Agenda Item 4

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:-
 - <u>Section 1:</u> 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.
 - <u>Section 2:</u> The General Fund Revenue Budget and Council Tax strategy;
 - <u>Section 3:</u> 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 &	14 January 2015
Scrutiny Panel	
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 ongoing 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

Appendix 10:

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

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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A)	Financial Resources						
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C)	Risk Management						
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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 decisionmaking 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 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 effective for our residents.

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

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

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

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

Ged Curran

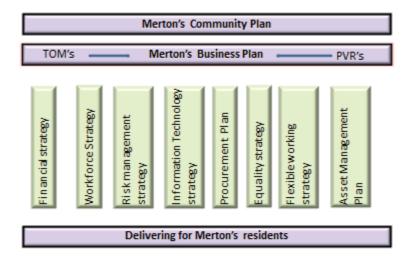
Chief Executive

2. BACKGROUND

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

2.1 Key Council priorities

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



2019.

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

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

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

2.2 How the Council has changed in the last 3 years

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

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

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

Our employees 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
- o 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

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

4. STRATEGY

4.1 The Council's strategic direction

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

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

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

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

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

4.2 Model for achieving the strategy

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

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

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

- 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
- o Morale, health and wellbeing

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

Why this is a priority

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

Actions

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

Key outcomes

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

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

5.2 Recruitment and retention

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

What we want to achieve

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

Why this is a priority

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

Actions

- Implement the recommendations of the Recruitment Review 2013/14ensuring 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
 - o 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.

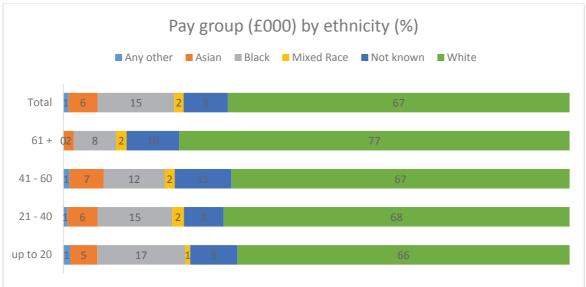
Key outcomes

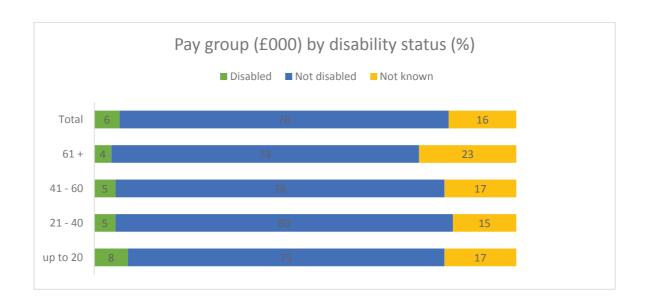
- A healthier workforce with a reduction in number of days lost through sickness a stretch target of moving to the upper quartile from bottom quartile, with differential targets for frontline and back office
- Employees report that they feel supported in performing their roles in a day-to-day basis and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







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: - 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 - 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	 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	Review and modernisation of terms and conditions to	November 2015	Modernised terms and conditions implemented
planning	meet new service delivery requirements		Enhanced service delivery – as reported through the residents' survey - through improved workforce planning

			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	1 -	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	Review volunteering roles and seek to build capacity to support on operational processes As use of volunteers extends, contribute and use the	Initial activity April 2014	N/A	DMTs and line managers, support from HR	From existing resources and the Voluntary Sector
E&R Greenspaces	volunteering strategy, review how best to attract and support volunteers. Increased voluntary inputs in parks management	On-going thereafter			Extending existing good practice across all areas that could benefit – within E&R
	Capacity building of parks volunteers & friend				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	deliver reside	nt satisfaction, refle e, as measured by im	t class workforce to ctive of the 'Good to provements on the	
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 Competenci es	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	

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 t organisations' overall objectives		ntified and support the
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	April 2016	N/A	Line managers,	From existing
	development plan			HR	resources
C&H MAE	Produce a commercial business plan outlining the required workforce CPD	March 2014	N/A	DMT	
C&H MAE	Sales and marketing skills training for commercialisation plans	April 2014	Yes but underway.	HR	
E&R Building and Dev. Control					
E&R Leisure and					Departmental bid to support sales &
Culture		April 2016			marketing
CS	Develop suite of corporate training programmes providing	April 2015	N/A	HR	From internal
CSF overall	generic / core and specialist skills - Performance management, IT, procurement.				resources
	- Children's Trust induction				
E&R Building and	- Diversity				
Development	Health and safety, specialist H&S (i.e. schools with				
Control	pools/hoists)				
E&R Parking	- Flexible working				
-	Managing volunteersProject management				
E&R Traffic and Highways	Drafting of Traffic Management Orders				
ingiiway3	Drafting of frame Management Orders - Drafting committee/management reports using				
	report writing package				
	 In depth knowledge of parking legislation 				
	- IT courses covering support functions for software				

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

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

Priority area: Recruitment and Retention

	Deliverable		Actions	Completion Date
1.	successfully recruited and	1.1	Identify a new and reduced critical core - define the key professional and business critical skills to recruit and retain	December 2014
	retained in appropriate roles within the Council to deliver effective services to residents	1.2	Develop managers to select and retain key staff effectively, including consistently implementing safe recruitment practice	March 2015
	and that capacity is built across the future workforce to	1.3	Analyse market trends and apply market supplements where there is a business case	September 2014
	implement new service delivery models	1.4	Introduce electronic analysis of exit data for key roles	September 2014
	delivery models	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	2.1	Establish a Task and finish Group to devise the terms of working collaboratively with partners and volunteers in a consistent	March 2014
	Merton's residents are served		manner	
	by the best people, whether			

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

Priority area: Workforce and Organisational Development

Deliverable	Actions	Completion Date
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	 3.1 Develop a Learning and Development Plan to address key development requirements 3.2 Embed the management behaviours across the organisation to support performance, through appraisals, assessment centres and leadership development 	September 2014 September 2014
them to do so	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	December 2014

	3.4 Develop a change management methodology and package of support to help managers manage changes and their impact	December 2014
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,	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
engagement and attendance.	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

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

Appendix D - Workforce Strategy priorities and Flexible Working

Prepared by Jonathan Smale

Pri	ority Area	Description	Links to Flexible Working
Pri 1.	ority Area 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.	 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
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).	 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	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

deliver new service programme of cultural change. delivery models that Flexible working supports the creation of an include flexible working, agile and 'adaptive' organisation which customer service and adapts to changes in the external the desired environment as a natural process, not one organisational that has to be forced. behaviours. To support Flexible working better serves the fluid this, the council will organisational structures and less tightly provide new skills, defined job roles that are replacing the abilities and traditional bureaucratic structures and rigid, competencies for the detailed job descriptions of the past. workforce including Maintaining hierarchical, multi-layered learning and structures will act as a barrier to innovative development of key flexible working practices. skills for future service Flexible working also supports crossdelivery. disciplinary project-based ways of working, fostering a culture of teamwork and collaborative working across departmental boundaries. Flexible working both depends on and 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. 4. Morale, health The organisation Managed effectively, flexible working and wellbeing understands what a practices can support work-life balance healthy workforce looks although it's important not to confuse 'a like and supports staff flexible workforce' which is responsive to to achieve this. customers and adaptable to business

- change, with 'flexible work options' that allow staff to adopt work patterns or arrangements that are tailored to their personal requirements.
- 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 wellbeing.
- 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.

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	Focus group profile
		profile (ex Schools)	
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	Under 3 years	21.5%	26.9%
service	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

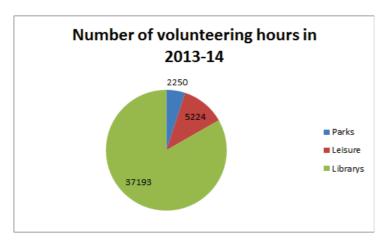
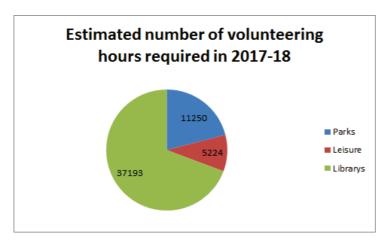


Chart 2



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)

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

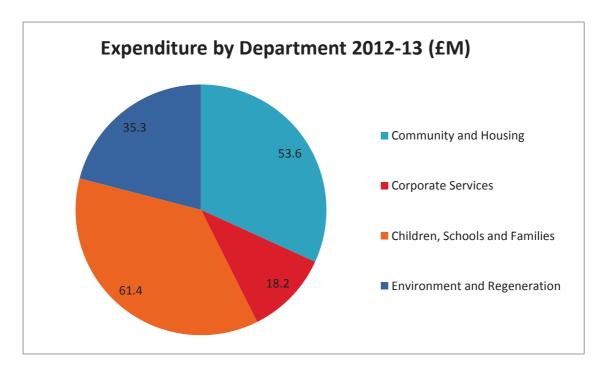
In taking this strategy forward, the Council expects to realise the following benefits:

- 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

- 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.

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 Councils procurement practices
- > Assessing whether procurement is achieving best value for the Council
- > Ensuring that staff engaged in procurement have the required skills
- > To be responsible for the Operational Procurement Groups (OPG)

d. Departmental Management Teams

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

e. Operational Procurement Group

The OPGs are the operational arm of the Procurement Board, and are the means through which departmental procurement activity is planned and coordinated. 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.

I. Looking to the Future

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

Section 6 – Key Actions

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

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

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

By 2016, we will have:

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

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

Encouraged greater levels of spend with local suppliers and have thriving relationships with local businesses and VCFS communities, within the parameters of European Procurement Regulations and CSOs Established strong partnerships with other public sector bodies to leverage best value for money

PROCUREMENT STRATEGY

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 selfservice wherever possible.

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- 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.

- 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 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:

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- 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.

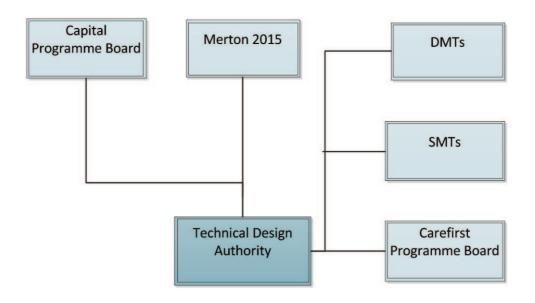
Accountability

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	Business leadership and	Refer requests/proposals
Management Teams	management; agree,	for significant system/IT
(DMT)	prioritise and resource	changes to the TDA for
	transformational activity.	advice prior to approval.
Senior Management	Manage discrete business	Consult the TDA on
Teams (SMT)	functions, propose,	proposals for significant
	prioritise and manage	system/IT changes for
	transformational activity	advice prior to approval.
Merton 2015	Oversees cross cutting	Refer requests/proposals
	transformation and	for significant system/IT
	secures assurance on	changes to the TDA for
	quality and progress	advice prior to approval.
	against delivery.	
Capital Programme Board	Oversees, determines and	Refer requests/proposals
	directs a Riaige p 90 ects	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 <u>risk management intranet</u> <u>page</u> will be regularly reviewed and staff will be signposted to the information they need to proactively 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

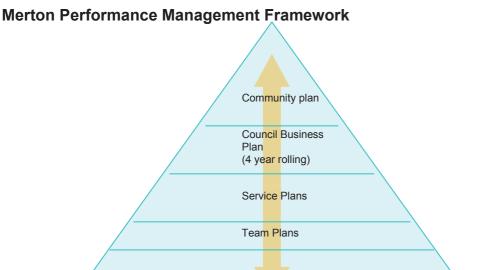
The council is involved in a wide range of partnerships to achieve our ambitions, aims and objectives. It is vital we assess the risks to achievement within our key partnerships, and ensure that they are monitored regularly.

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.



 CMT is ultimately accountable for delivering the council's Business Plan therefore they are responsible for the corporate KSRR.

Individual work programmes / appraisal objectives

- 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.

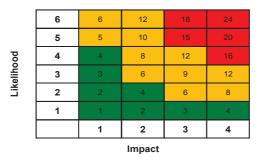
Scoring Risk

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					



		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	1 2 3 Marginal Significant 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	Provision - Reduced service Significant suspended short		Service suspended long term / statutory duties not delivered	
Health and Safety - HS	Safety - Broken bones / thi		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	Reputation media lead story term.		Adverse national publicity longer term	Remembered for years

Reporting and escalating risks

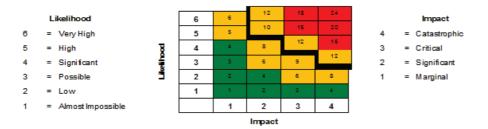
Risks on service area risk registers which are red and therefore score 15 and above should be reviewed at Departmental Managers Team (DMT) meetings to determine if any of these (red) risks are to be escalated to the Departmental Risk Register (DRR).

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	Categories 1 2 Marginal Significant		3 Critical	4 Catastrophic
Financial Impact - FI	nancial Up to £2.5m per £2.5m up to £5m		£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	Safety - Broken bones / Major illness / three		Loss of life / major illness	Major loss of life / large scale illness (pandemic)
Objectives - O	ectives service area not Departmental objectives		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.



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	Corporate Risk	CMT – identify and
service risks and propose	Management Group	review KSRs
KSRs as per the definitions of	(CRMG) – review service	
likelihood and impact for	risks and proposed KSRs	
crosscutting risks		

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																				
			2014-15 income target overall for E&R is £35m and £36m for	Shortfall in income, 2.		8		05-Jan- 2015 24-Oct- 2014		Sustainable Communities: Development and Building Control income is above target reflecting the increase in planning applications. Cemeteries, Leisure																				
Chris Lee	KSR08 / ER28 Loss of income	Risk	2015-16. The causes could be 1. reduction in demand for	reduction in funding for services, 3. pressure on	B O	10		08-Jul- 2014	FI/O	Development and parks are on target. Street Scene and Waste: Commercial																				
	Loss of income		council services. 2. Pricing. 3. Ability to compete in marketplace.	Ability to compete in	council services. 2. Pricing. 3. Ability to compete in	services, 3. pressure on budgets, 4. tougher choices having to be made, 5. reduction in staff, 6. staff morale.	having to be made, 5. reduction	ncil services. 2. Pricing. 3. having to be made, 5. reduction in staff. 6. staff morele				31-Mar- 2014		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.																
				Member of staff could be		6		05-Jan- 2015																						
Mark mphries;	KCD00 Cafab. af	injured or killed; impact on morale of other staff; open to		6		31-Mar- 2014		The system has been up and running for a year with staff referring via the accident reporting system thus mitigating risk. It is																						
Adam Viccari	Adam Staff			financial loss. Failure to share	illure to share	12		31-Dec- 2013	IBC	recommended that this item is removed from the KERR onto the Corporate																				
e 103				information on people known to be violent.			12		30-Sep- 2013		Services (I&T) Risk Register.																			
ယ	KSR21 / RE03			Impact on strategy and time for procurement exercises.		9		05-Jan- 2015																						
Simon	Failure to adhere to EU		activity.	Lack of awareness in some areas that procurement is a tightly regulated area of Council	areas that procurement is a tightly regulated area of Council	Lack of awareness in some areas that procurement is a tightly regulated area of Council	Adverse budget and service implications if not carried out	Adverse budget and service mplications if not carried out	implications if not carried out	implications if not carried out correctly in accordance with regulations and standing orders	implications if not carried out correctly in accordance with regulations and standing orders	Adverse budget and service implications if not carried out correctly in accordance with regulations and standing orders	Adverse budget and service implications if not carried out correctly in accordance with regulations and standing orders	Adverse budget and service implications if not carried out correctly in accordance with regulations and standing orders	implications if not carried out correctly in accordance with regulations and standing orders	implications if not carried out correctly in accordance with regulations and standing orders	implications if not carried out correctly in accordance with regulations and standing orders	implications if not carried out correctly in accordance with regulations and standing orders	implications if not carried out correctly in accordance with regulations and standing orders	implications if not carried out	Adverse budget and service implications if not carried out	Adverse budget and service implications if not carried out	Adverse budget and service implications if not carried out	Adverse budget and service implications if not carried out	7	9		24-Oct- 2014		Comprehensive departmental procurement plans now in place and reviewed regularly
Williams	procurement regulations 2006 and Contract	Risk					tightly regulated area of Council	tightly regulated area of Council	tightly regulated area of Council regulated											Likelihood	9		08-Jul- 2014	R	by Procurement Board. Training for departmental procurement officers (some in conjunction with Legal) also under way					
	Standing Orders			such as legal challenges and slower identification, capture and delivery of savings.	Impact 4						4		31-Mar- 2014		in conjunction with Legary also under way															
			PHASE A:			6		05-Jan- 2015																						
Cormac	KSR31 / ER09P	KSR31 / ER09P risk owner for more 2) Indexation methods	1) Beddington AD Plan. Contact risk owner for more information 2) Indexation method. Contact	n Contact risk owner for more		6		24-Oct- 2014		Appellant submitted claim to Court of Appeal 27/11, estimated claim will take 4-6																				
Stokes			risk owner for more information		Likelihood	6		08-Jul- 2014	O/R	weeks to be considered. The Partnership hope to conclude this area of review early																				
			1)Contact risk owner for more information		를 Impact	6		31-Mar- 2014		January 2015.																				

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix		Current Score & Review History		Impact code	Comments																																							
Paul	Increase in birth-rate and numbers of children reaching	9		05-Jan- 2015 24-Oct- 2014																																													
Ballatt; Yvette Stanley	KSR34 / CSF05 School places	Issue	primary age locally, with	demand. Need to consider additional provision. Also future risk that increase in numbers	Likelihood	9		31-Mar- 2014	R	Action Plan - CSP Service Plan																																							
			echool places	system such that demand for places will exceed supply.	System such that demand for		31-Dec- 2013																																										
			Detential loss offsetive inter			12		05-Jan- 2015																																									
Vyvette	KSR35 / CSF01	Risk Risk Risk Risk Risk Risk Risk Risk	agency working. Changing		Child protection and safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	safeguarding issues including	B	12		24-Oct- 2014																									
Stanley	Stanley Safeguarding R		possible child death or serious harm. Possible increase for	Likelihood	12		31-Mar- 2014	R	Action Plan - LSCB Business Plan & CYPP																																								
9 104			undermine Merton Model.	high cost interventions.	12		31-Dec- 2013																																										
4						6		14-Jan- 2015																																									
Dean	KSR42 / HR09		Post single status challenge	Post single status challenge		Cost of settlement; cost of litigation & resources to contest; impact on staff morale; reputational & political impact	litigation & resources to contest; impact on staff morale;	litigation & resources to contest; impact on staff morale;	litigation & resources to contest; impact on staff morale;	litigation & resources to contest; impact on staff morale;																																			6		24-Oct- 2014		Discussions are currently being undertaken
Shoesmith	Single status	Risk			contest; impact on staff morale;						Likelihood	12		09-Jul- 2014	Н	with the unions to finalise any outstanding allowances and mitigate any further risk.																																	
											To position as positions in part	Topasational a political impuot	当 Impact	4		31-Mar- 2014																																	
						8		06-Jan- 2015		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																																							
Dean	KSR44 / HR13		Impact of review of T&Cs &	Impact on staff morale.		8		24-Oct- 2014																																									
Shoesmith	Changes to staff terms & conditions		Inanges to statt Issue ' chaoing staffing reduction	ongoing staffing reductions	recruitment & cost implications	Likelihood	8		08-Jul- 2014		to T&Cs will take 9 to 12 months - 3 months preparatory work, 3 months staff																																						
					Impact	8		31-Mar- 2014		consultation and 3 months union consultation																																							

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix		Current Score & Review History		Impact code	Comments
	KSR45 / CG03 Non compliance with asbestos legislation			Failure to comply with statutory duty on managing Asbestos	Impact	6		09-Jan- 2015		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.
Adam						12		05-Jan- 2015		
						12		24-Oct- 2014		
Viccari						12	<u> </u>	08-Jul- 2014	ПЭ	
	KSR48 / IT03 IT systems			IT failure leading to unavailability of IT services impacting on organisational service delivery	Impact	8		24-Oct- 2014		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.
<u></u>						8		08-Jul- 2014	SP	
Mark Mark Mark						8		31-Mar- 2014		
e 105						8		31-Dec- 2013		
	KSR49 / RE02 Developing corporate Business Plan & setting a balanced budget for 15/18 & beyond		Reduced budgets may impact negatively on service delivery levels	Impact on service provision, reputation, staff morale & internal & external customers satisfaction	Likelihood	9		05-Jan- 2015		Departments are required to develop action plans to rein in projected overspends so that they do not impact on future year buadget
Paul Dale; Caroline Holland						9 🛆		23-Dec- 2014	FI	
		Risk				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
						6		06-Jan- 2015		
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.	77	9		24-Oct- 2014	U/K/FI/SF	The use of Equality Analysis to consider equality considerations has improved and is embedded into the Business Planning Process
					ikelihood	9		08-Jul- 2014		
					Impact	9		31-Mar- 2014		
	KSR55 / CSF04 Changing Borough Demographics	Issue	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 denrivation.	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.	0	12		05-Jan- 2015		
Payvette Paystanley Qe 106						12		24-Oct- 2014		
					ikelihood	12		31-Mar- 2014	0	Action Plans - CSF Service Plans
					Impact	12		31-Dec- 2013		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix		Current Score & Review History		Impact code	Comments
	KSR56 / CSF6 CS&F funding changes, budget savings & resource management		Uncertainty regarding changes to funding regimes & external grants, & concurrent additional	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.	Impact	15		05-Jan- 2015 23-Oct-	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 Servuce Plans, School Improvement Strategy, NRTPF Working Group Strategy Plan and Children & Family Act Implementation Plan
Children, Schools & Families; Resources			statutory duties & demographic pressures. Changes to the			15		2014 31-Mar-		
						15		2014		
		Issue	maintained schools becoming academies. Funding associated with C&F Act, & detailed requirements for CYP with SENDremain uncertain, as do youth justice changes. Demand on 'no recourse to public funds' cases is increasing.			15		31-Dec- 2013		
	KSR60 / RE14 Potential failure to carry out statutory plant inspections		e carried out on engineering plant and other lifting equipment on	Failure to comply with statutory duty to formally inspect lifting equipment; Criminal offence and harm to service users.	Likelihood	6 🔔		05-Jan- 2015		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
Richard Williams						6		24-Oct- 2014		
		Issue				6	08-Jul- 2014		Data, which will log all buildings and plant which the council owns / is responsible for, including details of when last maintained	
						6		31-Mar- 2014		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.

