in the Borough		
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	2	2	4
End date	2014-5					
Project 4		Project Title:	developing eforms and M3 capability and e-payments	utilising IT to our advantage		
Start date	2014-5	Project Details:	Enforcement eforms , BC eforms and DC e-payments	4	1	4
End date	2015-6					
Project 5		Project Title:	Section review	More efficient way of working		
Start date	2014-15	Project Details:	Section review looking the structure and interaction with other services	6	2	12
End date						
Project 6		Project Title:	Shared services review with Wandsworth (part of TOM)	More efficient way of working		
Start date	2014/15	Project Details:	Looking at oportunities for sharing with wandsworth, especalli back office functions given both authorities use the same IT product	3	2	6
End date	2015/16					
Project 7		Project Title:	Lean review of pre-application process (part of TOM)	Income generation		
Start date	2014/15	Project Details:	To ensure the priocess is efficient and robust from a customer perspectiv e and to investigate any further incom oportunities.	6	1	6
End date	2014/15					
Project 8		Project Title:	DC 60 Day rapid improvement plan	Improved customer satisfaction		
Start date	2014/15	Project Details:	Improving all elements of the service from a customer care perspective and embedding new working practices.	5	1	5
End date	2014/15					
Project 9		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 10		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						

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

Future Merton

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Local Plan: Estate Regeneration	Improved resident well being		3	2	6
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.					
End date	2024/25							
Project 2		Project Title:	Rediscover Mitcham	Improved resident well being		2	2	4
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)					
End date	2016-17							
Project 3		Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.		4	1	4
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+					
End date	2019-20							
Project 4		Project Title:	Wimbledon Stadium	Improved efficiency of investment into the borough and make it a more attractive place to live and work		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							
Project 5		Project Title:	Climate Change Strategy & Action Plan	Income generation		2	2	4
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility					
End date	2018-19							
Project 6		Project Title:	futureWimbledon & Crossrail 2	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.		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 opprtunities 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							
Project 7		Project Title:	Morden Town Centre Regeneration	Increasing Merton's hosing supply. Attracting investment into Morden. Physical improvements to public space and streetscape. Economic benefits and increased jobs via new development and increased local spending power. Improved resident wellbeing and improved reputation for LBM.		3	2	6
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18					
End date	2019/2020							
Project 8		Project Title:	Economic Development Strategy and Action Plans	Improved economic resilience, supporting jobs and business growth		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	2015-16							
Project 9		Project Title:	Smarter travel: road safety	Improved resident well being		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	2015-16							
Project 10		Project Title:	Borough Cycling Initiatives	Improved resident well being		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 EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities	Improved resident well being				
Start date	2014	Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east of the borough in accordance with the Culture & Sport Framework			2	2	4
End date	2018-19							
Project 2		Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved reputation				
Start date	2012	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	2018-19							
Project 3		Project Title:	Leisure Centres Contract	To meet budget savings				
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre			2	2	4
End date	2017-18							
Project 4		Project Title:	Morden Leisure Centre	Improved resident well being				
Start date	2014	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	2017-18							
Project 5		Project Title:	Customer Contact Programme - Online Leisure & Cultural Bookings & Payment System	More efficient way of working				
Start date	2015	Project Details:	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Ensure service needs are appropriately embedded within that initiative.			2	2	4
End date	2016-17							
Project 6		Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings				
Start date	2014	Project Details:	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to cover two distinct strands of commercial and community activities.			2	2	4
End date	2016-17							
Project 7		Project Title:	Community Use in the East of the Borough	Improved resident well being				
Start date	2014	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. Transfer the management of the BMX track to the school or their preferred provider. Work with providers to deliver sustainable solutions for leisure.			2	2	4
End date	2016-17							
Project 8		Project Title:	Cultural Framework Implementation	More efficient way of working				
Start date	2014	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that framework.			2	2	4
End date	2017-8							
Project 9		Project Title:	Deliver a Wimbledon Park Masterplan	Improved resident well being				
Start date	2015	Project Details:	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports, culture, leisure, play facilities and ancillary facilities, etc. within the park.			2	2	4
End date	2018-19							
Project 10		Project Title:	External Funding & Inward Investment Opportunities	Income generation				
Start date	2013	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	2018-19							

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

Parking									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score					
Project 1		Project Title:	Tackling Traffic Congestion						
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions.		More efficient way of working		2	2	4
End date	2015-16								
Project 2		Project Title:	Cashless parking						
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.		Improved customer satisfaction		1	1	1
End date	2014-15								
Project 3		Project Title:							
Start date		Project Details:							
End date									
Project 4		Project Title:							
Start date		Project Details:							
End date									
Project 5		Project Title:							
Start date		Project Details:							
End date									
Project 6		Project Title:							
Start date		Project Details:							
End date									
Project 7		Project Title:							
Start date		Project Details:							
End date									
Project 8		Project Title:							
Start date		Project Details:							
End date									
Project 9		Project Title:							
Start date		Project Details:							
End date									
Project 10		Project Title:							
Start date		Project Details:							
End date									