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		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 24-Oct- 2014	FI	Delivery of savings is monitored monthly and alternative savings packages are beining identified to deliver savings shortfalls
		Risk				3	Ø	08-Jul- 2014		
						3		31-Mar- 2014		
	KSR62 / CSF9 Recommissining Early Intervention & Prevention (Partnership Risk)			Destabilisation of the Local Strategic Partnership & Children's Trust Board partnership arrangements.		10		05-Jan- 2015		Action Plan - CSP Service Plan
Paul Ballatt GC 108			Likely reduction in contracting with local third sector leads to reputational & political risk.			10		24-Oct- 2014	R	
		Issue			Impact	10		31-Mar- 2014		
						10		31-Dec- 2013		
ω	KSR65 / PH2 GUM Overspend		This service is open access anywhere in the country therefore difficult to manage demand.	Potential significant overspend on sexual health services.	lmpact	12		05-Jan- 2015		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
Kate						12		24-Oct- 2014		
Milsted		Risk				12		08-Jul- 2014		
						12		31-Mar- 2014		
Kay Eilbert	KSR66 / PH5 PiD		Problem with N3 connection /	Difficulty in monitoring some of the sexual health contracts and issues with mental health needs assessments.		12		05-Jan- 2015		
						12	24-Oct- 2014		PH intelligence manager working with Merton IT to sort issues. C&H Businessp	
		Risk			Likelihood	12		08-Jul- 2014	SP	artner looking at wider data sharing agenda.
					Impact	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	deliver health checks	Non compliance in provision of mandated services as per PH requirements.	Impact	2 24-Oct- 2014 12 08-Jul- 2014 12 31-Mar- 2014 12 31-Dec- 2013	SP	GPs have now signed up to carry out the checks so permission sought to remove this risk from the registe
Sophie Ellis Page	KSR68 / BI18 Inability to deliver TOM's across the organisation	_		Ambition set out in TOM's is not achieved.	Likelihood	9 05-Jan- 2015 9 24-Oct- 2014 9 08-Jul- 2014	0	Delivery planning coordinated through Prog Office and M2015. Business Partners leading on departmental delivery assurance. Savings proposals for 17/9 to articulate TOM impact.
Q Athryn Wittams- Smith	KSR69/ER92 Lack of capacity within HR to support the level of change identified through TOM		due to changes in HP structure	Reduced support to department, impact on changes to be delivered.	Cikelihood	10 05-Jan- 2015 10 08-Jul- 2014		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 2015so will only be a temporary fix.

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:

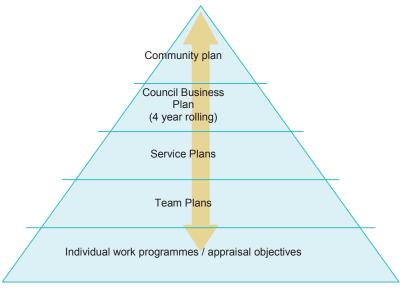
- what we are trying to achieve as an organisation
- how we are going to achieve this
- how we will monitor and report progress
- how the contribution of staff, managers, teams and departments relate to each other to help deliver the targets set for the whole organisation

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'

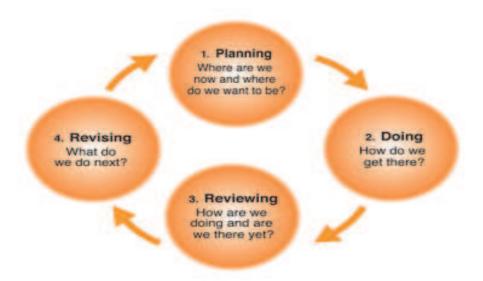
The performance management framework is represented by the performance triangle



The key aspects of the Golden Thread are:

- <u>The Community Plan</u> 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.
- <u>Service Plans</u> are reviewed every year to ensure they outline the key issues and priorities for the department.
- <u>Medium Term Financial Strategy</u> (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
- <u>Individual Appraisals</u> 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 asses 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 Page 112

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.

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

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:

	T
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 <u>Business Planning team</u>.

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 ServicesCor porate 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	8 <mark>7</mark> n/a (Nov)	8 <mark>7</mark> 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 P a	£1,300,000 g € ⁵⁰⁰ 10105 ⁰²	£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	8.5 7.5	8.5 7.5 6.31		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%4 5	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	1 Page	116 000 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	125100	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	88 87	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 god 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 – Commissioni ng, 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 – Commissioni ng, Strategy &	CRP 73 & SP 109- % vacancies in reception year of primary school	2%	2%	3.75%	4%(5)	Annual	Low
Performance		Pa	lge 117				

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 – Commissioni ng, 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) <u>Service description</u> 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) <u>Corporate strategies</u> 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) <u>Performance indicators</u> 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.
 - o e.g. the number of Housing Benefit applications processed
 - Perception resident or user satisfaction with the service or part of the service
 - o e.g. resident satisfaction with street cleanliness
 - Quality the quality of the service delivery
 - o e.g. % of missed refuse collections
 - Unit cost Cost required to provide or produce a unit of a service or product
 - o 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 ask to consider the risks that could prevent them form 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

	Children's S	ocial Care									Pla	nning Assum	nptions					The Corporate strategies your
Cllr Maxi Martin	n, Cabinet Members 1	or Children Servic	es & Education			Anticipate									service contributes to			
Enter a brief descrip			-			ılation growth - I			15-30									Children & Young person's Plan
Children's Social Care (CSC) del to children at risk of harm, children	livers a range of o	overnment pres	cribed & legislate	ed functions	Popul	ation growth - C		Plans	30-60									Anti Social Behaviour
services for families. CSC works	within an integra	ted context co-o	rdinating multi ag	gency support	Increased are	Increase in 0- ssure on more		rialist tarneted	3180 State of State o							Health & Wellbeing		
to those families at all levels of M service works with approximately	y 1,300 children a	t any one time v	the have the great	atest needs	service	s due to EIP sa	vings & statuto	ry duty.			Redu	ced EIP activit	ty may lead to ir	ncreased ne	eed for statutory intervent	ons at a later stage.		Social Inclusion Strategy
in the borough across a range of Merton's CYP Well-being Model :	sets out Merton's	approach to su	pporting families	which seeks		icipated non fi				3/14		4/15	2015/1	6	2016/17	2017/18	2018/19	Community Plan
to provide services at the time the	ney are needed to	prevent further	need arising & es	scalation up	Staff ((FTE) - reflects		to Ed.	2	06	20		210		208	208	208	Corp Equality Scheme
support activity to prevent childre	en entering either	child protection	or care systems	at every	├──	Adoption 8	fostering				M	ore children to	be placed for p	ermanency	y in shorter time			Family Poverty LAC Strategy
stage of childhood. This necessit which require a quality assurance																		Youth Crime
Merton has lower numbers of chi	ildren subject to o	hild protection p	lans in the care s	system than						_								
the majority of London Boroughs continue this approach, therefore						Performano	e indicator		Perforr	nance Targe	ts (T) & Provi	sional Perfor	mance Targets	(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
interventions with our families & p children.	ventions with our families & promote family strengths to enable them to care for their own									2014/15(T)			2017/18(PT) 20	18/19(PT)				
Youth Inclusion provides a target						ssments comple			90	92	82	83			High	Monthly	Business critical	Safeguarding issues
to prevent offending & re-offendir helping targeted families to get be	ing. It also suppo back into work. & i	ts the transform	ing families prog	ramme, nildren by	Care application			al Guardianship	37	35	37	national			Low	Monthly	Quality	Safeguarding issues
preventing reoffending or going in	into care. It also I	eads on particip	ation for CSF.		Children in care	Orc		ai Guarularisiip	12	13	13	13			High	Monthly	Outcome	Reduced customer service
					% CYP on Chil			ubsequent time	10	10	13	13			Low	Monthly	Quality	Safeguarding issues
						% NEET a			8.3	6	5	4			Low	Monthly	Outcome	Social exclusion
						Number YJS fir	st time entrant	s	96	80	80	80			Low	Monthly	Outcome	Social exclusion
					<u> </u>													
					\vdash				-		1					 		
	DE	PARTMENTAL	BUDGET AND I	RESOURCES					1		2045/625				ll .		2045/40 !	<u> </u>
2	Budget	Actual	Budget	Budget	Budget	Budget	Budget			:	2015/16 Ex	penaiture					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		100				■Emp	loyees				■ Government grants
Expenditure	14,889	15,212	14,911	14,544	14,242					8	1							■ Government grants
Employees Premises	9,183 119	9,396 112	9,503 126	9,841 93	9,624 95								■Prer	nises				
Fransport Supplies & Services	183	250	187	188	190	193	196						= T	oport				■ Reimbursements
Brd party payments	1,364 1,738	1,364 1,443	1,160 1,781	1,084 1,242	981 1,255								■Tran	isport				
Transfer payments Supple services					341	341	341	4						■Supplies & Services				
Defrection	1,899	2,133	1,745	1,744	1,744	1,744										■Customer & client receipts		
Rev De £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	\ \					■3rd	party payı	ments			
Income_	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	1							1			■Reserves
Government grants	1,425 1,122	1,742 1,250	1,781 982	1,408 881	1,889 1,363	1,889		· ·					■Tran	isfer payr	ments			=1.000.100
Rein sursements Customer & client receipts	408	446 156	609	526	526	526	526						= 0					
Reserved	(110)	(110)	186	0	0	(0 0						■ Sup	port servi	ces			■ Capital Funded
Capital Funded									•				■Dep	reciation				
Council Funded Net Budget	13,464	13,470	13,130	13,137														
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19								2015/16			
Youth Centres Re-provision	119	122	2014/10	2010/10	2010/17	2017/10	2010/13	Staff reduction	ns in Family a	nd Adolescer	nt Services stre	am: £220,00	0					
Childrens Disabled Breaks Grant	90	94																
					<u> </u>			See CSP for LA	C nlacement	and services h	hudgets							
	-		-		 '			500 051 101 2	to piacement	and services i	oudgets.							
							1											
	209	216	0	0	0	(0								2016/17			
16,000 7								Staff reductio	ns in Family a	nd Adolescer	nt Services stre	eam: £100,00	00					
-,																		
14,000 -																		
	_																	
12,000 -															2017/18			
															2017/10			
\$ 10,000 -																		
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8,000 - 6,000 -																		
\$ 10,000 - 000 4 8,000 -															2018/19			
8,000 - 6,000 - 4,000 -															2018/19			
8 10,000 - 6,000 -															2018/19			
8,000 - 6,000 - 4,000 -															2018/19			
8,000 - 6,000 - 4,000 - 2,000 -	2014	201	5 2	2016	2017	2018									2018/19			

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Children's Socia				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
		T = =			Likelihood	Impact	Score
Pro	oject 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.		2	3	6
End date	2015-16	,	2015-16 - Claim Transforming Families performance by results funding.				
Pro	oject 2	Project Title:	Social Care Information System procurement & implementation				
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	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	9
End date	2015-16	2015-16 improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.					
Pro	oject 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		4	3	12
End date	2016-16		assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.				
Pro	oject 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	1 Toject Details.	Development of policy framework in response to regulation. Trend analysis.				
Pre	oject 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.		4	2	8
Emate	2015-16		Relates to commissioning under CSP.				
O Pro	oject 6	Project Title:	CSC & Early Help Tom				
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;	To improve safeguarding and support for LAC and care leavers, contain services within limited budgets, & for staff retention	3	2	6
End date	2017-18		Flexible working; Care proceedings as outlined in the relevant TOM				
Pro	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		,					
Pro	oject 8	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date		1 Tojour Detailo.					
	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

Commissioning, Strategy and Performance				Pla	nning Assur	nptions					The Corporate strategies your
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education	Anticipated demand	2013/	14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Increased demand for primary school	2fe		2	fe	1	fe	2fe	0fe	0fe	Capital Programme
The Commissioning, Strategy & Performance Division provides strategic services for	Increased demand for secondary school					0-	1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)	Children & Young person's Plan
the Children, Schools & Families Department (CSF):	Increased demand for special school places			se Perseid Lower to 84 pla		a l			Community Plan		
 policy, planning & performance management; commissioning, procurement & contract management; 	Overall demographic	Impact of birth rate - increase of 40% in births between 2002 & 2011									Core Planning Strategy
· access to resources for looked after children/pupils with SEN;	Anticipated non financial resources	2013/	14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Equality Scheme
· pupil place planning;	Staff (FTE)	49		5	4	5	60	49	49	49	Corp Procurement Strategy
· school admissions;	Contractors				Com	missioning of	a range of se	ervices to support CSF fund	ctions		Local Development Framework
· school expansion & overall CSF capital programme management;											Performance Management Framework
· some departmental business support. Main activities include:											Social Inclusion Strategy
i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development; iii) production of management information for internal performance management &	Performance indicator			s (T) & Provisional Performance Targets (PT)			` ′	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
external reporting inc statutory returns:	0/	-						1.000	A 1	Desciones estimat	a consisted objective

i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development; Output Description:	Performance indicator	Perform	ance Target	s (T) & Provi	sional Perfor	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
iii) production of management information for internal performance management & external reporting inc.statutory returns; iv) production of policy documents & procedural guidance for professional staff; v) commissioning operational services & leading on joint commissioning with partners; vi) managing schools 'Private Finance Initiative contract & other service contracts.		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				met
	% 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
viii) planning sufficient school places; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes.	% 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

2015/16 Expenditure

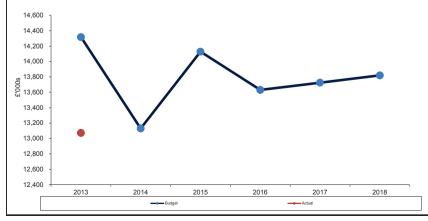
					% statutory retur	ns to governme	nt on time
	DE	PARTMENTAL	BUDGET AND I	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	17,078	16,183	15,507	14,713	14,215	14,310	14,405
Employees	2,268	2,126	2,165	2,208	2,186	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 payhents	0	0	0	0	0	0	0
Support (ar) ices	512	579	576	472	472	472	472
Depreciation	0	0	0	0	0	0	0
Revenue 1000s	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
Reserve	0		0	0	0	0	0
Capital Funded	0		0	0	0	0	0
Council Funded Net Budget	14,316	13,072	13,130	14,127	13.630	13,725	13,819

■Employees		■ Government grants
■Premises		
■Transport		■ Reimbursements
■Supplies & Services		■ Customer & client receipts
■3rd party payments		
■Transfer payments		■Reserves
■Support services		■ Capital Funded
■Depreciation		
2015	:/16	

2015/16 Income

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
	0	12,011	24,566	17,104	26,083	20,979	20,104

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



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

2016/17

2018/19

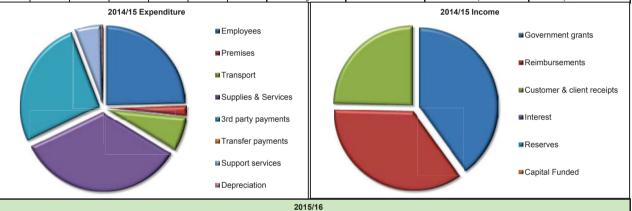
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Commissioning, Strategy a				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
				WAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Start date	oject 1 2014-15	Project Title:	Commissioning Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CYP & families; working with PH and	More efficient way of working	3	2	6
End date	2015-16	Project Details:	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.				
Pro	oject 2	Project Title:	Implementation of secondary & special school expansion strategy				
Start date	2014-15	- Project Details:	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory	To meet legislative requirements	4	3	12
End date	2019-20	,	processes; planning & delivery of construction contracts.				
Pro	oject 3	Project Title:	Schools' PFI				
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.	More efficient way of working	4	2	8
End date	2015-16						
Pro	oject 4	Project Title:	Release of Assets				
Start date	2013-14	Project Details:	To address a range of issues related to CSF property & accomodation, including implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc school	More efficient way of working	3	3	9
End date	2015-16		caretakers' houses.				
Pro	oject 5	Project Title:	Increase uptake of Free School Meals				
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	Improved resident well being	3	1	3
E de la	2015-16		with schools with lower FSM registrations than would be expected from analysis of deprivation factors.				
1	oject 6	Project Title:	Framework i Implementation				
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	More efficient way of working	2	2	4
End date	2015-16	·	external statutory returns.				
Pro	oject 7	Project Title:	Children and Young People Plan				
Start date	2015-16	Project Details:	Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People	More efficient way of working	2	2	4
End date	2015-16	,	Plan				
Pro	oject 8	Project Title:	Personal Budgets				
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	To meet legislative requirements	3	2	6
End date	2016-17	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	exploration inc domiciliary care; overnight respite care				

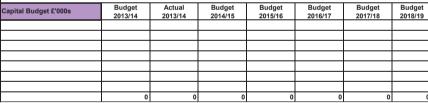
Education			Planning Ass	umptions				The Corporate strategies your	
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to	
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19			2	400			Children & Young person's Plan	
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Increase in compulsory education to 18							Community Plan	
ionitoring, analysing & evaluating pupil & school performance eveloping skills in planning, teaching, assessment, leadership & management orking with schools to reduce inequality & improve achievement for vulnerable groups	Forecast increase in targeted SEND services		•	200	- 400	•	•	Corp Equality Scheme	
	Forecast increase in population 0 - 4		780						
strengthening partnership working and school to school support	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	112	2018/19	Social Inclusion Strategy	
· Special Education Needs & Disabilities Integrated Service (SENDIS)will improve outcomes for CYP with SEND by:	Staff (FTE)	236	253	269	243	224	224	LAC strategy	
· building early help capacity in schools & settings, families & the community	School to school support			Facilitate and encourage s	chools to support each oth	er		Youth crime	
s on safeguarding, early intervention & prevention as well as direct support for families ementing the requirements of the Children and Families Act ensuring that families are central and	Voluntary Services			Review arrangements for s	some commissioned servic	es		Family poverty	
receive a joined up service	Voluntary Services			Volunteers in schools	s, youth and early years			Health & wellbeing	

- 1	receive a joined up service		1			3						
	Early Years Services will improve outcomes for all children aged 0-5 by: imanaging the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties	Performance indicator	Perform	nance Target	s (T) & Provi	sional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	delivering Children's Centre services through a locality model with a focus on early help & targeted		2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)				ot
	services for vulnerable families	% 5 or more GCSE graded A*-C including English & maths	64	65	64				High	Annual	Outcome	Reputational risk
	Tusing the CASA to inform robust planning and case work for identified families working with the early years sector to improve quality, reduce inequality and improve outcomes for	% outcome of Ofsted school inspections good or outstanding	77	85	86				High	Monthly	Outcome	Inspection outcomes
	vulnerable children and their families	% Level 4 and above in reading, writing and maths	78	82	79				High	Annual	Outcome	Reputational risk
	. developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework	% secondary school attendance (LA only)	new	94.5	94				High	Quarterly	Outcome	Increased costs
	Youth Inclusion will improve outcomes for Young People by:	% primary school attendance (LA only)	new	95	95				High	Quarterly	Outcome	Breach statutory duty
	· providing universal & targeted in house & commissioned services for YP & schools	% of new EHCP requests completed within 20 weeks	new	85	85				High	Annual	Outcome	Reputational risk
	 providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development 	% achieving a good level of development in the Early Years	60	65	60				High	Annual	Outcome	Increased costs
	· developing alternative education offerings to enable YP to stay in education, training & employment	% Good or Outstanding children's centres per Ofsted	100	100	100				High	monthly	Outcome	Inspection outcomes
- 1	· leading on the council's partnership with the police & CAMHS for education								High	Appual	Output	Poputational risk

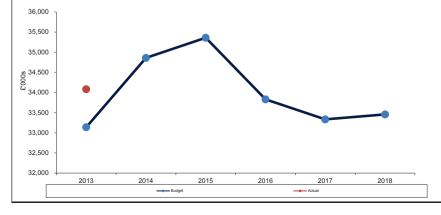
the second secon							
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	38,968	39,491	39,838	44,692	43,564	42,567	42,691
Employees	10,536	10,591	10,199	10,955	10,204	9,659	9,659
Premises	824	752	734	906	909	912	914
Transport	3,222	3,636	3,113	3,150	3,194	3,238	3,282
Supplies & Services	12,951	12,710	13,972	15,370	15,328	14,811	14,869
3rd party-peyments	9,021	9,224	9,435	11,761	11,380	11,399	11,419
Transfer payments	19	17	19	19	19	19	19
SupportSelvices	2,188	2,354	2,175	2,358	2,358	2,358	2,358
Depreciation	207	207	191	172	172	172	172
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	5,831	5,411	4,982	9,335	9,735	9,235	9,235
Government grants	401	482	250	3,743	3,743	3,243	3,243
Reimburgements	2,261	2,410	2,337	3,296	3,296	3,296	3,296
Customer a client receipts	2,397	2,605	2,394	2,296	2,696	2,696	2,696
Interest CO	0	0	0	0	0	0	
Reserves	772	(86)	0	0	0	0	C
Capital Funded							
Council Funded Net Budget	33,137	34,080	34,856	35,356	33,829	33,332	33,455

developing alternative education offerings to enable YP to stay in education, training & employment leading on the council's partnership with the police & CAMHS for education





Increased income generation and management efficiencies in School Standards and Quality service: £80,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £160,000 Reduced investment in commissioned and in-house youth service: £100,000



Reduce Early Years service to pais-for childcare with very limited targeted service for highly vulnerable families: £271,000 Reduced youth service to VCS provision: £480,000

Public Health: £400,000

Increased income from schools/ reduced LA service offer: £400,000

2017/18

2016/17

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000 Reduced service offer from school improvement: £75,000

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Education				
						Risk	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pro	oject 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 amd improving teaching. New outstanding teacher courses for primary and secondary teachers.	Improved resident well being	2	3	6
End date	2016-17		improving teaching. New outstanding teacher courses for primary and secondary teachers.				
Pro	oject 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	Improved resident well being	2	2	4
End date	2016-17	,	Teaching Schools				
Pro	oject 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 /	Improved resident well being	3	2	6
End date	2015-16	,	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.				
Pro	oject 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	To meet legislative requirements	4	3	12
End date	2015-16	,	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.				
Pro	oject 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	To meet legislative requirements	3	2	6
E B ate	2015-16		statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
(D) Pro	oject 6	Project Title:	Youth transformation phases 2 & 3				
Start date	2013-14	Project Details:	Cancellidation of localities. Mardon and Wimhladon and roll out of Mitches provision	Improved resident well being	4	3	12
End date	2015-16	Froject Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision				
Pro	oject 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	6
End date	2015 -2016		ranning Support in Conadoration with Schools and EVVS				

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Community and Housing Department

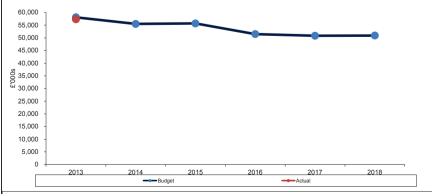
Adult Social Care				PI	anning Assu	mptions					The Corporate strategies your
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health	Anticipated demand	20	13/14	20	14/15	20	15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	No. of people requiring services	6	630	6	729	6	829	6920			Voluntary Sector Strategy
	People aged 85-89	2	400	2	400	2	500	2500			Community Plan
Adult Social Care is a statutory service, underpinned by several pieces of legislation,	People aged 95+	1	700	1	800	1	800	1900			Social Inclusion Strategy
whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.	No. of people aged 65+ with dementia	1	963	1	957	2	022	2047			Children & Young person's Plan
	Anticipated non financial resources	20	13/14	201	14/15	20	15/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
due to disability of fillness. Office a fleed has been defined, there is a duty to fleet it.	Staff (FTE)	4	144	42	0.19	38	33.53	356.07	344.07	332.07	Customer Services Strategy
There are eligibility criteria to define need and to keep this in line with resources as far	Staff (FTC)		0		0		1	0	0	0	Homelessness Strategy
as possible.											Older People's Housing
Our approach to redesign the service and find savings is based on a model for using											Workforce Development Plan
resources. This means maintaining some focussed investment in prevention and	Performance indicator	Perfor	mance Targe	ets (T) & Prov	risional Perfe	ormance Tar	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
recovery in order to limit spend on long term support. Where long term support is	Performance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met
needed, we do this in a person centred way which encourages maximum	No of carers receiving a service	N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
independence, minimises processes if they don't add value for customers or	% Older people still at home following Reablement	N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
taxpayers, to work in partnership to achieve these goals, and to enable and encourage	No of people on the Occupational Therapy waiting list	66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times

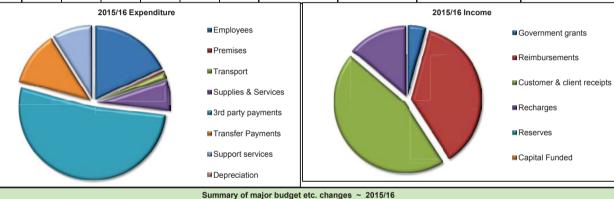
everyone to contribute to their own or others' support alongside what is funded by the Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.

			1							
										Workforce Development Plan
Performance indicator	Perforn	nance Target	ts (T) & Prov	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met
No of carers receiving a service	N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
No of people on the Occupational Therapy waiting list	66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times
% People receiving 'long term' Community Services	N/A	70	71	72	73	74	High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed Support	N/A	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
The rate of Delayed Transfers of care from hospital (both	2.9	5	5	5	5	5	Low	Monthly	Business critical	Increased costs
NHS and Merton)										
									·	
									·	

	DE	PARTMENTAL	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	79,605	79,734	77,102	79,194	74,845	74,180	74,275
Employees	15,920	15,568	14,464	14,357	13,297	12,898	12,516
Premises	557	361	481	376	383	390	397
Transport	1,395	1,387	1,167	1,187	1,204	1,221	1,238
Supplies & Services	3,200	2,862	3,914	5,332	4,336	4,385	4,429
3rd party payments	42,642	43,508	40,565	41,400	38,633	37,844	37,803
Transfer Phy nents	9,157	9,073	9,394	9,551	10,001	10,451	10,901
Support rices	6,674	6,915	7,041	6,932	6,932	6,932	6,932
Depreciation	60	60	76	59	59	59	59
Revenue 1000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	21,495	22,424	21,604	23,516	23,364	23,364	23,364
Government grants	131	132	135	965	927	927	927
Reimbursements	5,423	6,499	7,936	8,669	8,669	8,669	8,669
Custome lient receipts	9,980	10,165	10,424	10,637	10,637	10,637	10,637
Recharg	2,824	2,778	3,109	3,245	3,131	3,131	3,131
Reserves	3,137	2,850	0	0	0	0	(
Capital Funded	0	0	0	0	0	0	(
Council Funded Net Budget	58 110	E7 240	FF 400	EE 670	F4 404	E0 016	50 911

rteimbursements	3,423	0,499	7,930	0,009	0,009	0,009	0,009
Custome lient receipts	9,980	10,165	10,424	10,637	10,637	10,637	10,637
Recharg	2,824	2,778	3,109	3,245	3,131	3,131	3,131
Reserves	3,137	2,850	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	58,110	57,310	55,498	55,678	51,481	50,816	50,911
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
IT Schemes	165	163	87	54	0	0	0
Merton Dimentia Hub	497	497	0	0	0	0	0
JMC Extension		0	210	0	0	0	0
		·					
	662	660	297	54	0	0	0





Savings - £2.014m Growth for Concessionary fares increase - £0.157m Better Care Fund (BCF) allocation increases to £11.254m.
£5.4m of the total allocation will be spent on investments managed by the Council
(i.e. £3.428m spend carried forward from 2014/15 and £1.680m proposed new investments) £865k - Care Act Implementation revenue grant for new burdens included in budget.

2016/17

Growth for Concessionary fares increase - £0.450m Savings - £2.328m

New Savings - £2.710m

2017/18

Growth for Concessionary fares increase - £0.450m Savings - £0.322 New Savings - £1.576m

2018/19

New Savings - £1.133m

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Adult Social (
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Dr	oject 1	Project Title:	Below inflation uplift to third party suppliers	III/AGN EALEGIED GOTGOINE	Likelihood	Impact	Score
Start date	2015-16	Project Title. 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		·				
Pr	oject 2	Project Title:	Brokerage efficiencies				
Start date	Project Details: Care and so assessed n		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						
Pr	Project 3 Project Title: Procurement efficiencies		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						
Pr	oject 4	Project Title:	Remodelling and re-procuring the domicilary care service				
Start date	2015-16	- Project Details:	Remodelling and re-procuring the domicilary 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			Statung III 2012 (2013-10 to 2017-10 Not. Of 12)				
Pr	Project 5 Project Title: Supporting People		Supporting People				
Start date	tart date 2015-16		Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements	4	2	8
Emate	2015-16						
O Pr	oject 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	1 Toject Details.	Staning reductions within the commissioning reality (2015-10 Petro)				
Pr	oject 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						
Pr	oject 8	Project Title:	Staffing Reductions (Direct Provision)				
Start date	2015-16	- Project Details:		To meet budget savings and service redesign requirements	4	2	8
End date	2015-16		Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).				
Pr	oject 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		unough readood grants to the voluntary sociol (2010-17 Net. OLD).				
Pro	oject 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) Adult Social C				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
		Project Title:	Additional Staff Savings - Access & Assessment		Likelihood	Impact	Score
Start date	2016-17	- Project Details:		To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		Additional staff continues 40 FTE to be deleted from Accounted Accounted (2040 47 Def. Ol 100)				
		Project Title:	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20). Additional Staff Savings - Direct Provision				
Start date	2016-17	- Project Details:	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Additional Staff Savings - Commissioning				
Start date	2016-17	- Project Details:	Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Directorate				
Start date	2016-17						
		Project Details:	Reduction in salaries costs (2016-17 Ref: CH23).	To meet budget savings and service redesign requirements	3	2	6
End date	2016-17						
ַ דַ		Project Title:	Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages				
Standate O	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).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		(2010-17 Not. 0112-4/01120/01120).				
$\frac{1}{3}$		Project Title:	Mental Health - Care Packages				
Start date	2016-17	,	Review of support packages within all areas of Mental Health services using the recovery model (2016-	To meet budget savings and service redesign requirements	5	2	10
End date	2016-17		17 Ref: CH27).				
		Project Title:	Older People - Home Care/Direct Payments				
Start 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).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		100 0 100 10 10 10 10 10 10 10 10 10 10				
		Project Title:	Older People - Managing Crisis				
Start date	2016-17	Decided Data		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).				
		Project Title:	Physical Disabilities - Direct Payments/Home Care/High Cost Packages				
Start 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).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		progression model (2010-11 Net. Orbit Orbit).				
		Project Title:	Substance Misuse Placements				
Start date	2016-17	- Project Details:	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).	To meet budget savings and service redesign requirements	3	1	3
End date	2016-17						

			Adult Social C	ale			
			PROJECT DESCRIPTION	MA IOR EVECTED OUTCOME	Likelihood	Risk Impact	Score
		Project Title:	Review of customer care pakages.		Likelinood	impact	Score
Start date	2015-16	Project Details:	Continue to review customers and make savings.	To meet budget savings	4	3	12
End date	2015-16	-					
		Project Title:	First Contact Service - Voluntary Sector				
Start date	2015-16	Project Details:	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 Title:	Supporting People Contract				
Start date	2015-16	Project Details:	Reduce capacity within the supporting people contract.	To meet budget savings	3	3	9
End date	2015-16						
		Project Title:	Day Care Services				
Start date	2015-16	Project Details:	Change the day service offer around Merton day care services.	To meet budget savings	4	3	12
End date	2015-16						
		Project Title:					
Start date				Colort and major outcome			
Start date		Project Details:		Select one major outcome	0	0	0
		Project Title:					
Start date Start date End date		Project Details:		Select one major outcome	0	0	0
		Project Title:					
Start date		Project Details:		Select one major outcome	0	0	0
End date							
		Project Title:					
Start date		Project Details:		Select one major outcome	0	0	0
End date		-					
		Project Title:					
Start date		Decide of D. 1. 1		Select one major outcome	0	0	0
End date		Project Details:		, in the second of the second			
		Project Title:					
Start date		Decided Data		Select one major outcome	0	0	0
End date		Project Details:					

Housing Needs and Enabling Services
Cllr Nick Draper Cabinet Member for Community & Culture
Enter a brief description of your main activities and objectives below
To fulfil statutory housing functions to prevent homelessness and avoid the use of

temporary accommodation.

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

The purpose of this service is to

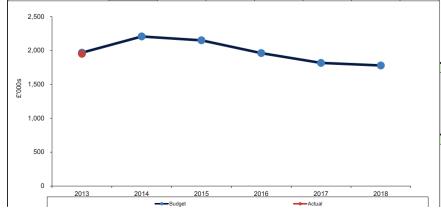
- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register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

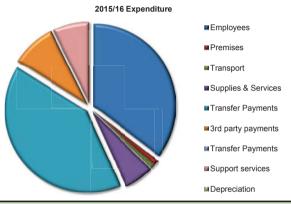
Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Housing advice, options, private tenants & landlords advice	104	400	11	000	11	000	12000	12000	12000	Homelessness Strategy
Housing register applicants	76	325	65	500	74	100	8350	7300	8250	Housing Strategy
Housing options casework	1000		1000 1000		1150	1150	1150			
Demand for temporary accommodation	20	65	320 350		50	360	360	360		
Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
Housing Needs Staff (FTE)	26	6.5	26	6.5	24	4.5	22	19	17.5	
Environmental Health (Housing)	(0	7.	.03	6.	.03	5.03	5.03	5.03	
Performance indicator	Perform	nance Target	s (T) & Provi	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/19(PT)		Folarity	Reporting cycle	mulcator type	met
No. of homelessness preventions	550	550	550	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in terrorism constraint and the	400		400	4.45	4.45	4.45	Laur	Manthly	Duningen esiting	Increased costs

Performance indicator	Perforn	nance Targe	ts (T) & Prov	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	mulcator type	met
No. of homelessness preventions	550	550	550	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	100	125	130	145	145	145	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	7	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	150	70	35	20	20	20	High	Annual	Outcome	Reputational risk
Social housing lets	430	410	415	360	360	360	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	90	90	90	90	90	90	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	57	60	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	52	75	75	60	60	60	High	Quarterly	Outcome	Customer hardship

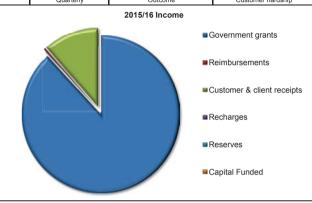
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,031	3,305	3,345	3,443	3,254	3,108	3,072
Employees	972	1,001	1,310	1,222	1,093	957	895
Premises	39	23	38	39	40	41	42
Transport	18	19	28	28	29	30	31
Supplies & Services	202	165	200	203	176	143	146
Transfer Payments	1,140	1,409	1,154	1,396	1,417	1,438	1,459
3rd party payments	430	443	338	304	248	248	248
Transfer Payments	0	0	0	0	0	0	0
Support services	230	245	277	251	251	251	251
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 (1,063	1,354	1,138	1,292	1,292	1,292	1,293
Government grants	969	1,179	969	1,140	1,140	1,140	1,140
Reimbursements	0	22	5	5	5	5	5
Customer & client receipts	94	153	97	147	147	147	148
Recharges	0	0	0	0	0	0	0
Reserve	0	0	67	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	1,968	1,951	2,207	2,151	1,962	1,816	1,779

								ı
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	L
Wilton Road	50	41	489	0	0	0	0	ı
Western Road	760	760	760	115	0	0		П
Disabled Facilities Grant	1,330	1,219	540	1,642	784	340	340	ı
The Gables		0	577	0	0	0	0	ı
Other	292	134	0	0	0	0	0	ı
								ı
								L
								Œ
	2,432	2,154	2,366	1,757	784	340	340	Ē





Planning Assumptions



The Corporate strategies your

Summary of major budget etc. changes

2015/16

Savings £35k Reduction of Homelessness Prevention grant

Environmental Health Housing savings of £69k to inculde deletion of 1x FTE post

2016/17

Savings £56k Reduction of Homelessness Prevention grant

Savings £30k Rationalisation of admin budget (CH9)

Newly proposed savings - Deletion of 3.5 posts - £129k (included in reduced FTE staff numbers above)

2017/18

Savings £36k Rationalisation of admin budget (CH9)

Savings £36k Deletion of one staffing post (CH10)

Newly proposed savings - £100k Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH (included in reduced FTE staff numbers above)

2018/19

Newly proposed savings - £62k Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH (included in reduced FTE staff numbers above)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Housing Needs and Enal	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Deliver on-line self-assessment tools		Likelihood	Impact	Score
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-	More efficient way of working	3	1	3
End date	Project Details: Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre- assessment. Project 2 Project Title: Maximise use of private rented sector date 2013-14 Project Details: Project D						
Pro	oject 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							
Pro	oject 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						
Pro	oject 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						
Pro	oject 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
Emalate	2015-16						
O Pro	oject 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	More efficient way of working + compliance with corporate policy	2	1	2
End date	2016-17		undertake a "soft market test" on alternative products.				
Pro	oject 7	Project Title:					
Start date		- Project Details:					0
End date							
Pro	oject 8	Project Title:					
Start date		- Project Details:					0
End date		. Tojost Botano.					
Pro	oject 9	Project Title:					
Start date		- Project Details:					0
End date		. rojest Betano.					
Pro	ject 10	Project Title:					
Start date		- Project Details:					0
End date		.,					

Libraries					nning Assu						The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	3/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Active users	54,	000	54,	500	55,	,000	56,000	56,000	56,000	Community Plan
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues	105	0000	110	0000	110	0000	1100000	1,100,000	1,100,000	Corp Equality Scheme
addressing the 'needs of adults and children' according to the Public Libraries and	Registered members	125	,000	130	,000	135	5,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.	Visitor figures	1,150,000		1,150,000		1,20	0,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutory duty to make provision for a library service but may	Anticipated non financial resources	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19	Performance Management Framework
decide on how this is delivered.	Staff (FTE)		16	4	7	45	5.71	44.71	41.61	41.61	ICT Policy
	Accommodation (Libraries)		7		7		7	7	7	7	Performance Management Framework
Certain aspects of the service must be provided for free:	Equipment (PC's)		44	1-	14	1-	44	144	144	144	Workforce Development Plan
Free lending of books											Asset Management Plan
Free access to information Free library membership	Performance indicator	Performance Targets		gets (T) & Provisional Perfo		al Performance Targets (PT)		Polarity	Demontina avale	Indicator type	Main impact if indicator not
Tree library membership	Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
The Library Service aims to provide a modern, high quality and cost effective service that	No. of visitors accessing the library service online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of customers. Our vision is to remain the most efficient library	Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
service in London whilst continuing to achieve some of the highest customer satisfaction levels.	% self service usage for stock transactions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
levels.	Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
	Maintain Income	£282,570	£327,000	£316,000	£316,000	£316,000	£316,000	High	Monthly	Unit cost	Increased costs
	Partnership numbers	25	30	30	30	30	30	High	Monthly	Quality	Customer hardship

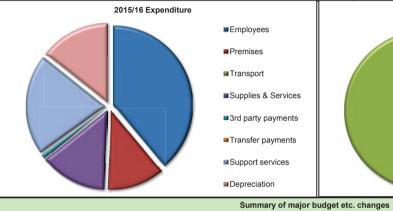
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% customer satisfaction (ARS)

	DEI	PARTMENTAL I	BUDGET AND F	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	3,795	3,730	3,634	3,405	3,325	3,191	3,207
Employees	1,338	1,243	1,327	1,325	1,299	1,149	1,149
Premises	456	465	401	397	403	409	415
Transport	3	5	4	4	4	4	4
Supplies & Services	629	580	582	465	424	433	442
3rd party payments	65	63	65	28	9	10	11
Transfer payments	0	0	0	0	0	0	0
Support ser rices	814	884	689	696	696	696	696
Depreciation	490	490	566	490	490	490	490
Revenue 100s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	508	346	441	316	316	316	316
Governm	0	0	0	0	0	0	0
Reimbursements	154	72	114	0	0	0	0
Customer & client receipts	329	274	327	316	316	316	316
Recharge	0	0	0	0	0	0	0
Reserves Capital Fueld	25	0	0	0	0	0	0
	0	0	0	0	0	0	0
Council Funded Net Budget	3,287	3,384	3,193	3,089	3,009	2,875	2,891
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Relocation of Colliers Wood Lib.	0	0	0	0	550	0	0
Library Self Service	0	0	0	350	0	0	0



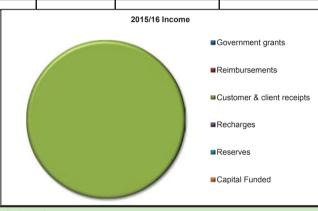
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High

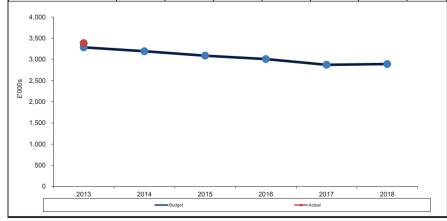
Annual



Outcome

Reduced customer service

Savings - Reduction in Media Fund - £12k (CH5) Savings - Increase Income - £10k (CH6) Revenueisation - £42k



350

550

Savings - PLUS Consultation - £3k Savings - Volunteer Contract - £20k Savings - Reduction in Media Fund - £45k

Savings - Activities - £2k Savings - Staffing - £26k

2017/18

2018/19

2015/16

2016/17

Savings - Introduce self-serve Libraries at off peak times - £90k Savings - Staffing - £60k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Libraries	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	المحمد الألحالة ا	Risk	Caana
Pr	oject 1	Project Title:	E-communications		Likelihood	Impact	Score
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	More efficient way of working	2	1	2
End date	2015-16		a library application for mobile phones; 4. Continue to develop library website.				
Pr	oject 2	Project Title:	Heritage Strategy				
Start date	2015-16	Project Details	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.	Improved customer satisfaction	2	1	2
End date	2019-20						
Pr	oject 3	Project Title:	Stock efficiency program	More efficient way of working			
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.		2	1	2
End date	2015-16		20 to 10 and 20 to 11. Maximise adage of a resolution.				
Pr	oject 4	Project Title:	Children & Young People's projects				
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.	Improved resident well being	3	1	3
End date	2016-17		, , , , , , , , , , , , , , , , , , , ,				
Pr	oject 5	Project Title:	Outreach and Community Engagement plan				
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	Improved customer satisfaction	2	1	2
Englate	2017-18		with under represented groups to shape services accordingly.				
(D Pr	oject 6	Project Title:	IT Projects				
Start date Start date End date	2013-14 2017-18	- 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.	Improved customer satisfaction	3	2	6
Pr	oject 7	Project Title:	Assisted digital support				
Start date	2013-14		Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support	Improved resident well being	2	1	2
End date	2016-17	- Project Details	national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.				
Pr	oject 8	Project Title:	Security services contract				
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.	More efficient way of working	3	2	6
End date	2018-19						
Pr	oject 9	Project Title:	Library redevelopments				
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.	Improved customer satisfaction	3	2	6
End date	2017-18		opportunities with other council services and partiers.				
Pro	oject 10	Project Title:	London Libraries Consortium				
Start date	2013-14	- Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	More efficient way of working	2	2	4
Projects	2017-18	Strategy.					