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

Parks and Green Spaces

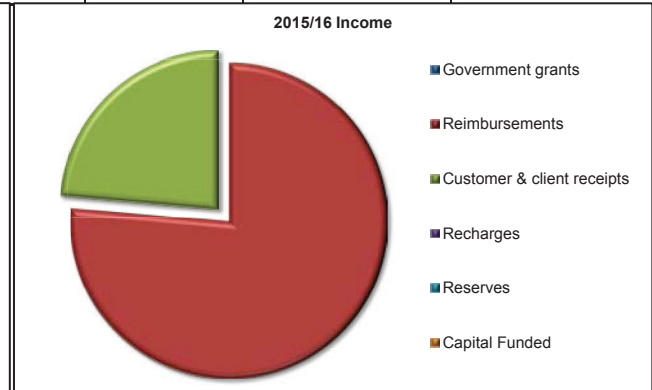
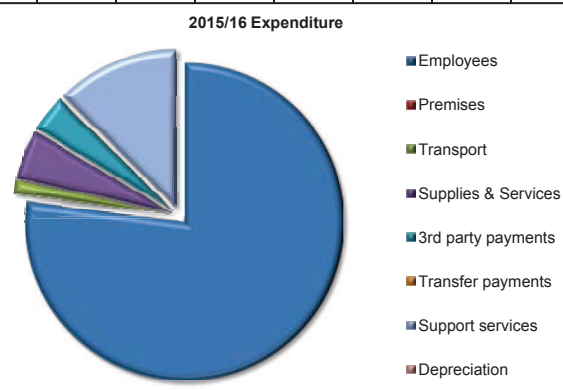
		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Management of parks & open spaces	More efficient way of working		2	2	4
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks					
End date	2017-18							
Project 2		Project Title:	Management of bowling greens	More efficient way of working		2	2	4
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton					
End date	2017-18							
Project 3		Project Title:	Commercialisation of grounds and sports services	Income generation		2	2	4
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events					
End date	2018-19							
Project 4		Project Title:	New cemetery extensions	Income generation		2	3	6
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries					
End date	2015-16							
Project 5		Project Title:	Development of new sporting hub at Joseph Hood Rec	Income generation		3	2	6
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground					
End date	2017-18							
Project 6		Project Title:	New pavilion & facilities at Dundonald Rec	Improved reputation		2	2	4
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)					
End date	2016-17							
Project 7		Project Title:	Management of paddling pools	More efficient ways of working		2	2	4
Start date	2013-14	Project Details:	Investment in new water play facilities.					
End date	2015-16							

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

Property									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score					
Project 1		Project Title:	Integrated Project Team						
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	2	2	4		
End date	on going								
Project 2		Project Title:	Asset Management Plan						
Start date	2012-13	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council	Income generation	1	2	2		
End date	on going								
Project 3		Project Title:							
Start date		Project Details:							
End date									
Project 4		Project Title:							
Start date		Project Details:							
End date									
Project 5		Project Title:							
Start date		Project Details:							
End date									
Project 6		Project Title:							
Start date		Project Details:							
End date									
Project 7		Project Title:							
Start date		Project Details:							
End date									
Project 8		Project Title:							
Start date		Project Details:							
End date									
Project 9		Project Title:							
Start date		Project Details:							
End date									
Project 10		Project Title:							
Start date		Project Details:							
End date									

Regulatory Services Partnership		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below		Total number of food premises		1530	1535	1540	1545	1550	1550	Air Quality Action Plan			
Provide statutory environmental health, trading standards and licensing functions across those council's that make up the Regulatory Services Partnership (currently EB Merton and LB Richmond).		Total number of service requests		6000	6250	6500	6760	7030	7030	Central Government			
Deliver savings and efficiencies by:		Licence/permit applications		1860	1870	1880	1890	1900	1900	Climate Change Strategy			
<ul style="list-style-type: none"> reducing overheads generating additional income attracting new business 		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Commercial & Trading Standards Delivery			
<ul style="list-style-type: none"> rationalising ICT systems 		Staff (FTE)		35	28	42	42	42	42	Crime & Disorder (partnership plan)			
Transform the service by:		Performance indicator					Performance Targets (T) & Provisional Performance Targets (PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
<ul style="list-style-type: none"> demand management streamlining business processes implementing new ways of working 		% service requests replied in 5 working days		90	85	90	95	96	96	High	Monthly	Perception	Reduced customer service
		Income generation by EHTSL		£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
		% of category A,B & C food premises inspected		95	95	96	97	98	98	High	Annual	Business critical	Government intervention
		No. of underage sales test purchases		220	220	230	235	240	240	High	Quarterly	Business critical	Anti social behaviour
		% Data capture from air pollution monitoring sites		90	90	90	90	90	90	High	Quarterly	Business critical	Reduced enforcement
		% licensing apps. processed within 21 days.		95	95	96	96	98	98	High	Quarterly	Business critical	Reputational risk
		% of food premises rated 2* or above		90	92	94	95	96	96	High	Quarterly	Outcome	Reputational risk