Merton Adult Education			The Corporate strategies your								
Cllr Martin Whelton Cabinet Member for Education	Anticipated demand	201	2013/14		4/15	2015/16		2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Number of accredited learners	10	100	10	000	10	000	1000	1000		Medium Term Financial Strategy
Our vision is to enrich lives through learning and our mission is to provide high quality	No. of personal development learners	30	100	30	000	30	000	3000	3000		Community Plan
qualification and personal development learning responsive to the diverse needs of our	Number of commercial learners	3	00	5	00	600		600	601		
communities. It is our ambition for Merton Adult Education to become an innovator and											
the college of choice for our community.	Anticipated non financial resources	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19	
We are committed to providing the best learning experience for our students, deliver an	Staff (FTE)		148		143		43	140	140		
excellent service to our customers, maximise partnership opportunities, remain											
financially viable, achieve our Skills Funding Agency contractual targets and develop a											
range of income generating commercial products.											
Our strategic objective is to increase the skills, knowledge and educational attainment	Performance indicator		Performance Targets		ets (T) & Provisional Perfo		gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
of adults through the provision of a range of accredited and non accredited courses.	r criorinance maicator	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rotarity	reporting cycle	maicator type	met
The course offer is developed in response to both government priority targets and	Number of accredited learners	1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
responding to emerging local needs. A range of courses are delivered within the	No. of personal development learners	3000	3000	3000	3000	3000		High	Quarterly	Business critical	Loss of income
following departments, English and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived	% achievement rate	95%	96%	96%	96%	96%		High	Annual	Outcome	Government intervention
		0.007	000/	88%	88%	88%		High	Annual	Outcome	Correspondintenentian
	% retention rate	87%	88%	00%	0070	0070		nigii	Alliuai	Outcome	Government intervention
Communities, Fitness, Art and Craft and Employability. There is currently a service delivery review and consultation underway and this plan has been put forward based on	% retention rate % success rate	87%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention

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500

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600

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600

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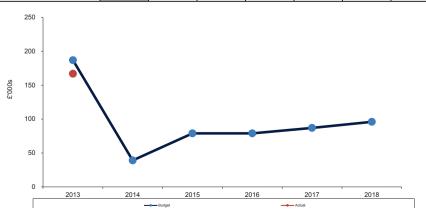
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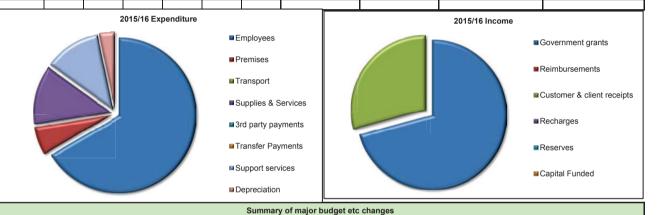
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	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,687	2,601	2,715	2,837	2,845	2,853	2,862
Employees	1,793	1,755	1,785	1,891	1,891	1,891	1,891
Premises	173	140	174	166	169	172	176
Transport	3	3	3	3	3	3	3
Supplies & Services	340	317	345	350	355	360	365
3rd party payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support se vices	286	294	311	335	335	335	335
Depreciation	92	92	97	92	92	92	92
Revenue 2000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,500	2,434	2,676	2,758	2,766	2,766	2,766
Government grants	1,873	1,907	1,873	1,955	1,955	1,955	1,955
Reimbursements	0	33	0	0	0	0	0
Customer & elient receipts	627	494	803	803	811	811	811
Recharge	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	187	167	39	79	79	87	96

the current delivery model.

Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1
Oupitur Budget 2 0003	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Other	0	0	2	0	0	0	0	£
								T
								n
								1
								1
								1
								<u>L</u>
	0	0	2	0	0	0	0	£





High

High

Monthly

Quarterly

Business critical

Business critical

Loss of income

Loss of income

£14k Savings
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short

2015/16

Income target

Number of commercial learners

£8k Savings
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice

2016/17

2017/18

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Merton Adult Edu				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			
Des	alaat 4	Don't at Title	Introduction of New 24+ Loans	WAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Start date	oject 1 2013-14	Project Title:	Devise and implement an awareness raising campaign to promote the take up of the new 25+	To meet legislative requirements	3	2	6
End date	2014-15	Project Details:	Advanced Loans				
Pro	oject 2	Project Title:	MAE Commercial Business Plan				
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	Income generation	3	2	6
End date	2014-15		Management short course programme, Early Years and Schools short course programme				
Pro	oject 3	Project Title:	Widening Participation in Learning				
Start date	2013-14	- Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.	Improved resident well being	2	1	2
End date	2015-16						
Pro	oject 4	Project Title:	Accommodation Strategy				
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	To meet legislative requirements and respond to growing school population	3	2	6
End date	2015-16		The division of possible division meters. Since due explorations with a number of key partition				
Pro	oject 5	Project Title:	Virtual Learning Environment Strategy				
Start date	date 2013-14 Project [Outline a robust VLE model and implement a range of programmes and services via this medium	More efficient way of working	2	1	2
Emate	2014-15						
O Pro	oject 6	Project Title:	Increase the use of the E Learning Portal Moodle	More efficient way of working			
Start date	2014-15	Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system		2	1	2
End date	2015-16	,	for managing resources and communicating with students				
Pro	oject 7	Project Title:	Adult Skills and Employability Scrutiny Action Plan Implementation				
Start date	2013-14	- Project Details:	Implement the key skills and employability elements of the scrutiny action plan	More efficient way of working	2	1	2
End date	2015-16						
Pro	oject 8	Project Title:	Option Appraisal on the Future of the Service and Consultation				
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options		3	2	6
End date	2015-2016						
Pro	oject 9	Project Title:					
Start date		- Project Details:					
End date		i Toject Details.					
Pro	ject 10	Project Title:					
Start date		Project Details:					
End date		.,					

	Public										anning Assu						The Corporate strategies your
Clir Caroline Cooper-Ma	arbiah Cabinet	Member for Adu	ult Social Care 8	& Health		Anticipate			13/14		4/15	201		2016/17	2017/18	2018/19	service contributes to
						Sexual Drugs &			9,854 2/155 Alcohol	438 Drugs	201 205 alcohol	20, 452 Drugs/		20,913	21,243	21,667	Health & Wellbeing Strategy
						Support								40% of PH staff capacity	40% of PH staff capacity		
						NHS Healt			723		23		73	5872	5872		
					N		easure Program							0.3% increase in population age	. ,	<u> </u>	
						NHS Smokin	-		506		80		60	1742	1830		
Our vision for the public's health in significant inequalities in health or					_	Prevention			066 13/14		19 4/15	11 201	75 5/16	1234 2016/17	1295	2047/40	
equal opportunities for all resident				,g	Ant	icipated non fir Staff (nancial resources	20	9		.77	14		14.77	2017/18 13.77	2017/19	
					-	Staff (Tr			1	1	2	<u> </u>	1	2			
Our vision for the public health tea					High qu	,	SNA and joint projects		n/a	r	/a	n	/a	n/a		<u> </u>	
in the Council, Merton Clinical Co understanding of their contribution										4- (T) 0 B	-1		-4- (Dan)				
inequalities, using evidence of be		. ,				Performanc	e indicator	2013/14(T)	2014/15(T)	2015/16(T)	2017/18(PT)	2016/17(PT)	ets (PT) 2018/19(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator met
Public Health services comprise						Chlamydia	diagnosis	2013/14(1)	2200	2200	2300	2300	2300	High	Quarterly	Output	Failure to meet PHOF tar
· Mandatory: sexual health, NHS						Late diagnosi		46.4%	43.2%	42%	42%	40%	38%	Low	Annual	Outcome	Failure to meet PHOF tar
Support to Clinical Commissioning Universal: Smoking cessation, of			tn emergency pr	epareaness			of drug treatment (TBC)										
Other	J	9					ng (MOU) with MCCG 2	ine	MOU	MOU	MOU	MOU					Increased proviolence of la
					% NHS hea	ıtrı cnecks uptal	ke of those offered ser	57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	Increased prevalence of le term conditions
					% exc	ess weight in ch	hildren age 4-5 years	19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of le
					% exces	ss weight in chile	dren age 10 - 11 years		+	-	TBC	TBC		Low	Annual	Outcome	term conditions Increased prevalence of le
							4-week smoking quits	30.77%	TBC	TBC		-					term conditions Increase prevalence of lung ca
					Numbe	or successful	+-week smoking quits	753	790	830	871	915		High	Quarterly	Outcome	heart disease and COPD
DEPARTMENTAL BUDGET AND		Antoni	Dud4	Dud4	Bud4	Budest	Rudget			2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						mployees				
Expenditure	7,873	8,187	9,844	10,490	9,727	9,727	9,727						iipioyees				■Government grants
Employees Premises	627	657	994	995	995	995	995					■Pi	remises				
Transport Upplies & Services	6	2	0	2	2	2	2 2										■Reimbursements
plies & Services ad party payments	3,408 3,735	3,727 3,699		5,164 4,155	4,401 4,155	4,401 4,155						■Tr	ransport				
ransfer payments	0	0	0	0	0	0	0									*	■Customer & client receip
Support services Repreciation	97	98	110	172	172	172	172					■Si	upplies & S	Services	V		2. 2
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			fs.			d north	monto	1		■Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					■ 3r	d party pay	yments		17	_//condiges
Sovernment grants	9,537 8,985	8,187 8,985	9,844 9,236	9,727 9,236	9,727 9,236	9,727 9,236						■ To	ansfer pay	ments	\		
Reimbursements Sustomer & client receipts	552			491	491								o.o. pay		V		Reserves
Recharges	0			0		0	0				1	■Si	upport serv	rices	1		
Reserves Capital Funded	0	.,	1	0		0	0	-									■Capital Funded
Council Funded Net Budget	-1,664	0 0		763	0 0	0	0					■ D	epreciation				
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Cumma	as of major budget at	o changes		
Capital Budget £ 0005	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Summai	y of major budget et	c. crianges		
	1		1	-	 		B1.5	loolth grout	and to !- +1	.ama a- 2011	/1 F			2015/16			
	 		 	†	+		Public	ealth grant confirm	iea to be the	same as 2014	13.						
							\vdash										
	1		1	1	1		+										
	0	n	-		n	0								2016/17			
								dent on Governme	ent grant, to	be confirmed	l			2010/11			
1				•	—• —	-		5010111111	g. a.n., to								
2013	2014	201	5	2016	2017	2018											
-199 -	/																
-399 -	/																
	/																
-599 - ø	/													2017/18			
-799 -	/						Depen	lent on Governmen	it grant, to be	confirmed							
	/																
-999 -	1																
-1,199 -																	
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,																	
-1,399 -														2018/19			
-1 500							Depen	ent on Governmen	nt grant, to be	confirmed							
-1,599 -																	
-1,799																	
							[
,		Budget			- Actual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Public Healt				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
De	alaat d	Desired Title		MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Start date	oject 1 2014-15	Project Title: Project Details:	Integrated sexual health service 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	Improved customer satisfaction	3	3	9
End date	2016-17		basis and allowing for cross-charging of non-Merton residents.				
Pr	oject 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	6
		Duning t Title	Review of local HIV services				
Pr	oject 3	Project Title:	Review of local file 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	Improved resident well being	3	3	9
End date	2015-16		meet the changing needs relating to HIV and late diagnosis.				
Pr	oject 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,	Improved resident wellbeing	2	1	2
End date	2014-15		linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.				
Pr	oject 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	Improved resident wellbeing	2	1	2
E ate	2014-15		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.				
	oject 6	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority				
Start date End 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	0
Pr	oject 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	Improved Health and Wellbeing	0	0	0
End date			classes for families.				
Pr	oject 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	Improved Health and Wellbeing	2	2	4
End date			Health Checks every five years to detect early signs of heart disease and risk factors.				
Pr	oject 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	improved resident wellbeing	3	3	9
End date		.,,	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.				
Pro	oject 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	0
End date			providing data dilarysis, needs assessment and evidence of pest practice.				

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Corporate Services Department

	Bueinoso I	nrovomen*									PI-	nning Ass.	nntions					The Cornorate	e strategies your
OII- M	Business Im		inanaa			Anti-i	d demand		2013/	/14		nning Assun 4/15		5/16	2016/17	2017/18	2018/19		contributes to
					0		a aemana												
Enter a brief descrip	puon or your ma	iin activities and	a objectives bel	OW	Core service rec				4400		1	93)23	3555	3355	3355		ervices Strategy
- Operate as a Centre of Excelle	nce for Project	nd Drogramma *4	anagement (DD)	A) raisina	Non Core service				2000			00		320	1450	1450	1350		Policy
the capacity of the organisation t					Support for cont		s improvemen	t (days)	600			30		80	880	880	880		Programme
successfully.					Project/Program	imes			12.8F	TE	11	-TE	21 I	FTE	12 FTE	0 FTE	0 FTE		ung person's Plan
 Support DMTs to embed a culti through the provision of tools, te 	ure of continuous	business improv	ement within the	organisation														Information G	overnance Policy
- Manage and deliver adhoc Proj						cipated non fi		rces	2013/	/14	201	4/15		5/16	2016/17	2017/18	2018/19		
M2015 Board.	-				Staff -Magt & Pr				4		1	1	6.		4.5	2.5	2.5		
 Lead and deliver a coordinated improve customer satisfaction. 	programme of se	ervice reviews to	deliver efficiencie	es and	Staff - Business	Systems Tean	n (FTE)		25.9		2	6		25	22	20	20		
- Establish a Programme Manag	ement Office (PM	IO), ensuring that	t all transformation	onal activity	Staff - Programm	mes and projec	ts (fixed term)		12.8	8	1	1	1	13	12	0	0		
is directed and monitored throug					Apprentices				2			2	(0	0	0	0		
risks and issues are managed ef realised.	nectively and ben	ents – angried to	organisational o	bjectives are		Performano	o indicator	Р	Performa	ance Target	ts (T) & Prov	sional Perfor	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main im	pact if indicator no
- Work with businesses and I&T	to establish - uno	der the direction of	of CMT – the stra	ategy for IT,		renomano	e marcator	2013	3/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting Cycle	ilidicator type		met
an associated implementation pl			signation taken a a	oordinated	Systems availab	oility		80	0%	95%	97%	98%	99%	99%	High	Monthly	Business critical	Reduc	ed service delivery
 Establish a Technical Design A and planned approach to system 	ns implementation	that complies wi	ith and drives ag	reed															
corporate strategy, standards an	nd supportability.		-																
 Proactively advise businesses everage existing systems invest 	ot opportunities to	exploit emerging	g technologies a	nd to		_													
 Provide support to the business 	rage existing systems investments for improved business efficiency and service. wide support to the business for operational and maintenance related tasks for applications							j											
including upgrades, housekeepir	ng, periodic sched	duled tasks and b	atch processing,	, thus				j											
sustaining business continuity: a	ічанавінцу, репогг	nance, and capal	unity of the syste	IIIS.				j											
								j										i i	
	DE	PARTMENTAL	BUDGET AND I	RESOURCES						2	2015/16 Exp	ondituro					2015/16 Income		
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget				.015/10 LX	enulture					2013/10 IIICOIIIe		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■Fr	nployees				- Caucarama	nt avanta
xpenditure	3,459	3,440	2,791	5,196		3,159			4					npioyeco	- 1			■ Governme	nt grants
mployees	2,081	1,953	1,541	3,576	2,070	1,733	3 1,066								- 1				
remises ransport	3	0	3		3		1 4			\			■Pr	emises	- 1			■ Reimburse	ements
upplies & Services	1,034	909	928	1,230		1,036	1,050												
rd party payments		0	0					//					■Tra	ansport	- 1	//			
Support se vices	341	578	318	386	386	386	386								- 1	//		■ Customer	& client receipts
Depreciation													■ Sı	upplies & S	anvices	/			
Pavanua F'000e	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19		1				3 00	applies & S	ei vices	i i		■ Recharges	2
ncome	2,739	3,768	2,722	2,924		2,954									- 1			=11001101901	
Government grants	-,	4,1.22	-,,	-,	2,001	_,-,							■ 3rd	d party pay	ments	1			
Reimbursements															- 1			Reserves	
Customer & client receipts	79	127	84	84		114							■Su	upport servi	ces				
Recharge	1,875 785	3,129 513	2,638	2,840	2,840	2,840	2,840	•										■ Capital Fu	nded
Reserves Capital Funded	703	313	Ü				1						■Dc	nrociation				■ Capitai i u	lueu
Council Funded Net Budget	720	-328	69	2,272	528	205	-448						■ De	epreciation					
	Budget	Actual	Budget	Budget	Budget	Budget	Budget							_					
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summar	of major budg	et etc changes			
Occument management system	0	0	0	740											2015/16				
Customer contact programme	0	0	0	785	5			CS1 Rationalisation											
Data Labeling		0	294	()			CS3 Generate inco				45/0 :11							
Replace Social Care System			285	686	5			Further implementa New CSD36 Phase						/ings.					
								New CSD36 Fliase	: I OI tile	e business	Systemis te	amrestructu	II E TUK						
	0	0	579	2,21	0	(0 0								2016/17				
								Reorganisation of s			ent and supp	ort arrangen	nents CS63	£88k.					
2,500								New CSD37 PO Re CSD38 Reduction i			ro coete El								
		A						CSD39 Phase 2 of				cture 50k							
2,000 -			\					CSD40 Additional in											
			1					CSD41 Consolidati											
1,500 -			\																
1,500			1																
so			1												2017/18				
00 1,000 -			1					Reorganisation of s							701				
~ _		/	\					New CSD42 Restru	ucture fu	unctions, de	eiete 1 AD a	na other elen	ments of mar	nagement 1	/UK				
500 -	_ /		Ì																
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2018/19

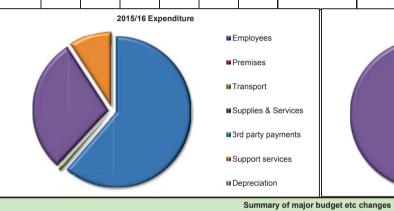
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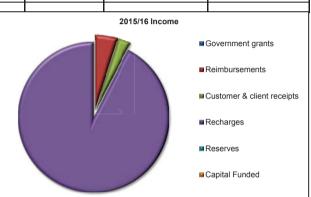
-----Budget

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Business Improv				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pr	oject 1	Project Title:	Customer Contact programme	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2013	- Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
Pr	oject 2	Project Title:	Electronic document and records management system	More efficient way of working			
Start date End date	01/04/2013 31/03/2016	- Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
Pr	oject 3	Project Title:	Social Care Information System	To meet legislative requirements			
Start date	01/06/2014		Procure and implement a Social Care Information system to support adults social and children and	A fit for purpose system that supports efficient business practices and care management now and into the	1	3	3
End date	31/12/2015	- Project Details:	families integrated care.	future			
Pr	oject 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	1	2
End date	31/03/2015		ioiwaiu.				
Pr	oject 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	1	1
Englished ate	31/03/2016	Project Title:	The state of the s	Total programmes angle to contact the unitations of the contract main the organization.			
Start date	9,000	Project Details:			0	0	0
End date	oject 7	Drainet Title					
	oject /	Project Title:					
Start date		- Project Details:			0	0	0
End date							
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		,					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

Corporate Governance				Pla	nning Assur	mptions					The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Residents	206	3,038	208	,822	211	,569	214,229	216,806		Corp Equality Scheme
Corporate Governance is made up of 7 core services:	Officers	40	081		ļ		1	1	1		Customer Services Strategy
Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency	Councillors	6	60	6	0	6	60	60	60		Risk Management Strategy
agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges											Information Governance Policy
function.	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
Internal Audit and Investigations- provides independent, objective appraisal of risk management,	Staff (FTE)	4	48	4	7	39	9.05	39.7 (excl. Investigations)	38.7 (excl. Investigations)		Performance Management Framework
governance & internal control processes and fraud risks including planned & unplanned audits.	Staff - LALO		8	÷	3		8	8	8		Civil Contingencies Plan
Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices. Reports poor practice/weak	Staff - Election		0	91	00	800		800	0		Central Government
controls to members. Investigations - investigates allegations of fraud for Housing Benefit and	Staff - Canvas	150				150		150	150		
internal cases.	Performance indicator	Perforn	nance Target	s (T) & Provi	sional Perfo	rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Safety Services - provides H&S , emergency planning & business continuity service.	r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting Cycle	mulcator type	met
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
<u>Democracy Services</u> - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
ů ů	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
registration, administers elections & referendums and undertakes boundary & electoral reviews.	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
There is also the shared <u>Legal service</u> with the London Borough of Richmond, which has its own	Priority A H&S actions completed on time	75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
Service Plan.	No. supplementary agendas issued	28	26	24	22	20		Low	Quarterly	Quality	Rework