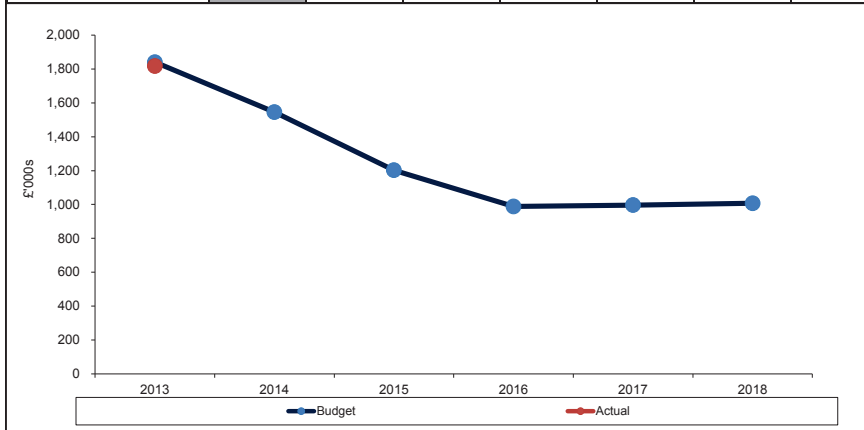
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,536	2,622	1,893	2,662	2,672	2,681	2,691
Employees	1,521	1,600	1,169	2,049	2,049	2,049	2,049
Premises	2	0	0	0	0	0	0
Transport	48	47	39	38	39	40	41
Supplies & Services	322	313	208	138	145	151	158
3rd party payments	162	164	101	103	105	107	109
Transfer payments	0	0	0	0	0	0	0
Support services	481	498	371	334	334	334	334
Depreciation	0	0	5	0	0	0	0
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	695	804	347	1,459	1,684	1,684	1,684
Government grants	67	60	0	0	0	0	0
Reimbursements	86	160	3	1,115	1,265	1,265	1,265
Customer & client receipts	346	388	344	344	419	419	419
Recharges	0	0	0	0	0	0	0
Reserves	196	196	0	0	0	0	0
Capital Fund	0	0	0	0	0	0	0
Council Funded Net Budget	1,841	1,818	1,546	1,203	988	997	1,007



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

Summary of major budget etc. changes 2015/16

ER10 = (£230k)
Inflation on Income = (£5k)



2016/17

E&R13 = (£50k)
E&R14 = (£100k)
E&R15 = (£50k)
E&R33 = (£25k)

2017/18

2018/19

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

Regulatory Services Partnership

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Development of shared 'regulatory' service	To meet budget savings		2	3	6
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Croydon and Richmond with Merton acting as the lead/host borough.					
End date	2014-15							
Project 2		Project Title:	Implementation of 'Flexible Working' across section	More efficient way of working		2	1	2
Start date	2014-15	Project Details:	Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance flexible working arrangements i.e. working from home and satellite "touch-down" areas in partner boroughs arrangements to provide for a more efficient and resilient service.					
End date	2015-16							
Project 3		Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'	Improved resident well being		2	2	4
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes					
End date	2016-17							
Project 4		Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'	Improved resident well being		2	2	4
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes					
End date	2016-17							
Project 5		Project Title:	Investigation of contaminated land at Marlowe Square	Improved resident well being		5	2	10
Start date	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents					
End date	2015-16							
Project 6		Project Title:	Introduce hard charging to determine core service costs	More efficient and cost effective way of working		2	1	2
Start date	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.					
End date	2015-16							
Project 7		Project Title:	Establish commissioning model	More efficient and cost effective way of working		2	1	2
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.					
End date	2015-16							
Project 8		Project Title:						0
Start date		Project Details:						
End date								
Project 9		Project Title:						0
Start date		Project Details:						
End date								
Project 10		Project Title:						0
Start date		Project Details:						
End date								

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

Safer Merton

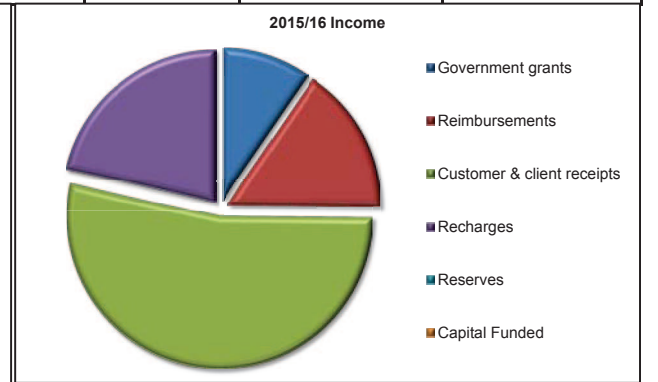
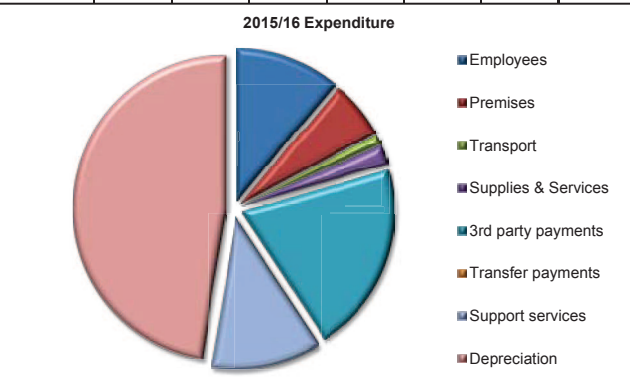
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Risk limitation of future grant loss						
Start date	2013-14	Project Details:	CCTV Review - This includes planning and funding of the system going forward. A coordinated and cohesive approach across numerous partner agencies and departments in the council will be a key requirement in delivering successful outcomes	More efficient way of working	4	2	8		
End date	on going								
Project 2		Project Title:	ASB changes						
Start date	2014-15	Project Details:	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery	To meet legislative requirements	4	3	12		
End date	on going								
Project 3		Project Title:							
Start date		Project Details:							
End date									
Project 4		Project Title:							
Start date		Project Details:							
End date									
Project 5		Project Title:							
Start date		Project Details:							
End date									
Project 6		Project Title:							
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Project 7		Project Title:							
Start date		Project Details:							
End date									
Project 8		Project Title:							
Start date		Project Details:							
End date									
Project 9		Project Title:							
Start date		Project Details:							
End date									
Project 10		Project Title:							
Start date		Project Details:							
End date									