	DE	PARTMENTAL	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	4,276	4,164	4,032	3,886	3,782	3,769	3,788
Employees	2,427	2,469	2,449	2,382	2,295	2,265	2,265
Premises	4	3	5	2	1	1	1
Transport	26	30	26	23	24	23	24
Supplies & Services	1,353	1,079	1,228	1,124	1,106	1,124	1,142
3rd party payments	0	1	0				
Support services	466	583	324	355	355	355	355
Depreciation							
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,509	2,504	2,368	2,039	2,039	2,039	2,039
Governmen grants	70	65	170	0	0	0	0
Reimbursements	154	93	59	99	99	99	99
Custome <u>r &x</u> lient receipts	62	307	54	54	54	54	54
Recharge	2,190	2,224	2,085	1,886	1,886	1,886	1,886
Reserves	34	(185)	0				
Capital Funded	0						
Council Funded Net Budget	1,767	1,661	1,664	1,847	1,743	1,730	1,749
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Ctte Decision Making	2	2	0	0	0	0	0
Other	0	0	10	0	0	0	C

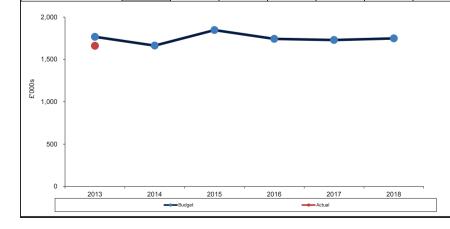




CS30 Rationalise benefits and corporate investigation team - possible shared resources £30k CS31 Rationalise Health and Safety and Business Continuity planning £35k

- CS33 Rationalise internal audit teams possible shared service £40k CS34 Services and suppliers savings within Corporate Governance £86k

2016/17



- CSD43 Share FOI and Information Governance policy with another council 40k
- CSD44 Stop web casting meetings, remove scrutiny support fund and other supplies 35k
- CSD45 Share audit and investigation service 60k

2017/18

- CSD43 Share FOI and Information Governance policy with another council 40k
- CSD45 Share audit and investigation service 20k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OI Corporate Governance	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
D.	oject 1	Decident Titles	Support new intake of councillors		Likelihood	Impact	Score
Start date	01/04/2013	Project Title:	To prepare information and support for new intake of councillors following May 2014 council elections.	Improved customer satisfaction	1	1	1
End date	31/03/2015	Project Details:	To ensure smooth introduction of any consequent changes to decision making structure or process.				
Pr	oject 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		3	3	9
End date	31/12/2016		accuracy and completeness of the register of electors.				
Pr	oject 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		3	3	9
End date	31/03/2017		referendums and ballots that may be required				
Pr	oject 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						
Pr	oject 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		2	1	2
Egenerate	01/10/2014		well as sign off by Directors and Cabinet Members.				
(D) Pr	oject 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		2	1	2
End date	31/03/2015	•	in scrutiny activities.				
Pr	oject 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						
Pr	oject 8	Project Title:		Select one major outcome			
Start date							0
End date		Project Details:					-
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		· · · · · · · · · · · · · · · · · · ·					

Customer Services Select your Cabinet Member & Portfolio Enter a brief description of your main activities and objectives below

There are 5 core services:

Local Taxation - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services; - this includes a shared bailiff service with Sutton Council Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;

Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;

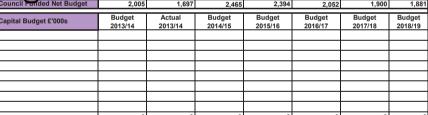
Communications - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do.

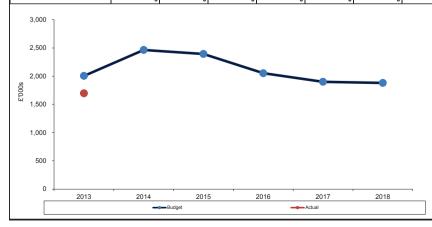
Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload

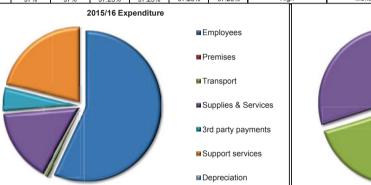
		Planning Assur	mptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Benefit/Council Tax support claimants	16,000	16,000	16.000	15,000	14,000	14,000	Customer Services Strategy
Telephone callers	500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy
Face to face customers	115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy
Council tax properties	82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Staff (FTE)	162.4	140.4	148.3	134.4	133.4	133.4	
Apprentices(FTE)	3	3					

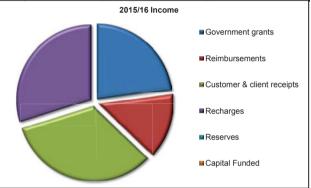
Performance indicator	Perform	nance Target	s (T) & Provi	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met
Business Rates collected	97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
HB - COC & new claims processing days	16	16	16	16	16	16	Low	Monthly	Business critical	Customer hardship
First contact resolution		60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income
Successful website visits	83%	84%	74.37%	74.37%	74.37%	74.37%	High	Monthly	Perception	Reduced uptake of service
No. of on-line transactions				30,000	45,000	60,000	High	Monthly	Business critical	Reduced customer service
Council Tax Collected	97%	97%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income

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	9,618	9,752	9,865	8,992	8,472	8,320	8,301						
Employees	5,200	5,267	5,038	5,113	4,877	4,768	4,719						
Premises	29	27	20	20	21	21	21						
Transport	63	73	63	64	65	66	67						
Supplies & Services	1,467	1,551	1,447	1,425	1,134	1,083	1,105						
3rd party payments	920	450	828	458	465	472	479						
Support services	1,940	2,384	2,465	1,910	1,910	1,910	1,910						
Depreciation	0	0	3	0	0	0							
Revenu 100s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						
Incom	7,613	8,055	7,400	6,597	6,420	6,420	6,420						
Government grants	2,270	2,264	1,981	1,519	1,302	1,302	1,302						
Reimbursements	930	1,497	930	930	970	970	970						
Customer & client receipts	2,138	2,334	2,184	2,184	2,184	2,184	2,184						
Recharges	2,275	2,275	2,305	1,964	1,964	1,964	1,964						
Reserve	0	(315)	0										
Capital Fanded													
Council Funded Net Budget	2,005	1,697	2,465	2,394	2,052	1,900	1,881						









Summary of major budget etc changes

2015/16

The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the ascheme and it's administration Funding for 15/16 for Housing Benefit administration grant has been rediuced

With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target..

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit

2016/17

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function, review of welfare benefits resulting in £111k of savings.

Continued impact of the Customer Service Review will save £30k annually

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k.

The roll out of Universal Credit will impact further on the level of Houising Benefit administration grant.

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit.

New performance target required to monitor take-up of on-line services. This includes revision of number of telephone calls and face-toface customers

2017/18

CS60 Deletion of Assistant Director post £109k

Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers

2018/1

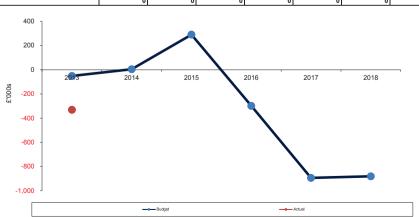
Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers. Anticipated small increase in number of Council Tax propoerties.

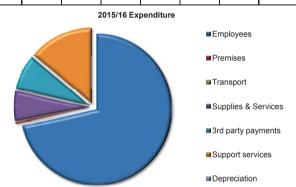
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Customer Services	OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pr	oject 1	Project Title:	Customer Service review	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will	more emission way or working	3	2	6
End date	31/03/2015	,	be reviewed				
Pr	oject 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		danesco.ici				
Pr	oject 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						
Pr	oject 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						
Pr	oject 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
Eggate	31/12/2014		unough the sharing of another boroughs recruitment and appointment.				
TD Pr	oject 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		2	2	4
End date	31/03/2016	Project Details.	multi agency and include Job Centre Plus, volunarty sector and neighbouring authorities				
Pr	oject 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						
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		,					
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		Troject Details.					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

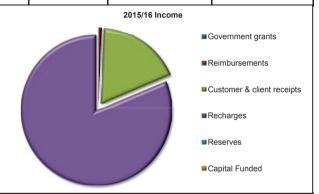
Human Resources				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,6	600	4,4	100	4,	400	4,400	4.200	4.000	Workforce Development Plan
Support effective people management across the organisation through development of a	New recruits to be appointed	18	80	1	60	1	60	160	150	140	Economic Development Strategy
workforce strategy/TOM people layer	HR FTE (incl 40 apprentices in 15/16)	46	6.4	45	5.4	8:	3.5	41.4	40.4	35	Workforce Development Plan
 Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
Provide HR business partner support across the Council	Select anticipated resources										
4) Produce HR metrics, analyse people-related problems and take appropriate actions	Select anticipated resources										
 Produce HR strategies, policy frameworks and systems to support effective people management 	Select anticipated resources										
6) Support and develop capacity building in Members	Select anticipated resources										
	Desfermence indicator	Performance Targets		ets (T) & Provisional Perfo		rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
	Performance indicator		2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
	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

	DE	PARTMENTAL	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							
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Incom	3,476	3,442	3,128	3,151	3,151	3,151	3,151
Government grants							
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
Reserve	375	27	0				
Capital Funded							
Council Funded Net Budget	(51)	(331)	4	291	(299)	(895)	(881)
	Budget	Actual	Budget	Dudget	Dudget	Budget	Dudget

Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
Capital Dauget 2 0000	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	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

Exisiting :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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Human Resources	10 OVER THE FOUR YEAR PERIOD			
				MA IOD EVECTED OUTCOME		Risk	
_			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pr	oject 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						
Pr	roject 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						
Pr	oject 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 stratgey to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2017						
Pr	oject 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		3	3	9
End date	31/03/2016	r roject Betails.	across the Council for both permanent and interim staff				
Pr	oject 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		3	3	9
Ediate			management development				
(D Pr	oject 6	Project Title:	Budget savings	To meet budget savings			
Start clate		Project Details:	Deliver both exisiting and new budget savings for the HR function		4	3	12
End date							
Pr	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		1 Toject Details.					
Pr	oject 8	Project Title:		Select one major outcome			
Start date							0
End date		Project Details:					
	oject 9	Project Title:		Select one major outcome			
Start date							0
End date		Project Details:					
	nin et 40	Dunings Title		Calcut and major subserve			-
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

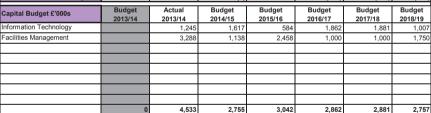
Infrastructure and Transactions				Pla	anning Assu	mptions					The Corporate strategies your
CIIr Mark Allison Cabinet Member for Finance	Anticipated demand	201	2013/14		4/15	2015/16		2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	806	6,000	80	0,00	780	0,000	740,000	740,000	700,00	Asset Management Plan
Infrastructure and Transactions Division (I&T) is a support service made up of four	IT Service Calls	23	,600	25	25,700		,800	26,500	25,000	22,500	Customer Services Strategy
functions which are:-	Health & Safety Statutory Inspections		60	(60	60		60	60	60	Risk Management Strategy
IT Service Delivery - IT (SD) supports the councils operations by providing IT infrastructure,	Transactions requested by departments	130	0,000	130,000		120,000		115,000	110,00	105,00	Customer Services Strategy
desktop equipment and associated software. Fixed and mobile telecommunications, Service	Anticipated non financial resources	201	2013/14		4/15	201	15/16	2016/17	2017/18	2018/19	
Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT	FM (FTE)	;	36	;	35	37	7.92	27	24	20	
governance and data security.	Transactional Services (FTE)	14.7		1-	14.7		13.31 13		10	8	
Facilities Management - FM provides the infrastructure to deliver services through	IT Service Delivery (FTE)	32.8		3.	32.8		34	30	23	19	
accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security	Safety Services (FTE)	5	5.5	5	5.5	5	5.5	5	5	5	
and other associated hard and soft FM services.	Performance indicator			ets (T) & Provisional Perf			, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Transactional Services incorporates Account Payable, Accounts Receivable,, Carefirst	Descine A Maintenance and a of Descriptor to Discount	2013/14(T)					2018/19(PT)		Americal	Outcome	met
Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods	Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70	30/70	Low	Annual	Outcome	Increased costs
administration and vendor Maintenance. Ensuring prompt and accurate payment for all goods	Total external fee income	200,000	225,000	235,000	285,000	320,000	320,000	High	Quarterly	Output	Loss of income

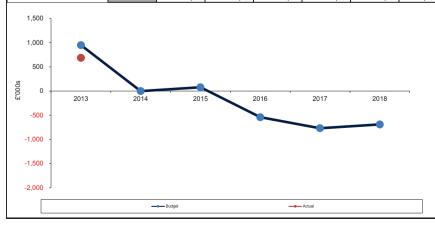
revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing.

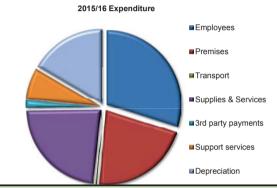
Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister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

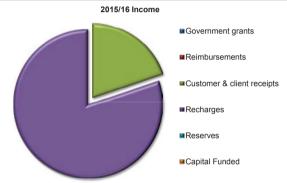
Safety Services (FTE)	5.5		5.5		5	.5	5	5	5		
Performance indicator	Perforn	nance Target	s (T) & Provi	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type		Main impact if indicator not
1 criormance maleator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolanty	reporting cycle	maicutor type		met
Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70	30/70	Low	Annual	Outcome		Increased costs
Total external fee income	200,000	225,000	235,000	285,000	320,000	320,000	High	Quarterly	Output		Loss of income
CO2 emissions corporate buildings (tonnes)	4,200	4,100	4,000	3,900	3,800	3,800	Low	Quarterly	Output		Environmental issues
First time fix rate for IT Service Desk	63%	64%	68%	70%	72%	75%	High	Monthly	nthly Outcome		Reduced service delivery
Customer Satisfaction - IT incident resolution	85%	90%	90%	90%	90%	90%	High	Monthly	Outcome		Reduced customer service
Invoices paid within 30 days of receipt by LBM	91%	93%	95%	95%	95%	95%	High	Monthly	Business critical		Reduced service delivery
Carefirst invoices paid within 30 days from invoice date	88%	93%	95%	95%	95%	95%	High	Monthly	Business critical		Increased costs
H&S Inspections completed within agreed time scales	100%	100%	100%	100%	100%	100%	High	Monthly	Business critical		Breach statutory duty

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	13,212	13,599	11,815	12,238	11,659	11,468	11,545					
Employees	3,589	3,717	3,365	3,655	3,426	3,341	3,341					
Premises	2,705	2,608	2,733	2,645	2,658	2,691	2,724					
Transport	39	33	33	36	36	37	37					
Supplies & Services	2,863	3,151	2,687	2,812	2,446	2,303	2,343					
3rd party payments	204	106	206	210	213	216	219					
Support services	1,941	2,113	875	837	837	837	837					
Depreciation	1,871	1,871	1,916	2,045	2,045	2,045	2,045					
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Incom(C)	12,264	12,914	11,815	12,161	12,201	12,236	12,236					
Government grants												
Reimburschents			0									
Customer & client receipts	1,990	2,335	2,063	2,406	2,446	2,481	2,481					
Recharges	10,057	10,362	9,752	9,755	9,755	9,755	9,755					
Reserve 7	217	217	0									
Capital Funded	0											
Council Funded Net Budget	948	685	(0)	77	(542)	(769)	(691)					









Summary of major budget etc changes

2015/16

1,750 CS5 Review procurement of support , maintenance & license contracts £34k

CS7 re-procurement of mobile telephone contract £10k

CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k CS17 Post savings £30k

CS20 Energy refit £100k, CS21 Increase income targets for building and repair work£45k

CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k

CS25 Deletion of one post £30k, CS27 consolidation of utilities budgets £50k

CS28 Amalgamation of intruder alarm contract £20k

2016/17

CS5 Review procurement of support, maintenance & license contracts £29k, CS7 re-procurement of mobile telephone contract £20k

CS8 Reduction of WAN costs £20k, CS10 Outsourcing of service £20k,

CS12 Deletion of post £37k Information governance post £37k, CS16 (deferred from 14/15)Surrender overtime budget £35k, CS23 Outsourcing building services and security services £50k, CS28 Amalgamation of intruder alarm contract £20k,

New - CSD2 Energy Savings 150K, CSD3 Rationalise ITSD support and maintenance contracts 86k

CSD4 Rationalise FM buildings repair and maintenance budgets 15k, CSD5 Increase income genereration at Chaucer Centre 40k

CSD6 Vehicle reduction 5k, CSD7 Post and Print restructure and delete 2FTEs 47k

2017/18

CS70 Apply admin charge to customer requesting hard copy paper invoice £35k CS71 Deletion of two posts £85k CS72 Consolidation of budgets £34k New - CSD2 Energy savings 150k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) -				
			Infrastructure and Tran PROJECT DESCRIPTION			Risk	
				MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pr	oject 1	Project Title:	Implementation of IT Strategy & Plan	More efficient way of working			
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.		3	2	6
End date	31/03/2017						
Pr	oject 2	Project Title:	Backscanning of existing paper records	More efficient way of working			
Start date	01/06/2014	Project Details:	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		1	2	2
End date	31/03/2018		Management System (EDRMS).				
Pr	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Improve IT Disaster Recovery and Business Continuity arrangements			
Start date	01/12/2013	- Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of		2	3	6
End date	31/03/2015		service in the event of a major incident or IT equipment failure.				
Pr	oject 4	Project Title:	Flexible Working Programme	More efficient way of working			
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective		2	2	4
End date	31/12/2015	,,	manner possible.				
Pr	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Improved customer satisfaction and more efficient ways of working.			
Sta <u>rt da</u> te	01/01/2014	- Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or		1	2	2
Egate	30/06/2016		mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.				
O Pr	oject 6	Project Title:	Energy "Invest to Save" Initiatives	More efficient way of working			
Start date	01/04/2007	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum		1	1	1
End date	01/04/2018	,,	financial pay back of between 7 and 10 years.				
Pr	oject 7	Project Title:	Review Civic Centre Building Services & Security arrangements	To meet budget savings			
Start date	01/07/2013	- Project Details:	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		2	2	4
End date	01/04/2015	,,	reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.				
Pr	oject 8	Project Title:	Process review of Accounts Payable and Receivable functions	More efficient way of working			
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the		1	2	2
End date	31/03/2017	,	development and use of E-Billing and electronic invoicing.				
Pr	oject 9	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	More efficient way of working			
Start date	01/10/2013	Project Details: Project Details: Project Details:			2	2	4
End date	31/03/2015		longer term strategic management of property and assets across the authority.				
Pro	ject 10	Project Title:	Improvements to corpotrate 'On-Line' accident reporting system	To meet legislative requirements			
Start date	01/10/2014	Project Details:	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 Excecutive		3	2	6
End date	31/03/2015	-	requirements in respect to RIDDOR.				

Resources Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below

Resources is made up of four major areas of activity:

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

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

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

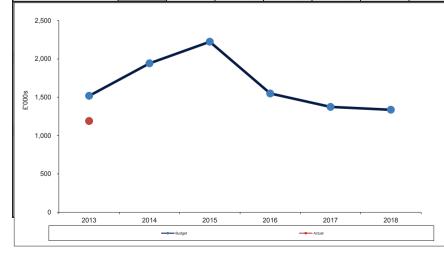
Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead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

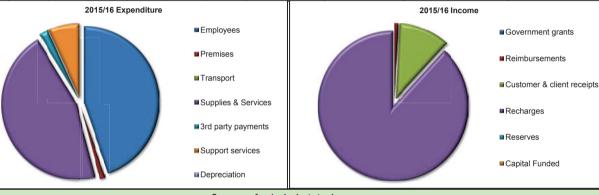
		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23		Asset Management Plan
Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+		Capital Programme
Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Central Government
Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Corp Equality Scheme
Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports		Corp Procurement Strategy
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2018/19	Medium Term Financial Strategy
Staff (FTE)	69.2	64.2	66.3	61.2	61.2		Risk Management Strategy
Staff (Trainees)	4	4	4	4	4		Treasury Management Strategy
Staff (Apprentices)	0	2		0	0		Voluntary Sector Strategy
							Select Strategy delivery
Performance indicator	Performance Target	s (T) & Provisional Perfo	rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance mulcator	2013/14/T) 2014/15/T)	2015/16(PT) 2016/17(PT)	2017/18/PT) 2018/19(PT)	Foliality	Reporting cycle	mulcator type	met

										Select Strategy delivery
Performance indicator	Perform	nance Target	s (T) & Provi	sional Perfor	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Accuracy of P8 (P9 to 2013/14) Capital Forecast		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0	0		Low	Annual	Business critical	Government intervention
% of contracts over threshold overseen by Procurement Board		80%	80%	80%	80%		High	Quarterly	Quality	Poor decision making
Action plans in place for 'red' risks	90%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
_	, and the second second				Ī	, and the second			•	

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	9,175	9,177	8,660	9,068	8,408	8,248	8,229						
Employees	4,084	4,121	3,821	4,071	3,630	3,505	3,405						
Premises	103	99	105	100	102	103	105						
Transport	4	7	4	4	4	4	4						
Supplies & Services	4,532	4,403	3,834	4,110	3,887	3,848	3,924						
3rd party payments	23	81	178	180	183	185	188						
Support services	429	467	718	602	602	602	602						
Depreciation	0		0	0	0	0							
Revenue 6'900s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						
Income	7,657	7,987	6,718	6,843	6,859	6,875	6,891						
Government grants	0	9	0	0	0	0	0						
Reimbursements	50	36	50	54	54	54	54						
Customer & client receipts	739	992	753	753	769	785	801						
Recharges	6,443	6,525	5,914	6,036	6,036	6,036	6,036						
Reserves	425	425	0	0	0	0	0						
Capital Funded	0		0	0	0	0	0						
Council Lunded Net Budget	1,519	1,190	1,942	2,225	1,549	1,373	1,337						

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Financial System re-engineering		0	0	562	0	0	0
Acquisitions Budget		31	1,042	500	500		
Transformation Budgets			0	235			
Capital Bidding Fund			500	878	500		
	0	31	1.542	2.175	1.000	0	0





Summary of major budget etc changes 2015/16

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Financial System: From 1 December 2015 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new

streamlined processes. Options around exploring shared service will be explored.