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

Street Cleaning								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Introduce mobile working	More efficient way of working		2	2	4
Start date	2014-15	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.					
End date	2015-16							
Project 2		Project Title:	Introduce timed commercial waste collections in town centres	To meet legislative requirements		2	2	4
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre now completed. We are expanding this year 2014-15 to Morden Town and Mitcham Town centres.					
End date	2015-16							
Project 3		Project Title:	Review Street Cleansing equipment	Improve residents satisfaction		2	2	4
Start date	2014-15	Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.					
End date	2015-16							
Project 4		Project Title:	Street Champions Initiative	Improve residents satisfaction		2	2	4
Start date	2014-15	Project Details:	Re-launch street champions initiative					
End date	2015-16							
Project 5		Project Title:	Increase Enforcement Capacity	Improve residents satisfaction		3	1	4
Start date	2014-15	Project Details:	We have develop and launched a pilot programme to increase enforcement potentially utilising additional private contractor capacity. We are considering whether this should be extended.					
End date	2015-16							
Project 6		Project Title:	South London waste partnership (phase C)	More efficient way of working		2	2	4
Start date	2015-16	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.					
End date	2017-18							
Project 7		Project Title:	Litter bin type and provision	More efficient way of working		1	2	3
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying					
End date	2015-2016							
Project 8		Project Title:	Optimisation of Mechanical equipment	More efficient way of working		2	2	4
Start date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.					
End date	2015-16							
Project 9		Project Title:						
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		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
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	Road Safety 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		16,570	16,640	16,710	16,710	16,710	16,710	Local Transport Plan			
		Network Maintenance and Improvement		363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	Local Implementation Plan			
		Number of Streetwork Permits issued		11,650	18,000	18,000	18,000	18,000	18,000	Capital Programme			
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Local Development Framework			
		Staff (FTE)		38	37	27	27	26	26				
The main aims of the service are to:		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
<ul style="list-style-type: none"> Ensure the safe and expeditious movement of all traffic on the Highway Network. Improve the condition of the highway network Improve the Public Realm. Improve the Street Scene. Improve the quality of life of local residents 		Performance indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Objectives		Avg days taken to repair out of light Lamp Columns		New	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
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.		% response to Emergency Callouts (within 2 hrs)		100	100	100	100	100	100	High	Monthly	Quality	Increased costs
Specific Objectives:		% Streetworks permitting determined		98	98	98	98	98	98	High	Monthly	Quality	Loss of income
Introduce Mobile working		% Streetworks inspections completed		32	35	37	38	38	38	High	Quarterly	Unit cost	Loss of income
Channel shift and move to on-line self service system		% jobs completed where no Fixed Penalty Notice issued		96	98	93	93	93	93	High	Monthly	Outcome	Reduced customer service
		% of Condition Surveys completed on time		90%	92%	95%	95%	95%	95%	High	Annual	Quality	Increased costs
		Carriageway Condition - Unclassified Roads non principal Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	Low	Annual	Quality	Increased costs
		Footway condition - Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	Low	Annual	Quality	Increased costs

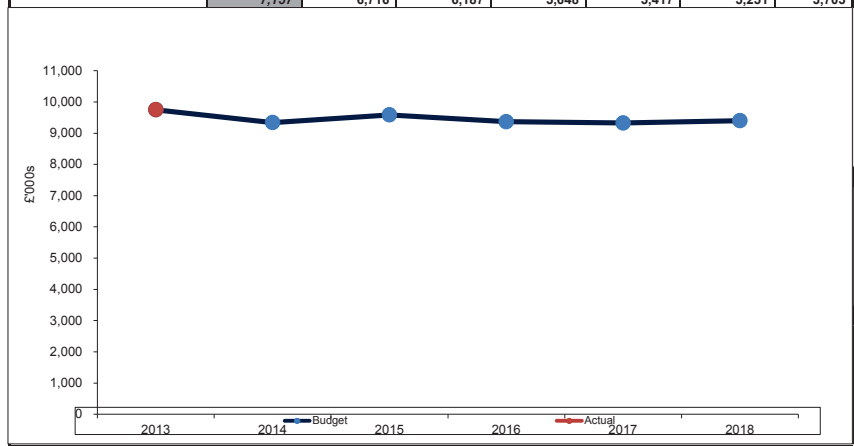
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	12,708	12,455	12,127	11,895	11,802	11,819	11,892
Employees	1,857	1,645	1,831	1,333	1,333	1,303	1,303
Premises	1,224	1,158	1,138	732	715	729	743
Transport	131	113	131	128	130	133	136
Supplies & Services	399	350	326	252	217	221	226
3rd party payments	2,152	2,144	2,058	2,414	2,371	2,397	2,448
Transfer payments	0	0	0	0	0	0	0
Support services	1,294	1,394	1,259	1,385	1,385	1,385	1,385
Depreciation	5,651	5,651	5,384	5,651	5,651	5,651	5,651
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,957	2,705	2,787	2,307	2,437	2,492	2,492
Government grants	0	0	0	219	219	219	219
Reimbursements	954	526	837	362	372	372	372
Customer & client receipts	1,444	1,639	1,453	1,229	1,349	1,404	1,404
Recharges	559	540	497	497	497	497	497
Reserves							
Capital funded							
Council Funded Net Budget	9,751	9,750	9,340	9,588	9,365	9,327	9,400



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Traffic & Parking Management	282	326	243	179	150	156	175
Highways Gen Planned Works	560	451	548	459	419	419	419
Footways Planned Works	1,065	1,061	1,000	1,000	1,000	1,000	1,000
Street Lighting	645	629	410	200	462	290	509
Street Scene	339	307	80	375	60	60	100
Highways Planned Road Works	1,590	1,591	1,783	1,500	1,500	1,500	1,500
Transport For London	2,676	2,351	2,123	1,935	1,826	1,826	n/k
	7,157	6,716	6,187	5,648	5,417	5,251	3,703

Summary of major budget etc. changes 2015/16

EN29 = (£200k)
 Inflation on Income = (£15k)
 Growth = £464k - To mitigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR.



2016/17

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)

2018/19

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

Traffic & Highways							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact	Score			
Project 1		Project Title:	Flood and Water Management Schemes				
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1
End date	2015-16						
Project 2		Project Title:	Delivery of Mitcham Town Centre scheme				
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12
End date	2015-16						
Project 3		Project Title:	Ride London				
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1
End date	2015-16						
Project 4		Project Title:	Mobile Working				
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Traffic and Highway	More efficient way of working	2	2	4
End date	31/03/2015						
Project 5		Project Title:	On-line self Service System				
Start date	2015-16	Project Details:	Move to on-line self service system	Improved customer satisfaction	2	2	4
End date	2016-17						
Project 6		Project Title:	4 Year work Programme				
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3
End date	2019-20						
Project 7		Project Title:	Street Lighting Investment - Conversion to LED				
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs	Improved resident well being	2	2	4
End date	2018-19						
Project 8		Project Title:					
Start date		Project Details:		Improved resident well being	2	2	4
End date							
Project 9		Project Title:					
Start date		Project Details:					
End date							
Project 10		Project Title:					
Start date		Project Details:					
End date							

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

Transport									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score					
Project 1		Project Title:	New Joint Passenger Transport Framework						
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboring boroughs Sutton and Kingston.		More efficient way of working, reducing costs and sharing routes		2	2	4
End date	2019-20								
Project 2		Project Title:	Benchmarking - Internal Services						
Start date	2014-15	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		To improve service and reduce costs		2	2	4
End date	2015-16								
Project 3		Project Title:							
Start date		Project Details:							0
End date									
Project 4		Project Title:							
Start date		Project Details:							0
End date									
Project 5		Project Title:							
Start date		Project Details:							0
End date									
Project 6		Project Title:							
Start date		Project Details:							0
End date									
Project 7		Project Title:							
Start date		Project Details:							0
End date									
Project 8		Project Title:							
Start date		Project Details:							0
End date									
Project 9		Project Title:							
Start date		Project Details:							0
End date									
Project 10		Project Title:							
Start date		Project Details:							0
End date									

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

Waste Management

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	South London waste partnership (phase B)			
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	More efficient way of working	2	4
End date	2014-15					
Project 2		Project Title:	Mobile technology including GPS and in cab monitors			
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, therefore planned savings have been deferred.	More efficient way of working	3	2
End date	2015-16					
Project 3		Project Title:	Double shift garden waste collection vehicles reduce 2 x vehicles			
Start date	2016-17	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project. This will not take place until 2016-17.	More efficient way of working	3	2
End date	2016-17					
Project 4		Project Title:	LWARB efficiency review of Domestic waste collections			
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.	More efficient way of working	2	2
End date	2014-15					
Project 5		Project Title:	South London waste partnership (phase C)			
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.	More efficient way of working	3	2
End date	2017-18					
Project 6		Project Title:	SLWP HRRC Procurement			
Start date	2013-14	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working	3	2
End date	2014-15					
Project 7		Project Title:	Waste Framework procurement			
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different waste streams, to achieve better pricing from materials in the medium term.	More efficient way of working	3	2
End date	2014-15					
Project 8		Project Title:				
Start date	2014-15	Project Details:	Review of Neighbourhood Recycling Centres (NRC)			0
End date	2015-2016					
Project 10		Project Title:				
Start date		Project Details:				0
End date						