Savings: Savings in for future years will be identified from improved processes resulting from the new financial system. 5k will be saved with the end of payment protection (CS42), 14k will be generated from increased income (CSD20) and 3k from the LCGS budget (CSD46).

2016/17

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

Savings: Savings of £103k will be delivered by reduction of three posts (CS46), and non salary budgets savings £137k through improved processes, consolidation of budgets and review of recharges (CS62, 64, 65 and 67). Further savings of 76k will come through increased income (CSD20 and 22), 42k from the rephasing of existing savings (CSD21) and 130k from reductions in running costs and consultancy budgets (CSD23 and 24). An increased charge to the Pension Fund (CSD25) and the deletion of one post in Policy (CSD47) will bring a further 70k of savings.

2017/18

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Savings: Savings of £78k will be delivered from improved processes and the appropriate charging for services. (CSD65 and 66). A further 16k will be made from increased income (CSD20), whille 81k will be saved from theLCGS budget (CSD46) and 3k from running costs (CSD23). One Business Partner post is to be deleted, saving 78k (CSD26)

2018/1

Savings: Savings of 100k will made from further restructuring of the service (CSD27), and 16k of increased income will be made (CSD20).

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Resources	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pr	oject 1	Project Title:	Evaluation of future funding levels	To meet legislative requirements	Likelihood	Impact	Score
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	To meet legislative requirements	2	2	4
End date	31/03/2018		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.				
Pr	oject 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 -		3	3	9
End date			project length allows for post implementation review				
Pr	oject 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	2	6
End date	31/03/2016		Amend the template Apply the temple to selected schemes				
Pr	oject 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		2	2	4
End date	31/03/2018		information following the implementation of the new performance and risk management system				
Pr	oject 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		2	2	4
Emalate	31/03/2016		borrowing or any other suitable methods of funding capital expenditure.				
(D) Pr	oject 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:		2	2	4
End date	31/03/2015	,	The transfer of risk registers will be completed by the end of May 2014 The roll out of the system for use in monitoring local performance indicators the provision of screen icons to senior management for performance and risk information.				
Pr	oject 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	2	4
End date	31/03/2015		the production of an action plan. It would be appropriate to undertake a follow-up review now.				
Pr	oject 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		3	2	6
End date	31/03/2015	,	develop and implement the new financial system.				
Pr	oject 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				0
End date	31/03/2016		Environment and Regeneration.				
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		. rojest betails.					

		Planning Assumptions The Cor									The Corporate strategies your					
Clir Mar	Legal Services rk Allison Cabinet Memb	er for Finance			Anticipated demand					4/15		5/16	2016/17	2017/18	2018/19	service contributes to
	ption of your main activi		es below	Chargeable hou			11	3602	19	500	19	500	19500	→	→	
		•			urs for Richmon	1		3602	1	747		747	19500	→	→	
This is a shared legal service wit	th the London Boroughs of	f Richmond and Su	itton and the Royal	Chargeable hou						819		319	20319	→	→	
Borough of Kingston upon Tham	nes. The service delivers le	egal advice, suppo	rt and	Chargeable hou					1	238		238	9238	→	→	
representation to all services acr (Achieving for Children and curre	ross all four councils, incluently Sutton Housing Parti	uding to arms lengt	h delivery vehicles		urs for Achieving	for Children				000		000	12000	→	→	
companies. The service also pro	ovides advice in relation to	the constitution an	d decision making			ousing Partnership				125						
in all councils and advice to men	mbers in relation to their rol	les.				nancial resources	20	12/13		3/14	201	4/15	2015/16	2016/17	2018/19	
The current agreement for a sha	ared service is for a further	r 2 years.		Staff (FTE)	icipated fion in	iunciui resources		2.5		7.5		7.5	88.27	84.5		
The carrent agreement for a che	aroa corvico io ror a rararor	. 2 ,00.0.		Apprentices			1			1		1	0	→		
				Select anticipat	ed resources			<u> </u>					-	<u> </u>		
				Select anticipat			-		1							
				Ocicci ariticipat			Perfor	mance Targe	ts (T) & Prov	isional Perfo	rmance Taro	iets (PT)				Main impact if indicator not
					Performanc	e indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
				Chargeable hou	ırs		36,404	76,429	73,804	→	→	,	High	Monthly	Business critical	Increased costs
				3			00, 10 1	70,120	10,001	_				,		
								1								
								1								
				1			-	<u> </u>	 							+
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				1			-	<u> </u>	 							
	DEDARTIO	ENTAL PURCET	AND RESOURCES								<u> </u>		<u> </u>			-
				Budeet	Dudest	Budget			2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget Actu 2013/14 2013			Budget 2016/17	Budget 2017/18	Budget 2018/19						mnlovece				l
Expenditure	3,802		1,775 4,84								■ E	mployees				■ Government grants
Employees	3,134		1,150 4,22			4,237										-
Premises	5	3		5 5	5	5					■P	remises				I
Transport	6	4 420	9	9 10												■ Reimbursements
Supplies & Services 3rd party pay nents	468	1,439	426 42	6 426	426	426	/				■ T	ransport				
	189	185	185 18		185	185				- 4						
Support services Depreciation							4			14.	■S	upplies & S	ervices			■ Customer & client receipts
Revenue 200s	Budget Actu			Budget	Budget	Budget		- 3		100	_0	. ,. ,. ,. , , , , , , , , , , , , , ,				
Income D	2013/14 2013 3,851			2016/17	2017/18 4,904	2018/19 4,904					- 0	rd narty na	mente			
Government grants	3,851	4,893 4	1,829 4,90	4,904	4,904	4,904	\				■3	rd party pay	ments			■Recharges
Reimbursements	2,277	3,195 4	,353 4,42	8 4,428	4,428	4,428										
Customer & client receipts	304		476 47								■S	upport serv	ices			
Recharge Capital Funded	1,270	1,316	0						- 1							■ Capital Funded
	(40)	(0.4)	(54) (5	(00)	(44)	(44)					■ D	epreciation				
Council Funded Net Budget	(49)	(/)	(0.)	71 (/		· · · · ·										
Capital Budget £'000s	Budget Actu 2013/14 2013			Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary	of major budget e	tc changes		
Legal Case Management	2013/14 2013	214	0 2015/16	0 0	2017/16	2016/19							2015/16			
zogał cace managoment		217	-	<u> </u>		Ŭ							2010/10			
				1	1											
				1												
				1												
				1												
	0	214	0	0 0	0	0							2016/17			
	_			-1 -	·	£60,000	savings for Mer	ton are requi	red Further	savings for S	Sutton Kina	ston and Ric	hmond may be requir	ed		
0	1				,								50 roquii			
2013	2014	2015	2016	2017	2018											
20																
-20 -																
-40 -																
ω													2017/18			
-60 -						£20,000	savings for Mer	ton are requi	red Further	savings for S	Sutton Kings	ston, and Ric	hmond may be require	ed.		
Ĭ						220,000		a. o roqui			yc		s.i.a iiiay bo roquiit			
-80 -																
-100 -																
													2018/19			
-120 -																
-120																
																ļ
-140 J																
																,
	── Budget			Actual												

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Legal Services										
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Coore			
Pro	oject 1	Project Title:	Shared service	Improved customer satisfaction	Likelinood	Impact	Score			
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new		2	2	4			
End date	31/03/2016	r reject Betaile.	service in order to improve the customer experience and to identify further savings							
Pro	oject 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		2	1	2			
End date	31/03/2016		officers in the service							
Pro	oject 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		Remond							
Pro	oject 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		to deliver legal services to council services provided by external tillid parties.							
Pro	oject 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			
Eggate	31/03/2016									
O Pro	oject 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										
Pro	oject 7	Project Title:		Select one major outcome						
Start date		Project Details:					0			
End date										
Pro	oject 8	Project Title:		Select one major outcome						
Start date		Decis et Detaile					0			
End date		Project Details:								
Pro	oject 9	Project Title:		Select one major outcome						
Start date		Project Details:					0			
End date		i Toject Details.								
Pro	ject 10	Project Title:		Select one major outcome						
Start date		Project Details:					0			
End date		FTOJECT DETAILS.								

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Environment and Regeneration Department

Comn	nercial Service	(Waste Operati	ons)									nning Assum						The Corporate strategies your	
Cllr Judy Saunders C	abinet Membe	for Performanc	e & Implementa	ation		Anticipate	d demand		201	3/14	2014			5/16	2016/17	2017/18	2018/19	service contributes to	
Enter a brief descrip	tion of your m	ain activities and	d objectives be	low		Residual	contracts		98	83	11	33	10	000	1100	1200	1300	Waste Management Plan	
						Dry recyclin	g contracts		64	43	99	3	6	00	700	800	800	Climate Change Strategy	
mmercial Waste & Recyclin der government legislation the	g, Collection &	Disposal direct	lly from local bu	sinesses.														Medium Term Financial Strategy	
te when requested to do so.	The Act define	s commercial wa	ste as: "waste t	rom premises															
d wholly or mainly for the pur	poses of a trad	e or business or	the purposes of	sport,	Ant	cipated non fir		rces		3/14	201		201		2016/17	2017/18	2018/19		
reation or entertainment".						Staff (4	1			3	13	13	13		
st Control Service: Legislati	on requires tha	local authorities	undertake enfo	rcement for		Trans	sport		· ·	4	4			4	4	4	4		
purposes of controlling rats a viders. Merton is able to offer	nd mice. Own	ers / tenants have	e discretion on	pest control															
ed service using fully qualifie	d officers.	iu busiliesses a j	good quality, cc	inpentively					Perform	nance Target	ts (T) & Provi	sional Perfor	mance Targ	ets (PT)				Main impact if indicator i	
						Performanc	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)		2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met	
jectives make both services more eff	cient cost effe	tive and compet	titive in the com	mercial market	Tot	al Income from	commercial w	aste	£1.45m	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	High	Monthly	Business critical	Loss of income	
more reactive to seasonal d		save and compe	aave iii ale colli	merciai market		rket Share Con			New	30	26	28	29	30	Low	Quarterly	Outcome	Loss of income	
come competitive in both cor		and pest control	, looking at the	marketing of	(Customer satisfa	action survey	%	New	85	87	89	91	91	High	Annual	Outcome	Reputational risk	
services and pricing structur	e.																		
•••																			
															_				
															-				
																1			
															ı				
		EPARTMENTAL				D				:	2015/16 Exp	enditure					2015/16 Income		
venue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19												
enditure	712		723	986	996								■ E	mployees				■ Government grants	
ployees	404		357	367	367	367				NI I			_						
mises	6	_	6	6	6	6				N.			■P	remises				■ Reimbursements	
nsport oplies & Services	126 62	24 55	126 62	126 62	129 63	132 64										Reimbursements			
party payments	0	0	0	261	267	273		/					M 1	ransport					
insfer payments	0	0	0	0	0	C	0									■ Customer & client receipt			
pport se vices	103	106 11	172	153 11	153 11	153 11							■S	upplies & S	ervices				
_^1	Budget	Actual	Budget	Budget	Budget	Budget	Budget										■Recharges		
venue 000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		■3rd party payments							Recharges			
vernna grants	2,029		2,245	1,332	1,432											\			
imbursements	7	0	7	7	7	7	7						■ Ti	ransfer payr	nents			Reserves	
stomer & client receipts	2,022	1,599	2,238	1,325	1,425	1,425	1,425												
charges												1	■S	upport servi	ces			■Capital Funded	
pital Funded													_					Capital I unded	
uncil Funded Net Budget	(1,317)	(1,169)	(1,522)	(346)	(436)	(426)	(417)						■D	epreciation					
pital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							C	of major budget e	to observes			
Ditai Buuget £ 0005	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary		ic. changes			
															2015/16				
								Inflation on inc											
								Growth = £650	JK - to mitigat	e current inco	ome pressures								
		+																	
	0	0	0	0	0	0	0								2016/17				
								E&R33 = (£100	0k)										
00		· ·																	
2013	2014	2015		2016	2017	2018													
-200 -																			
-400 -				•—	_														
				-											2017/18				
															2017/18				
-600 -																			

2018/19

-1,000 -1,200

-1,400 --1,600

----Budget

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIM Commercial Services (Waste Ope				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Market Testing of Pest Control Service	To meet budget savings	Likelihood	Impact	Score
Start date	2014-15	Project Details:	Market testing has been completed. We are entering into a full procurement exercise for the Pest		2	2	4
End date	2014-15		Control service.				
Pro	oject 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						
Pro	oject 3	Project Title:	South London waste partnership (phase C)	More efficient way of working			
Start date	2015-16	- Project Details:	The SLWP inlcudes 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	D : 170	Well as committed waste conception.				
Pro	oject 4	Project Title:					
Start date					0	0	0
End date		Project Details:					
Pro	oject 5	Project Title:					
Start date		- Project Details:					0
Ediate							
① Pro	oject 6	Project Title:		Select one major outcome			
Startdate							0
End date		Project Details:					
Pro	oject 7	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		. rojost Dotailo.					
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Decided Detelle					0
End date		Project Details:					
Pro	ject 10	Project Title:		Select one major outcome	 	 	$\vdash \vdash \vdash$
Start date							0
End date		Project Details:					

Development and Building Control				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	enforcement cases	70	00	7:	50	78	80	800	820	800	Local Development Framework
Building Control	Planning applications (economy dependant)	20	00	25	000	26	000	2700	2800	2800	Local Development Framework
Building Control competes with AIS. We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate sales through D	BC applications (economy dependant)	16	50	17	'00	17	'50	1750	1800	1800	Economic Development Strategy
structures and also sports grounds.	Tree applications	60	00	6	20	64	40	660	670	670	Local Development Framework
Development control	Pre applications	11	13	1	05	1	10	115	120	125	Housing Strategy
Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to	Planning performance agreements	()		3		7	10	10	10	Local Development Framework
impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Prior approvals (permitted development)	22	25	5	30	61	00	620	640	640	Local Development Framework
	Anticipated non financial resources		3/14	2014/15		2015/16		2016/17	2017/18	2018/19	
Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and	Staff (FTE)	39		37		36		29	25	25	
maintain or improve the market share	Performance indicator	Perform	nance Target	ets (T) & Provisional Perfo		rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- review the pre-application charging regime for Development Control (DC) and to investigate	r enormance marcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	mulcator type	met
whether additional income generation is possible. - impliment mobile/flexible working to improve efficiency	% Major applications processed within 13 weeks	60	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
-as part of sustainable communitiies to enable a comprehensive development management	% Minor applications processed within 8 weeks	65	65	66	65	65	65	High	Monthly	Quality	Reduced customer service
process to encourage regeneration.	% Other applications processed within 8 weeks	80	81	81	82	82	82	High	Monthly	Quality	Reduced customer service
-review the possibility of shared services with neighbouring boroughs.	% appeals lost	35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
	Income (Development and Building Control)	£1.97m	£2.01m	£2.05m	£2.11m	£2.11m	2.11	High	Monthly	Business critical	Loss of income
	% Market share retained by LA (BC)	65	65	66	66	67	67	High	Monthly	Perception	Loss of income
	% enforcement site visits within 15 days	80	75	75	75	75	75	High	Quarterly	Quality	Reduced service delivery

600

775

600

750

600

750

600

725

600

700

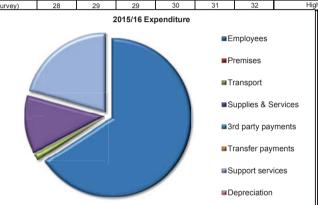
High

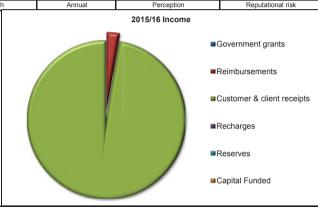
High

Quarterly

Quarterly

					% satisfie	d with Planning (annual reside	ent sur
	DE	PARTMENTAL	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	2,476	2,496	2,279	2,371	1,970	1,818	1,823	
Employees	1,561	1,608	1,580	1,564	1,157	1,000	1,000	1
Premises	2	0	2	2	2	2	2	1
Transport	32	23	32	32	33	34	34	1
Supplies & Services	365	327	232	281	286	290	295]
3rd party_payments	0	0	0	0	0	0	0	
Transfer payments	2	0	2	2	2	2	2]
Support services	514	538	431	490	490	490	490]
Depreciation	0	0	0	0	0	0	0	1
Revenue 00s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
Income	1,950	1,859	2,061	1,911	2,051	2,051	2,051	1
Government grants	0	0	0	0	0	0	0	1
Reimbursements	134	181	96	49	49	49	49	1
Customer & glient receipts	1,816	1,678	1,859	1,862	2,002	2,002	2,002]
Recharge	0	0	0	0	0	0	0	1
Reserves	0	0	106	0	0	0	0	1
Capital Funded								1
Council Funded Net Budget	526	637	218	460	(81)	(233)	(228)]
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
								1



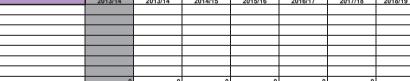


Quality

Output

Reduced service delivery

Reduced service delivery



Inflation on income = (£4k) HPDG reserve adjustment = (£21k)

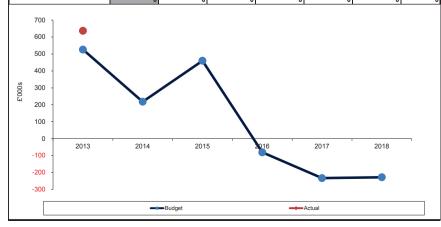
600

800

HPDG grant expires in 2015/16

Number of enforcement cases closed

backlog of enforcement cases



EN19 = (£50k) EN11 = (£52k) E&R29 = (£40k) E&R30 = (£80k) E&R33 = (£50k) HPDG reserve adjustment = (£85k)

E&R28 = (£157k)

ER07 = (£200k) EN09 = (£40k)

2017/18

Summary of major budget etc. changes 2015/16

2016/17

			Development and Build PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Proi	ject 1	Project Title:	Commercialisation of Building Control	Income generation	Likelihood	Impact	Score
Start date	2013-14		This is to ensure Building Control is more commercially aware in a more competitive	moone generalen	3	2	6
End date	2014-15	Project Details:	market.				
Proj	ject 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						
Proj	ject 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		internation objectives.				
Proj	ject 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						
Proj	ject 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
Edicate							
(D Proj	ject 6	Project Title:	Shared services review with Wandsworth (part of TOM)	More efficient way of working			
State	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						
Proj	ject 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 perspective and to investigate any further incom opportunities.		6	1	6
End date	2014/15		and octgate any natural moons apportunities.				
Proj	ject 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		5	1	5
End date	2014/15		embedding new working practices.				
Proj	ject 9	Project Title:		Select one major outcome			
Start date							0
End date		Project Details:					
Proje	ect 10	Project Title:		Select one major outcome	1		
Start date		Draiget Dataile					0
End date		Project Details:					

Future Merton				Pla	nning Assu	mptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Population	206	3,038	208	,822	211	,569	214,229	216,806	218,100	Asset Management Plan
futureMerton is tasked with delivering development, regeneration, economic growth and	Actual businesses in borough	7,	500	77	'00	79	900	8,100	8,150	8,200	Road Safety Plan
accomodating population growth for the long-term sustainability of the borough. [to be merged with Traffic & Highways in 2015/16]											Local Implementation Plan
to be merged with Traine at highways in 2010/10j											Local Transport Plan
Develop new Local Plan policies and site assembly strategies to support regeneration, economic	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Community Plan
development and growth objectives • Develop sustainable development policies to support Merton's commitment to carbon reduction	Staff (FTE)		28	2	27		25	17	15	15	Climate Change Strategy
Develop urban design / planning frameworks to support regeneration and growth and increase	Staff (Apprentices)		1		1		2	2	0	0	Core Planning Strategy
design quality in the borough Deliver projects as set out in our Economic Development and Climate Change Strategies and the											Economic Development Strategy
Regeneration Delivery Plan (future Growth Strategy 2015)											Local Development Framework
Attract developer interest, external funding and inward investment, public sector funding and			nance Target	ts (T) & Prov	isional Perfo	rmance Targ	gets (PT)	D. L. St.	Donath and	la d'a et en tour	Main impact if indicator no
support to deliver our regeneration and growth objectives. To develop transport policies and secure external funding from Transport for London (TfL) to	Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
deliver improvements to Merton's public realm, transport infrastructuire and sustainable travel.	New homes target (number per year)		320	411	411	411	411	High	Annual	Outcome	Loss of Government grant
Lead on Major Planning developments (Wimbledon Stadium / YMCA / Rainbow Yards / Colliers	Town centre vacancy rates (% of units vacant)	10	10	10	9	8	8	Low	Quarterly	Outcome	Reputational risk