BUSINESS PLAN - GLOSSARY OF TERMS**ANNUAL MINIMUM REVENUE PROVISION**

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

ASSET MANAGEMENT PLAN / REVIEW

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

BALANCES

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

BORROWING STRATEGY

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

BUDGET

Statement of the spending plans for the year.

CAPITAL EXPENDITURE

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

CAPITAL FINANCING REQUIREMENT (CFR)

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

CAPITAL PROGRAMME

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

CAPITAL PROGRAMME BOARD

The Capital Programme Board ensures:

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

CAPITAL PROJECTS / SCHEMES

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

CAPITAL RECEIPTS

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

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**CAPITAL MONITORING**

The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.

CAPITAL STRATEGY

A Capital Strategy is a core planning document designed to dovetail with the MTFs and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.

CASH FLOW MANAGEMENT

Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)

The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.

CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING

These are designed to support consistent standards of financial accounting in local authorities. There are two accounting codes :-

The Code of Practice on Local Authority Accounting supports consistent financial reporting at the level of the formal statements of accounts.

The Service Reporting Code of Practice (SerCOP) supports consistent financial reporting between local authorities below the level of the formal statement of accounts. In particular the SerCOP is designed to support consistency and comparability in reporting the cost of individual services and activities. The IFRS based Code of Practice requires that the analysis of services in the Consolidated Revenue Account should follow that prescribed by the SerCOP.

COLLECTION FUND

This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.

COMMUNITY ORGANISATION

An organisation with benevolent or philanthropic purposes.

COMPACT

Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**COMPREHENSIVE SPENDING REVIEW (CSR)**

The CSR is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.

CONTINGENCY

A contingency is the setting aside of a finite sum to offset the cost of a future event or circumstance which may or may not occur.

CORPORATE AND DEMOCRATIC CORE

The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements - corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.

CORPORATE GOVERNANCE

Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.

COUNCIL TAX

This is the main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the Collection Fund for distribution to precepting authorities and to the authority's own General Fund.

COUNTRY LIMITS

The current economic climate has not only affected companies and financial institutions; it has affected sovereigns as well. This will be incorporated into counterparty selection.

CREDIT APPROVAL

The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.

CREDITORS

The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council.

COUNCIL'S BORROWING REQUIREMENT

Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.

COUNTERPARTIES

The organisation in respect of which the Authority borrows from or invests money with.

COUNTERPARTIES DOWNGRADES

A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.

CORPORATE BONDS

Is a bond that a corporation issues to raise money in order to expand its business.

COUPON

Is the interest rate stated on a bond at the time it is issued.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**CREDITWORTHINESS**

An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.

DEBTORS

A debtor is an organisation or individual that owes the Authority money.

DEBT RESCHEDULING

Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.

DEPRECIATION

Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset. The reduction in the value of a fixed asset in the balance sheets is in line with the expected useful life.

COUNTERPARTY DOWNGRADES

This is a reduction in the credit rating of an organisation during a periodic review.

EARMARKED CAPITAL REOURCES / GRANTS

Money received by the Authority which has certain conditions / restrictions over its use limiting the type of expenditure that it may be applied against.

FINANCIAL INSTRUMENT

A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.

FINANCIAL YEAR

The financial year runs from 1 April to the following 31 March.

FIXED ASSETS

Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.

FTSE 100

This is the index of the top 100 UK listed companies by market capitalisation.

GENERAL FUND

The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.

GOVERNMENT GRANTS

Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.

GROSS EXPENDITURE

The total expenditure of a fund or account.

GROUP LIMITS

This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**HOUSING REVENUE ACCOUNT (HRA)**

This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the Council's housing stock. The government defines the items of income and expenditure that must be included in the account. This account is ring-fenced under the Local Government and Housing Act 1989.

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)

International Financial Reporting Standards are the standards that both the SORP and the UK GAAP are converging towards and local authorities have had to fully comply with since 2010/11 financial year

INVESTMENT POLICY

The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.

INVESTMENT STRATEGY

The investment of the Authority's cash balances to optimise its strategic and operational needs.

INVESTMENT TREASURY INDICATOR AND LIMIT

This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.

LENDERS OPTION BORROWERS OPTION (LOBO)

When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.

LEVY

An amount levied by a local authority or other statutory body which is paid by the Council.

LIABILITIES

An entity's obligations to transfer economic benefits as a result of past transactions or events.