0.3

9.0

55

2.0

300

0.4

11.5

50

3.0

450

0.3

6.5

60

0.2

150

					,, ,,	,		
					Number of ne	w businesses cre	eated as part	of EDS MBSS
	DE	PARTMENTAL	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	3,547	3,463	2,987	3,828	2,391	2,243	2,250	
Employees	1,356	1,434	1,046	1,394	873	793	793	
Premises	294	284	266	268	269	270	272	
Transport	9	3	9	9	9	9	9	1
Supplies & Services	889	798	812	1,358	564	567	569	
3rd party payments	512	441	445	354	231	159	162	
Transfer payments	0	0	0	0	0	0	0	_
Support services	363	379	287	322	322	322	322	
Depreciation	124	124	122	123	123	123	123	
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
Income	1,653	1,659	1,289	1,058	1,188	1,188	1,188	N N
Government grants	20	20	0	94	94	94	94	
Reimbursements	678	655	114	622	622	622	622	N
Customer & client receipts	306	335	306	342	472	472	472	1
Recharg	0	0	0	0	0	0	0	
Reserves Capital Funded	649	649	869	0	0	0	0	
Capital Funded								
Council Funded Net Budget	1,894	1,804	1,698	2,770	1,203	1,055	1,062	
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
Town Centre Improvements	131	(3)	0	1,688	1,037	0	0	

2,081

162

750

200

168

5.049

732

1.337

356

2,425

884

3,000

5,000

10,221

3,000

Wood Tower, St Georges Quarter, Morden town centre, Wimbledon Station, RediscoverMitcham)

LBM lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external funding

335

412

257

232

77

. LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill)

• LBM lead on non-operational property assets decisions for growth and regeneration

opportunities

Mitcham Schemes

Morden - TfL

Wimbledon - TfL

Colliers Wood Schemes

Industrial Estate Investment

Transportation Enhancements



% Inc walking + cycling mode share from 35.40% base 2012

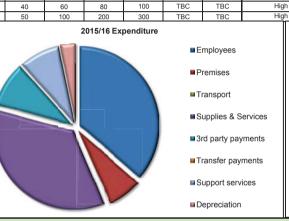
Emissions reduction from buildings

Reduction in KSI's: road traffic accidents (Number of incidents)

% Modal increase in cycling from 2% 2012 baseline

Number of new jobs created through EDS E&SAP

% of new jobs created; number that are apprentices



0.3

12.0

45

0.2

600

0.2

12.5

42

0.2

TBC

0.2

13.0

40

0.2

TBC

High

High

Low

Low

High

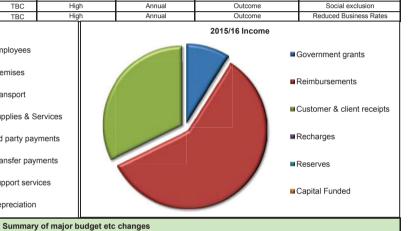
Annual

Annual

Annual

Annual

Annual



Perception

Outcome

Perception

Output

Outcome

Reputational risk

Environmental issues

Reputational risk

Political risk

Social exclusion

EN29 = (£52k) EN42 = (£40k) Inflation on Income = (£3k) EDS reserve adjustment = (£498k) EDS2 reserve adjustment = £786k HPDG reserve adjustment = (£8k)

ER23 = (£414k) saving to be achieved via major development planning & growth agenda

EN42 = (£50k)E&R40 = (£60k) E&R42 = (£20k)

EDS reserve adjustment = (£193k) EDS2 reserve adjustment = (£786k)

HPDG reserve adjustment = (£50k)

E&R41 = (£80k)

EDS reserve adjustment = (£75k)

3,00	0]				,	5,222
2,50	0 -					
2,00 s000,3	0 -		\			
1,50	0 -					
1,00	0 -					•
50	0 -					
	2013	2014	2015	2016	2017	2018
		— Bud			Actual	

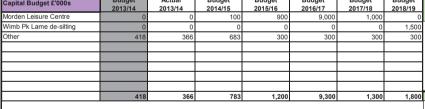
2018/19

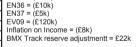
2017/18

2015/16

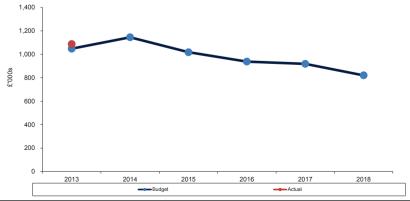
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Future Merte				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	المحمط المعاليا	Risk	Caana
Pr	oject 1	Project Title:	Local Plan: Estate Regeneration		Likelihood	Impact	Score
Start date End date	2014/15	Project Details:	Working with Circle Merton Priory 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.	Improved resident well being	3	2	6
Pr	oject 2	Project Title:	Rediscover Mitcham				
Start date End 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)	Improved resident well being	2	2	4
Pr	oject 3	Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework				
Start date	2014-15	Project Dateller	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	Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.	4	1	4
End date	2019-20	Project Details:	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+	investrient.			
Pr	oject 4	Project Title:	Wimbledon Stadium				
Start date	Project Details: Deliver for the		Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the Sites and Policies Plan	Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	1	3
End date	2016-17						
Pr	2014-15 Ma		Climate Change Strategy & Action Plan				
Stantonte	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	Income generation	2	2	4
Englate	2018-19		Businesses, PV roll-out and District Heat & Power feasibility				
Pr	oject 6	Project Title:	futureWimbledon & Crossrail 2				
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,	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4
End date	2022-23	,	design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
Pr	oject 7	Project Title:	Morden Town Centre Regeneration				
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	Increasing Merton's hosuing 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
End date	2019/2020		Partner selection (2015/16-2016/17) Physical project delivery c2017/18				
Pr	oject 8	Project Title:	Economic Development Strategy and Action Plans				
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business	Improved economic resilience, supporting jobs and business growth	2	1	2
End date	2015-16	,	Support Service. Merton Micro Loan and Business Loan Fund.				
Pr	oject 9	Project Title:	Smarter travel: road safety				
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	Improved resident well being	2	2	4
End date	2015-16		Strategy.				
Pro	oject 10	Project Title:	Borough Cycling Initiatives				
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)	Improved resident well being	2	1	2
End date	2024-26		,,				

ı	Leisure & Cultu	al Development										lanning Assu						The Corporate strategies your
Cllr Nick Drap	er Cabinet Men	ber for Commu	nity & Culture			Anticipated	d demand		2013/14	4	201	4/15	201	15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	iption of your m	ain activities an	d objectives be	low		Popula	ation		206,038	8	208	822	211	1,569	214,229	216,806	219,316	Asset Management Plan
elivery of the objectives of the T					No. of Children	n & Young People	aged 8-17 in west of bor	ough	7,550	1	7,	00	7,	900	8,050	8,200	8,700	Children & Young person's Plan
ngage local people in healthy liver articipation in sports, arts, culture	ving and litestyle	changes through	increased involv	ement and	Popu	lation of most di	isadvantaged wards		125,400	0	126,100		126,850		127,540	128,100	104,155	Cultural Strategy
crease the number, scope and	quality of facilitie	s, programmes, a			Us	sers of Merton's	Leisure Centres		784,591		824,433		832,677		841,004	878,105	942,592	Community Plan
borough - thus creating a univ					Anti	icipated non fir	nancial resources		2013/14		201	4/15	201	15/16	2016/17	2017/18	2018/19	Open Spaces Strategy
plement Merton's new Culture actice across Merton and the C				y as best		Staff (FTE)		17		1	4		14	14	14	14	Social Inclusion Strategy
ild a replacement Morden Park	k Pool .		,	Produce a		Accomm	odation		7			7	7		7	7	7	Voluntary Sector Strategy
sterplan for Wimbledon Park				ports Centre.		Volunt	teers		20		20		:	20	20	20	20	
omplete the development of the eliver Merton's contribution to						Staff sea	asonal		30		30		30		30	30	30	
anage Leisure Centres & Wimb				sports centre		D. 6			Performance Tar		rgets (T) & Provisional Perfo		ormance Targets (PT)		Bullion M	Book the control	La Parata at a sa	Main impact if indicator
d all of the booking functions (p						Performanc	e indicator	2013/	2013/14(T) 2014/15(T)		2015/16(PT) 2016/17(PT)		2017/18(PT) 2018/19 (PT)		Polarity	Reporting cycle	Indicator type	met
ill; etc).			B		ln-	come £ from Me	erton Active Plus	40,0	00 5	50,000	55,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
e will also contribute towards so wer the next four years we will to			artnersnip		Inc	come £ from Wa	atersports Centre	375,	660 3	367,000	377,000	387,000	387,000	387,000	High	Monthly	Business critical	Loss of income
using improved technology esp	ecially in the are		ngs, self -service		14-25 yr old F	itness Centre Pa	articipation at leisure ce	ntres 57,4	80 10	100,000	103,000	106,000	106,000	106,000	High	Monthly	Output	Reduced uptake of ser
mmunications and sales & mar					Ext	ernal Capital &	Revenue funding	100,	000 3:	320,000	100,000	100,000	100,000	100,000	High	Quarterly	Output	Reduced customer ser
developing the watersports cen drive our services through com			r adventure cen	tre	% resid	ents rating facili	ties Good to Excellent	48	5	51.5	45.0	45.5	46.0	48.0	High	Annual	Outcome	Reduced customer ser
ary the leisure centre contract		,	den Leisure Cent	tre	Total Num	ber of Users of	Merton's Leisure Centi	es 784,	91 8	824,433	832,677	841,004	878,105	942,592	High	Monthly	Output	Reduced uptake of ser
leliver grants, commissions an					Total	Number of Use	ers of Polka Theatre	90,3	01 9	92,785	93,690	93,916	94,600	95,000	High	Quarterly	Output	Reduced uptake of ser
Sport Framework																		
reducing costs, increase incom-	e and be more c	ost effective.																
	D	EPARTMENTAL	BUDGET AND	RESOURCES							2015/16 E	xpenditure	•				2015/16 Income	•
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget				2010/10 2	Apondituro					2010/10 111001110	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						m1	Employees				■Government grants
xpenditure	2,025	2,056	2,088	2,113	2,097	2,088								. ,				Government grants
mployees remises	690	737	685	706 122	687	690 127	693 79							Premises				
ansport	27		22	122	124 q	127	79	/										■Reimbursements
ipplies & Services	343	345	288	282	280	262	261	//					m*	Transport				
d party payments	244	244			200			-	_				_	папъроп				
ansfer Payments	10	0	5	5	5	5	6		-	_		1		0				■Customer & client receipment
apport se vives	268 430	279 417	361 433	383 409	383 409		383 409			-	late.			Supplies & Se	vices	100		
<u> </u>	Budget	Actual	Budget	Budget	Budget	Budget	Budget			1								= Doobornoo
evenue 5000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							3rd party payn	ients			■Recharges
come grants	977		942	1,095	1,159	1,169	1,174								\ \			
eimbursements	7	10	0	0	0	0	0			//				Transfer Paym	ents			■Reserves
ustome r & c lient receipts	43 500		51 554		244 564													
echarg	427		337		351	351			///				= :	Support servic	es			
	0	48	0	0	0	0	0			- 1/								■Capital Funded
apital Fued	4.040	4 000		4 0 4 0		0.10	204						10	Depreciation				
ouncil Funded Net Budget	1,048	1,088	1,146	1,018	938													
pital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary of	major budget etc o	changes		
orden Leisure Centre	2013/14	2013/14	100	900	9,000	1,000	0								2015/16			
imb Pk Lame de-silting	0	0	0	0	0,500	.,000	1,500 EN35	= (£14k)							_,,,,,,			
Other	418	366	683	300	300	300	300 EN36	= (£10k)										









EN35 = (£14k) EN36 = (£10k) EN37 = (£5k) E&R1 = (£5k) E&R2 = (£10k) E&R33 = (£25k) BMX Track reserve adjustment = (22k)

2017/18

E&R1 = (£5k) E&R2 = (£10k) E&R3 = (£16k)

2018/19

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXI Leisure & Cultural Develop				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity	Improved resident well being	Likelihood	Impact	Score
Start date	2014		and well-being activities Develop and deliver, with and through partners, joint community projects and programmes in the east	improved resident wen being	2	2	4
End date	2018-19	Project Details:	of the borough in accordance with the Culture & Sport Framework				
Pro	oject 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		2	2	4
End date	2018-19		required				
Pre	oject 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						
Pro	oject 4	Project Title:	Morden Leisure Centre	Improved resident well being			
Start date	Project Details: M		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		4	2	8
End date	Project 5 Project Title: Custome		land to fit in with the Morden Park landscape				
Pro			Customer Contact Programme - Online Leisure & Cultural Bookings & Payment System	More efficient way of working			
Standate	Triggite 2015 Wo		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		2	2	4
E G ate	2016-17		initiative.				
Pro	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings	1		
Sta te	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		2	2	4
End date	2016-17		two distinct strands of commercial and community activities.				
Pre	oject 7	Project Title:	Community Use in the East of the Borough	Improved resident well being	1		
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 DNA track to the ophocl or their professed provider. Work with providers to deliner questionable.		2	2	4
End date	2016-17		the BMX track to the school or their preferred provider. Work with providers to deliver sustainable solutions for leisure.				
Pro	oject 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	·					
Pro	oject 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,		2	2	4
End date	2018-19		leisure, play facilities and ancilliary facilities, etc. within the park.				
Pro	oject 10	Project Title:	External Funding & Inward Investment Opportunities	Income generation	4		
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		2	2	4
End date	Project Details: well a		Wimbledon Park, etc.				

	Parl	kina									Pla	nning Assur	mptions					The Corporate strategies your
Clir Judy Saunders Ca			ce & Implement	ation		Anticipate	d demand		201	13/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip	tion of your m	ain activities a	nd objectives be	elow	N	umber of resider		d	13	,638	14	481	Not I	known	Not known	Not known		Road Safety Plan
The service is required to enforce t	the parking regu	ulations to ensur	e the through flo	w of traffic can		Number of visitor	s permits issue	d	252	2,520	280	,600	Not I	known	Not known	Not known		Medium Term Financial Strategy
be maintained and ensuring reside have a permit or badge for. Surplus																		Local Transport Plan
transport related areas.		,								0/44		****			2010//=			
Objectives					Ant	ticipated non fir		ces		13/14		4/15 72		15/16	2016/17 84	2017/18 84	2018/19 84	
 enforce parking regulations acros 	ss the borough	including Contro	olled Parking Zon	es and bus	-	Staff (FIE)		1	71	t		t	86	Not known dependant	Not known dependant	04	
Ianes to implement measures to improve	ve traffic enforc	ement efficiency	, specifically the	introduction of		Trans	sport		1	15	·	15	· ·	15	upon ANPR needs	upon ANPR needs		
Automatic Number Plate Recogniti	ion (ANPR) can	neras at bus lan	e and moving tra	ffic locations.														
This will improve compliance and e to maintain a survey of parking n	ease congestion eeds, hours of	operation, the	across the borough availability of park	ing spaces and														
the charging structure to monitor the borough 's parking	s infrastruatura t	to oncure that la	antions subject t	o rogulatory		Performanc	e indicator			Performance Targets					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
controls can be effectively enforce	ed thus improvi	ing compliance a	and ultimately cor	gestion					2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
to take account in business plan legislation allowing business premi						ermits issued with f days per FTE (- auaraaa)	90%	90%	90%	90%	90%	90%	High Low	Monthly Quarterly	Outcome Quality	Loss of income Loss of income
increase in demand for parking spa						cases won at PA							l -	 	†	· · · · · · · · · · · · · · · · · · ·	<u> </u>	
parking to introduce CPZ's.					years data				48%	50%	52%	54%	54%	54%	High	Monthly	Business critical	Loss of income
ľ						cases lost at PA	TAS compared	to the previous	24%	23%	22%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
					years data				2470	2070	22.70	2170	2170	2170		,		
						cases where cou new evidence co			28%	27%	26%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
					data				2070	2770	2070	2370	2070	2070		,		
									1									
										-	_		_	_	 	1	_	
		EDADTMENTA	L BUDGET AND	DESCUIRCES					1	1	<u> </u>		1	1	' 1	1		
D C1000-	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2	2015/16 Ex	oenditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■Er	mployees				■Government grants
Expenditure	4,527			5,111							1		- D	romices				
Employees Premises	2,407 692	2,338				2,708 630	2,708 631			N N			■PI	remises				■ Poimburgoments
Transport	144	130	155	140	143	146	149			W			■ Te	ransport				■ Reimbursements
Supplies & Services Brd party payments	229 221	261 215	229	286 264	292	299 275	306 281	4		- 1				anaport				
Transfer payments	0)	0	(0	0	0						■Sı	upplies & S	ervices			■ Customer & client receipts
Support services Depreciation	747 87		832				905											
	Budget	Actual	Budget	Budget	87 87 87 t Budget Budget Budget								■ 3r	d party pay	ments			■ Recharges
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	16 2016/17 2017/18 2018/19											<u> </u>		
Income Overnment grants	11,725	11,383	12,184	15,480	17,051	15,549	15,212	-					■Tr	ransfer payı	ments			■ Reserves
Reimbursements	0	4	0	C	0 0 0 0													- Reserves
Customer & client receipts Recharges	11,725	11,379	12,184	15,480	17,051	15,549	15,212						■Sı	upport servi	ices			
Reserves		1											_					■ Capital Funded
Capital Funded													■ De	epreciation				
Council Funded Net Budget	(7,198)	(6,914)	(7,507)	(10,369)	(12,018)	(10,499)	(10,145)											
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget etc	. changes		
Tackling Traffice Congestion	2010/14	2010/14	0	1,300		0	0								2015/16			
Other		57	68	(0	0		EN05 = (£37k										
								EV02 = (£4k) EV11 = (£125)										
			-				 	Inflation on In	come = (£17									
			 					ANPR introdu			e of income	from proper	ed Derogula	tion Bill roas	arding the enforcement	of static contravantions	Eunded from introduction	of ANIDD
							 	Add 16 FTE c	officers to help	ndle increas	e in back off	ce volumes	following in	troduction of	arding the enforcement of ANPR camera enforce	n static contraventions I ment .	Funded from introduction	אוארת.
	0	57	68	1,300	0	0	0								2016/17			
								EN02 = (£226 EV11 = (£125	6k) 5k)									
2013	2014	20	15	2016	2017	2018	·	E&R7 = (£26)	0k)									
								E&R8 = (£1,7										
-2,000 -								E&R9 = (£50) E&R10 = (£8)										
								E&R11 = (£6)	0k)									
-4,000 -								E&R12 = (£14) ANPR income		= £1 300k								
_ s				-	, 11 11 IIIOOIII	o readouoll .	£ 1,000K					2047/49						
800, -6,000 -		-	E\/11 = (610)	5k)						2017/18								
								EV11 = (£125) E&R7 = (£16)	3k)									
-8,000 -								E&R8 = £1,54	40k	0055								
	,							ANPR income	e reduction :	= £250k								
-10,000 -					_													
							-								2018/19			
-12,000 -							-	E&R7 = (£16	3k)						2010/13			
,								E&R7 = (£16.6) E&R8 = £500)k									
-14.000																		
-14,000 -																		
	-	■ Budget		-	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parking	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Caara
Pro	oject 1	Project Title:	Tackling Traffic Congestion		Likelinood	Impact	Score
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		bus late and moving dame contravendors.				
Pro	oject 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						
Pro	oject 3	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:					
Start date		Project Details:					
End date							
	oject 5	Project Title:					
Start date		Project Details:					
Easte	ainat C	Drainet Title					
Start date	oject 6	Project Title:					
End date		Project Details:					
Pro	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 8	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 9	Project Title:					
Start date		Project Details:					
End date		.,					
Pro	oject 10	Project Title:					
Start date		Project Details:					
End date							

Parks and Green Spaces			Planning Assur	mptions				The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Increased sports pitch demand (Total number of bookings)	2%	1%	1%	1%	1%	1%	Open Spaces Strategy
	Attendance at major community outdoor events (No. of people	50,000	50,000	55,000	55,000	60,000	60,000	Children & Young person's Plan
management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also	Number of funerals at LBM cemeteries	200	205	210	215	220	240	Cultural Strategy
manages allotments and works with allotment societies to assist them self-manage wherever								
possible. The service is becoming increasingly efficient and commercial in the way it manages its	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme
sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets. The current TOM	Staff (FTE)	64	71	72	68	65	65	
transformation process will emphasise and further embed these principles.	Staff accommodation units (No. of mess rooms/depots)	12	12	12	12	10	10	
	Transport vehicles	19	19	19	19	18	17	
Objectives:	_							
The team's primary objectives in the forthcoming years include the following principal tasks:		Performance Targe	ts (T) & Provisional Perfo	rmance Targets (PT)				Main impact if indicator not

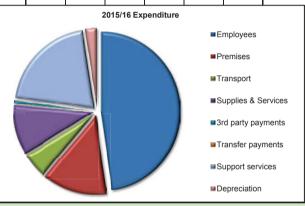
The team's primary objectives in the forthcoming years include the following principal tasks
a increasing income

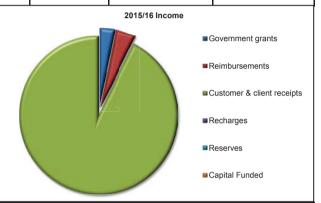
- reducing operational expenditure
- maintaining and improving service standards and performance
 securing investment and delivering improvements to open space facilities
- encouraging and facilitating community self-management of sites and facilities
- providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects
 implementation of agreed TOM transformation process outcomes