LOCALISM ACT 2011

It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective

MERTON 2015 BOARD

Merton 2015 Board oversees the management and monitoring of the Merton 2015 programme and the promotion of best practices within the Council. Its work falls into four main areas:

- manage and monitor the Merton 2015 programme including giving the go ahead for new projects and project closure;
- steer the implementation and future development of the Merton 2015 programme;
- lead on developing and maintaining cross-cutting initiatives; and
- manage, co-ordinate and monitor business improvement activity across the council.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**MINIMUM REVENUE PROVISION**

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

NON-DOMESTIC RATE (NDR)

A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.

NON-SPECIFIED INVESTMENTS

A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.

OPERATIONAL BOUNDARY

The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.

PENSION FUND

The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's final salary and length of service (this current scheme is currently under review).

The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate is set at 6% of pensionable pay, whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.

PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand :

- what the organisation is trying to achieve (golden thread),
- the planning, monitoring and review cycle
- their responsibilities.

PRECEPTS

An amount collected by the Council as part of the Council Tax on behalf of another statutory body.

PRIVATE FINANCE INITIATIVE (PFI)

PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.

PROCUREMENT BOARD

The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**PROFILE**

Refers to budget management, where an allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be split into four and entered into the months in which quarterly payments are due.

PROVISIONS

Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.

PRUDENTIAL CODE OF BORROWING

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

RESCHEDULING OF DEBT

The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.

RESERVES

These are amounts set aside for specific purposes. The Council has discretion in whether it wishes to set aside these amounts as distinct from sums set aside in provisions.

REVENUE EXPENDITURE

Expenditure incurred on day to day running costs and confined to accounts within one financial year.

REVENUE MONITORING

The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position

RISK MANAGEMENT

A risk is a threat, obstacle, barrier, etc. that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.

SECTION 151 OFFICER

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.

SECURITISATION

'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**SPECIFIED INVESTMENTS**

These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.

SUPER OUTPUT AREA

A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards

SUPPORT SERVICES

These are services that are not statutory local authority services but which give support to those services.

SUPPORTED CAPITAL EXPENDITURE

This is the term for central government support for local authority capital expenditure with effect from 1 April 2004. Under the new system, central government provides allocations to replace the previous system of credit approvals. The allocations enable services to borrow to finance capital schemes. The services also receive revenue funding through the revenue support grant to pay for the borrowing.

TAX INCREMENTAL FINANCING

The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.

TREASURY MANAGEMENT

The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

USEFUL LIFE

This is the period over which the local authority derives benefit from the use of a fixed asset.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME**

Aggregate start-up funding assessment

This is the total amount of funding that has been allocated to the local government sector in 2013-14. It is the adjusted local government spending control total for 2013-14.

Baseline funding level

The amount of a local authority's *start up funding assessment* which is provided through the *local share* of the estimated business rates aggregate at the outset of the scheme. It will form the baseline against which *tariffs* and *top-ups* will be calculated.

Billing authority

A local authority which bills and collects business rates, for example a district council or unitary council.

Billing authority business rates baseline

Determined by dividing the *local share* of the estimated business rates aggregate between billing authorities on the basis of their *proportionate shares*.

Central share

The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50 per cent. The *central share* will be re-distributed to local government through grants including the *Revenue Support Grant*.

Efficiency Support Grant

A grant awarded to local authorities who would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.

Estimated Business Rates Aggregate

The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.

Floor damping

A method by which stability in funding is maintained through limiting the effect of reductions in grant. A floor guarantees a lower limit to year-on-year reductions in grant for each authority. The grant changes of authorities whose grants are above the floor are scaled back by a fixed proportion to help pay for the floor.

Formula funding

This refers to the element of the aggregate start-up funding assessment that used to be funded through formula grant and which is distributed according to a mathematical formula to individual local authorities.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME Continued ...**

Individual authority business rates baseline

Derived by apportioning the *billing authority business rates baseline* between billing and major precepting authorities on the basis of *major precepting authority shares*.

Individual authority start-up funding assessment

Referred to as start-up funding allocation in the technical consultation paper. A local authority's share of the *local government spending control total* which will comprise its *Revenue Support Grant* for the year in question and its *baseline funding level*.

Levy

A mechanism to limit disproportionate benefit from increase in business rates. The levy is applied proportionally on a 1:1 basis. Thus a 1 per cent increase in business rates income produces a corresponding 1 per cent increase in revenue from the rates retention scheme. There is a limit on the maximum levy rate of 50p in the pound. Levy payments will be used to fund the safety net.

Local government spending control total

The total amount of expenditure in the Department for Communities and Local Government's Local Government Departmental Expenditure Limit allocated to the local government sector by HM Treasury for each year of a Spending Review. For 2013-14, this is equal to the start-up funding assessment.

Local share

The percentage share of locally collected business rates that will be retained by local government. This will be set at 50 per cent. At the outset, the *local share* of the estimated business rates aggregate will be divided between billing authorities on the basis of their *proportionate shares*.

Major precepting authority

A local authority that does not collect business rates but is part of the business rates retention scheme. They are county councils in two tier areas, single purpose fire and rescue authorities and the Greater London Authority.

Major precepting authority shares

Used to establish the proportion of the *local share* that is paid by a billing authority to its major precepting authorities. Also applied to *billing authority business rates baselines* to establish *individual authority business rates baselines* for both billing and major precepting authorities.

Multiplier

The business rates multiplier when multiplied by the rateable value of a property determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is updated annually by the retail prices index (although exceptionally a lesser increase may be imposed) and the other multiplier adjusted accordingly. There will be no change to the way in which multipliers are set as a result of the introduction of the business rates retention scheme.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME Continued ...**

New Burdens

The Government uses the New Burdens Assessment to keep pressure on council tax bills to a minimum. It requires all government departments to justify why new duties, powers, targets and other bureaucratic burdens should be placed on local authorities, as well as how much these policies and initiatives will cost and where the money will come from to pay for them.

National Non-Domestic Rates 1 Form (NDR1)

The form submitted by 31 January by a billing authority to its major precepting authority and central government to provide an estimate of its business rate income for the upcoming financial year.

Proportionate Share

This is the percentage of the national business rates yield which a billing authority has collected - on the basis of the average rates collected by authorities over the two years 2010-11 and 2011-12. This percentage will be applied to the *local share* of the estimated business rates aggregate to determine the *billing authority business rates baseline*.

Rate reliefs

The rating system currently provides mandatory relief to charities and other categories of ratepayer (e.g. certain rural ratepayers) and permits authorities to grant discretionary relief to other rate payers. There will be no changes to the terms of existing mandatory and discretionary reliefs for businesses as a result of the introduction of the business rates retention scheme.

Relative Needs Formulae

These are the first stage in the calculation the Government uses to distribute formula funding.

Reset

New *baseline funding levels*, new *individual authority business rates baselines* (and therefore new *tariffs* or *top-ups*) are set for each authority to take account of changes in relative need and resource.

Reset period

The years between *resets* in which local authorities are able to retain (after taking into account the *levy* and payments owing to relevant shares) the growth in business rates income. It is the Government's intention that the initial *reset period* will run from 2013 to 2020, and thereafter for ten years.

Revenue Support Grant

All authorities will receive *Revenue Support Grant* from central government in addition to its *baseline funding level*. An authority's *Revenue Support Grant* amount plus its *baseline funding level* will together comprise its *start-up funding assessment*.

Ring-fenced grant

A grant paid to local authorities which has conditions attached to it, which restrict the purposes for which it may be spent.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME Continued ...**

Safety net

Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5 per cent below their *baseline funding level*. The baseline funding levels are updated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.

Safety net payment

A payment made by central government to local authorities who are eligible for safety net support. These are payable after the end of the financial year

Safety net payment on account

A safety net payment made to a local authority on the basis of forecast non domestic rating income. This means it will be made in year – in advance of the calculation of actual *safety net payments* - which will be calculated on the basis of audited accounts data following the end of that financial year. Any difference between the two amounts will be reconciled and corrected.

Safety net threshold

This is 92.5 per cent of a local authority's baseline funding level.

Service tiers

There are three service tiers corresponding to the services supplied by the three types of authorities. These are upper-tier services – those services, other than fire, supplied by county councils in two-tier areas; fire and rescue services; and lower-tier services – those services supplied by district councils in two-tier areas. Some authorities may provide more than one tier of service.

Spending Power

The definition of revenue spending power is spending power from council tax, Government revenue grants and National Health Service Funding for social care. The calculation of each local authority's spending power is used to calculate eligibility for Efficiency Support Grant.

Tariffs and top-ups

Calculated by comparing an *individual authority business rates baseline* against its *baseline funding level*. *Tariffs* and *top-ups* will be self-funding, fixed at the start of the scheme and index linked to the Retail Prices Index in future years.

Tariff authority

An authority with a higher *individual authority business rates baseline* than its *baseline funding level*, and which therefore pays a *tariff*.

Tariff payment

The payment made from tariff authorities to central government over the course of the financial year.

Top-up authority

An authority with a lower *individual authority business rates baseline* than its *baseline funding level*, and which therefore receives a *top-up*.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME Continued ...**

Top-up payment

The payment made from central government to top-up authorities over the course of the financial year.

Transitional protection payment

An adjustment to ensure that authorities do not experience gains or losses in rates income as a consequence of the transitional arrangements

BUSINESS PLAN – LIST OF ACRONYMS

<u>Acronym</u>	<u>Definition</u>
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti Social Behaviour
ASC	Adult Social Care
ASH	Our miscellaneous income, invoicing and recovery system
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CFR	Capital Financing Requirement
CIPFA	Chartered Institute Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
COM	Current Operating Model
CPD	Centre for Professional Development
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities grant

<u>Acronym</u>	<u>Definition</u>
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC&OP	Healthier Communities and older People
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standard
IP	Intellectual Property
IT	Information Technology
iTrent	Our new payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LAC	Looked After Children
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence

<u>Acronym</u>	<u>Definition</u>
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	Merton's Senior Leadership Team Levels 1 and 2
MTFS	Medium Term Financial Strategy
MVSC	Merton Voluntary Service Council
NEET	Not in Education Employment or Training
NNDR	National Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLA	Service Level Agreements
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT	Senior Management team
SOAs	Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
TOM	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VS	Voluntary Sector
YOT	Youth Offending Team

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