Performance indicator	Perforn	nance Target	s (T) & Provi	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	mulcator type	met
Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Business critical	Loss of income
Number of Green Flags	5	5	5	5	5	6	High	Annual	Quality	Reputational risk
Number of outdoor events in parks	120	130	130	130	130	130	High	Monthly	Perception	Reputational risk
Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	Quarterly	Perception	Reduced service delivery
							_			

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	5,540	5,670	4,684	4,812	4,709	4,575	4,627						
Employees	2,240	2,319	2,202	2,303	2,173	2,074	2,074						
Premises	873	899	715	640	652	635	672						
Transport	244	249	243	245	251	245	251						
Supplies & Services	541	490	494	494	502	491	499						
3rd party payments	49	47	49	32	33	32	33						
Transfer payments	7	-2	7	0	0	0	0						
Support se vices	1,471	1,553	889	983	983	983	983						
Depreciation	115	115	85	115	115	115	115						
Revenue + 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						
Income	3,024	3,025	2,395	1,972	2,139	2,139	2,139						
Government grants	50	43	53	60	60	60	60						
Reimbursements	188	251	48	81	81	81	81						
Customer & client receipts	2,276	2,197	2,319	1,831	1,998	1,998	1,998						
Recharge	487	511	0	0	0	0	0						
Reserves	23	23	(25)	0	0	0	0						
Capital Funded	0	0											
Council Funded Net Budget	2,516	2,645	2,289	2,840	2,570	2,436	2,488						
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						

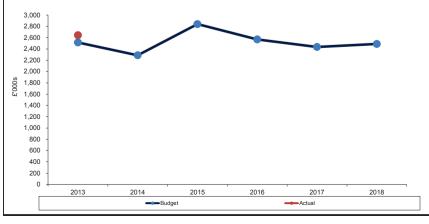
Capital Hunded	0	0					
Council Funded Net Budget	2,516	2,645	2,289	2,840	2,570	2,436	2,488
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Parks Investment	896	692	1,117	576	365	250	350
P&D Machines	0	0	0	60	0	0	0
			·				
	896	692	1,117	636	365	250	350





Summary of major budget etc. changes 2015/16

EN45 = (£39k) Inflation on Income = (£18k)



EN45 = (£13k) E&R24 = (£130k) E&R26 = (£60k)E&R27 = (£44k) E&R33 = (£50k)

E&R25 = (£160k)

2017/18

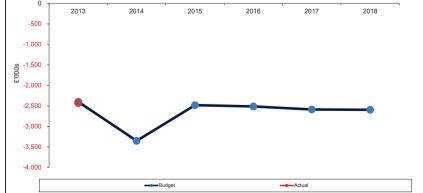
2016/17

2018/19

Tennis Courts reserve adjustment = £25k

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

	Property										Plan	ning Assum	ptions						The Corporate strategies your
Cllr Andrew Judge	Cabinet Member for Sust	ainability a	& Regenerati	ion		Anticipate	d demand		201	3/14	201	/15	201	15/16	201	6/17	2017/18	2018/19	service contributes to
Enter a brief descri	iption of your main activi	ties and ol	bjectives bel	ow	Th	e number of pr	oposed disposals	3		2	1	2		4	TE	ВС	TBC		Capital Programme
ensure that all property trans	sactions provide value for r	noney and	comply with s	tatute .To	Т	he number of p	roposed lettings.		1	0	9		8		-	8	8		Economic Development Strategy
intain an accurate record of t support the council's accounts	the property assets of the os (Section 151) To manage	council and the counc	to provide as: cils investment	set valuations t portfolio to	The	number of pro	posed rent review	VS		80	2			21	2		21		Housing Strategy
iximise income, managing the	e councils asset base to er	sure that it	t has the acco	mmodation			nmercial propertie			94	39		394		394		394		Medium Term Financial Strategy
cupation of council land by Gy	ypsies and Travellers and	lead the Int	tegrated Proje	ct Team to	Ant		nancial resource				2014/15			15/16	201		2017/18	2018/19	Asset Management Plan
iver a programme of property nage applications for commu intain publicly available list o	y sales to maximise capital unity assets to be listed and	receipts. C d claims for	Community Rig r compensation	ght to Bid -to n. To		Staff (FTE)		· '	6	6			6	-	6	5	5	
aintain publicly available list o calism Act 2011.TOM will lead	of property assets as required to increased efficiency the	ed by trans	sparency ager	nda under															
thorities on specialisms and n	most significantly driving ed	conomic de	velopment an	d					-										
generation thriough closer wor les and capital receipts.	rking with Future Merton.	This may im	npact on the ti	ming of					Perforn	nance Targets	(T) & Provis	onal Perforn	nance Targe	ets (PT)					Main impact if indicator n
jectives						Performanc	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Pola	arity	Reporting cycle	Indicator type	met
complete Asset Valuations to	timetable agreed with Dire	ctor of Corp	porate Service	es		Capital	receipts		£5m	£1m	£5m	TBC	TBC		Hi	gh	Quarterly	Business critical	Loss of income
critically examine operational	property to ensure the cou	ncil has the	e minimum	necessary	% Va	cancy rate of pro	op. owned by cou	ıncil	5	4.0	3.5	3.5	3.3			ow	Quarterly	Outcome	Loss of income
support the business plan naximise revenue income by	letting vacant property				% Debt o	wed to LBM by	tenants Inc. busin	nesses	9.8	9.0	8.5	8.5	8.5		Lo	ow	Quarterly	Outcome	Loss of income
provide timely advice to inform ensure team is arranged to su	n regeneration projects					Asset Va	luations		150	150	150	150	150		Hi	gh	Annual	Business critical	Breach statutory duty
toann to arranged to su																			
														\vdash					
	DEPARTM	ENTAL BU	JDGET AND F	RESOURCES							45/40 5					1	·	0045/40 1	
01000	Budget Actu		Budget	Budget	Budget	Budget	Budget			21)15/16 Exp	enaiture						2015/16 Income	
enue £'000s	2013/14 2013	/14	2014/15	2015/16	2016/17	2017/18	2018/19						■E	mployees					- Covernment avents
enditure	2,169	2,295	1,181	2,068	2,038	2,000								1 - 7					■Government grants
ployees mises	271 258	280 289	270 269	274 283	274 250	227 255						A	■P	remises					
nsport	0	3	1	1	1	1	1 1												■ Reimbursements
pplies & Services party payments	222 27	240 12	155	158	161	165	168						■ T	ransport					
insfer payments	0	0	0	0	0		0 0	/											■Customer & client receipts
pport services	518	598	444	471									■S	upplies & Se	ervices	1 /			
preciation	873 Budget Acti	873	42 Budget	881 Budget	881	881 Budget	Budget			18						1 1			
vanue £'000s	2013/14 2013		2014/15	2015/16	Budget 2016/17	2017/18	2018/19	\ \					■ 3i	rd party payr	nents	I 1			■ Recharges
ome vernitent grants	4,567	4,724	4,530	4,549	4,549	4,584		\								1			
verNeent grants imbursements	0	0 58	0	0	0	(4 - 4						■ T	ransfer payn	nents				■ Reserves
stomer & client receipts	4,046	4,088	4,042	4,042	4,042	4,077	4,077					2							
charges	502	577	483	502	502	502	502						■S	upport servi	ces				= O = ital Foundard
serves oita l Fun ded	1	1	0	0	0	(0		1										■Capital Funded
uncil Funded Net Budget	(2,398)	(2,429)	(3,349)	(2,481)	(2,511)	(2,584)	(2,593)			_			■D	epreciation					
nital Budget C'000e	Budget Acti	ıal	Budget	Budget	Budget	Budget	Budget							Cummore	of major b	udant of	changes		
pital Budget £'000s	2013/14 2013		2014/15	2015/16	2016/17	2017/18	2018/19							Summary of		_	changes		
sts House	0	0	0	300	0	(0								2015	/16			
Smiths Dilapidations	0	0	87	0	0	(0 Ir	nflation on In	ncome = (£6k)										
							-												
	+ + +	-+			-		+												
							+												
							1												
							 												
	+		87	300											2016				



E&R0 - (£39K)

2017/18 E&R5 = (£82k)

2018/19 E&R6 = (£18k)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Property	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Integrated Project Team		Likelillood	Шрасс	Score
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						
Pr	oject 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						
Pr	oject 3	Project Title:					
Start date		- Project Details:					
End date							
Pr	oject 4	Project Title:					
Start date		Project Details:					
End date							
	oject 5	Project Title:					
Start date		- Project Details:					
(D) Pr	oject 6	Project Title:					
Start date		- Project Details:					
End date							
Pr	oject 7	Project Title:					
Start date End date		- Project Details:					
	oject 8	Project Title:					
Start date	9,000.0	Project Details:					
End date							
Pr	oject 9	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:					
Start date		Project Details:					
End date							

_	l	D 11						Planning Assumptions The Corpor										
	Regulatory Servi								1 204	2/4.4				14.0	2040/47	004740	004040	The Corporate strategies your
Cllr Andrew Judge C							ed demand			3/14	201		201		2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip							of food premise			530		35	15		1545	1550	1550	Air Quality Action Plan
Provide statutory environmental council's that make up the Regul Richmond).	I health, trading	standards and li	icensing_functio	ns across those	тт	otal number of	service reques	sts		000		50	65		6760	7030	7030	Central Government
council's that make up the Regul Richmond)	ulatory Service's	Partnership (cu	rrently LB Merto	on and LB		Licence/perm	it applications		18	360	18	70	18	30	1890	1900	1900	Climate Change Strategy
Deliver savings and efficiencies I	bv.																C	ommercial & Trading Standards Delive
Deliver savings and efficiencies I reducing overheads generating additional incon attracting new business	ime				Ant	icipated non f	financial resou	ırces	201	3/14	201	4/15	201	/16	2016/17	2017/18	2018/19	Crime & Disorder (partnership plan)
attracting new business	iii C					Staff	(FTE)			35	2	8	4.	2	42	42	42	
									1		l		İ					
									1		İ							
 rationalising ICT systems 									1		İ							
									Perform	nance Targe	ts (T) & Prov	sional Perfo	rmance Targe	ets (PT)				Main impact if indicator not
						Performan	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
Transform the contine but					% service requi	acte raplied in f	5 working days		90	85	90	95	96	96	High	Monthly	Perception	Reduced customer service
Transform the service by:					Income general		5 Working days		£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
demand management							remises inspect	had	+			97			High	Annual	Business critical	Government intervention
 demand management streamlining business proc implementing new ways of 	cesses f working							leu	95	95	96		98	98		Quarterly	Business critical	Anti social behaviour
Implementing new ways or	ii working				No. of underage			-14	220	220	230	235	240	240	High			
							ion monitoring	sites	90	90	90	90	90	90	High	Quarterly	Business critical	Reduced enforcement
							vithin 21 days.		95	95	96	96	98	98	High	Quarterly	Business critical	Reputational risk
					% of food prem	ises rated 2* or	r above		90	92	94	95	96	96	High	Quarterly	Outcome	Reputational risk
											1							
	DI	EPARTMENTAL	L BUDGET AND	RESOURCES				1			2015/16 Ex	enditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1		,	_ J . W . I V X							
Corollue L 0003	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19]					■Fr	nployees				
Expenditure	2,536	2,622	1,893	2,662	2,672	2,68												■Government grants
Employees	1,521	1,600	1,169	2,049		2,04	9 2,049]	4		100			amaias -				
Premises	2	0	0) (0		0 0						■Pr	emises				■ Poimburoomente
Fransport	48						10 41											■ Reimbursements
Supplies & Services 3rd party payments	322 162							1					■Tr	ansport				
Fransfer payments	102	104	101				0 0	1 4				- 1				A. Carlotte and the second		Customer & client receipte
Support services	481	498						S					■Si	pplies & S	ervices		100	■ Customer & client receipts
Depreciation	0	0	5	5 (0		0 0	1					-00	ppiico a o	CIVIOCO			
Revenu 0000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1							.			■Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■3n	d party pay	ments			Recliaiges
Incom	695	804	347	1,459	1,684	1,68	1,684		V									
Governmen grants Reimbursements	67	60) (0		0 0						■Tr	ansfer pay	ments			Reserves
	86			1,115														- Neserves
Customer & client receipts Recharges	346	388	344	344	419	41	9 419	ł					■ Q₁	pport serv	ices			
Reserves	196	196	5 0		0	-	0 0	ł					=30	pport serv	ices			■ Capital Funded
Capital Furped	190	0	+	<u>'</u>	, 0		0 0	1					_					= Capital Tallaca
Council Funded Net Budget	1,841	1,818	1,546	1,203	988	997	7 1,007	1					■De	preciation				
	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget et	c. changes		
															2015/16			
								ER10 = (£23	lOk)									
								Inflation on I		k)								
					1	1	+	1		,								
				1	+		+	1										
			 	 	 	 	+	1										
			 	1	1	 	+	-										
			 	 	 	1	+	1										
			 	 	 	1	_								00/0//=			
	0	0	0	0	0		0 0								2016/17			
								E&R13 = (£5										
2,000]								E&R14 = (£1										
1 000								E&R15 = (£5 E&R33 = (£2										
1,800 -								EXIX33 - (£2	20K)									
1,600 -																		
1,000																		
1,400 -																		
															2017/18			
% 1,200 -																		
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800																		
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200 -																		
0 +	-		,		004=													
2013	2014	201	15	2016	2017	2018												
	_	Budget		-	-Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE REGULATORY SERVICES PARTNERSHIP	FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Development of shared 'regulatory' service		Likelillood	iiipact	Score
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.	To meet budget savings	2	3	6
End date	2014-15		Normalia war norton adang da tre redument personagn.				
Pr	oject 2	Project Title:	Implementation of 'Flexible Working' across section				
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	More efficient way of working	2	1	2
End date	2015-16		efficient and resilient service.				
Pr	oject 3	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				
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	Improved resident well being	2	2	4
End date	2016-17		business in the development of improved reductive				
Pr	oject 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				
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	Improved resident well being	2	2	4
End date	2016-17		business in the development of improved health outcomes				
Pr	oject 5	Project Title:	Investigation of contaminated land at Marlowe Square				
Starroute	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	Improved resident well being	5	2	10
E ⇔ ate	2015-16		the risk of narm to local residents				
Pr	oject 6	Project Title:	Introduce hard charging to determine core service costs				
Start date	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.	More efficient and cost effective way of working	2	1	2
End date	2015-16						
Pr	oject 7	Project Title:	Establish commissioning model				
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.	More efficient and cost effective way of working	2	1	2
End date	2015-16			, ,			
Pr	oject 8	Project Title:					
Start date							0
End date							
Pr	oject 9	Project Title:					$\vdash \vdash \vdash$
Start date		Project Details:					0
End date		i Tojoot Detalis.					
Pro	oject 10	Project Title:			 		\vdash
Start date		.,					
Start date		Project Details:					0
End date							

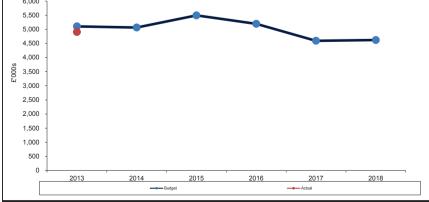
	Safer Me	erton								nning Assur						The Corporate strategies your	
Cllr Edith Joan Mac					Anticipated			13/14	201			15/16	2016/17	2017/18	2018/19	service contributes to	
Enter a brief descri	iption of your mai	in activities and ol	bjectives below		Number of nev			540		00		300	600	600	600	Adult Treatment Plan	
Safer Merton is a partnership of	f the statutory, volur	ntary and business	sector partners who		Popula			6,038	208			1,569	214,229	216,806		Anti Social Behaviour	
work together to combat crime 8 within the borough. The team of						nent cases (domestic a		158	1			158	158	158	158	Central Government	
staff. The delivery of Crime and					, ,	the One Stop Shop		191		30		230	230	230	230	Children & Young person's Plan	
interventions such as	and domestic viole	200		A		nancial resources		13/14	201			15/16	2016/17	2017/18	2018/19	Community Plan	
 Tackling anti social behaviour a Managing Neighbourhood Wat 		nce			Staff (I	-TE)		22	2	2		19	19	17	17	Crime & Disorder (partnership plan)	
 Drugs and alcohol abuse 																	
 The provision of school officers Other support and commissione 			as well as ensuring						+							Merton & Mitcham N'bourhood Renewal	
that the council is compliant with	h legislation.		-				Perform	manco Targo	ts (T) & Provi	sional Porfo	rmance Tare	note (PT)					
The service is managed through staff, voluntary sector and the co	h the council, and o	delivered by Police	officers, joint health		Performance	indicator	2013/14(TP)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
The Statutory duty of the council					% CCTV camer	as operational	94	95	95	95	95	95	High	Quarterly	Outcome	Reputational risk	
 A duty to establish a crime and 	d disorder partnersh			% of residen		unk & rowdy behaviour		40	40	39	39	38	Low	Annual	Perception	Reputational risk	
 Complete an annual strategic a Respond to and deal with crime 				%	of residents worrie	d about ASB (ARS)	44	43	43	42	42	41	Low	Annual	Perception	Reputational risk	
 Delivering Anti-Social Behaviou 	our actions and inter		analytical WOIR	%	of residents worrie	d about crime (ARS)	50	50	50	49	49	48	Low	Annual	Perception	Reputational risk	
Specific duties around Domest				No. Multi A		ment cases (domestic a	use) 158	129	141	153	153	153	High	Monthly	Business critical	Breach statutory duty	
					No. of One Stop	Shop sessions	45	46	46	46	46	46	High	Quarterly	Business critical	Reduced service delivery	
						roblem Solving meetin	gs 33	27	27	27	27	27	High	Quarterly	Business critical	Reduced service delivery	
						bout drug users (ARS)	33	32	32	31	31	30	Low	Annual	Perception	Reputational risk	
					nts feeling well infor	med about tackling ASB (A	RS) 35	31	31	33	33	34	High	Annual	Perception	Reputational risk	
	DE	PARTMENTAL BU	IDGET AND RESOUR	ES					2015/16 Ex	enditure					2015/16 Income		
Revenue £'000s	Budget	Actual	Budget Budg		Budget	Budget			'								
	2013/14		2014/15 2015/		2017/18	2018/19					■ E	Employees				■Government grants	
Expenditure Employees	1,668 863	1,544 799	1,526 840	741 7,502 1,5		1,459 671										- Covernment grants	
Premises	2	5	2		2 2	2					■ F	Premises					
Transport	7	1	7	7	7 7	7										■ Reimbursements	
Supplies & Services	179	159 118	179		15 148 57 263		//				III T	ransport					
3rd party payments Transfer payments	162	118	129	251 2	0 263	269				1			1			■Customer & client receipts	
Support se vices	330	337	230	234 2	34 234		■ Supplies & Services ■ Custome										
Depreciation	125	125	139		25 125	125				- 1							
Revenue 000s	Budget	Actual	Budget Budg		Budget	Budget				- 1	■3	Brd party pay	ments			■ Recharges	
Income	2013/14	2013/14 270	2014/15 2015/ 278	6 2016/17 278 2	2017/16 2016/19												
Government grants	217	195	70	108 1	108 108						■T	ransfer pay	ments			- December	
Reimbursements Customer & blient receipts	84	48	202	164 1	164	164										Reserves	
Recharges	123	114	6	0	0 0	0					■ S	Support serv	ices				
Reserves.	(87)	(87)	0	0	0 0	0										■Capital Funded	
Capital Funded							-				шE	Depreciation					
Council Funded Net Budget	1,331	1,274	1,248	,224 1,2	33 1,172	1,181						ocprediction					
Capital Budget £'000s	Budget	Actual	Budget Budg		Budget	Budget						Summary	of major budget etc	c. changes			
	2013/14 25	2013/14	2014/15 2015/		2017/18	2018/19						,	2015/16				
Safer Merton Schemes	25	10	U	300 3	0	U = U04 =	(0001-)						2015/10				
				_	+	EV01 =	on Income = (£3	(k)									
			+	_	+	iiiiatioi	on moonie – (E)	,									
		+			1												
		1			1												
					1												
	25	10	0	300 30	0 0	0							2016/17				
			•	•	•												
1,600]																	
1,400 -																	
		_															
1,200 -																	
				•	_								004=***				
g 1,000 -													2017/18				
1,000 -						E&R43	= (£70k)										
800 -																	
600 -																	
400 -										2018/19							
]													2010/13				
200																	

─Budget

----Actual

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Safer Merton													
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Risk									
Pr	oject 1	Project Title:	Risk limitation of future grant loss		Likelihood	Impact	Score							
Start date	2013-14		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	More efficient way of working	4	2	8							
End date	on going	Project Details:	requirement in delivering successful outcomes											
Pr	oject 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													
Pr	oject 3	Project Title:												
Start date		Project Details:												
End date														
Pr	oject 4	Project Title:												
Start date		Project Details:												
End date		,,												
	oject 5	Project Title:												
Start date		Project Details:												
TD Pr	oiect 6	Project Title:					\vdash							
Start date														
End date		Project Details:												
Pr	oject 7	Project Title:												
Start date		Project Details:												
End date														
Pr	oject 8	Project Title:												
Start date		Project Details:												
End date														
Pr	oject 9	Project Title:												
Start date		Project Details:												
End date														
Pro	oject 10	Project Title:												
Start date		Project Details:												
End date														

on of your ma street scene c, detritus, gra- reet scene by juling, abando ficient service sponsibilities in co-ordinated ces that meet ryice users tition and impri	for Performance in activities and by maintaining if fiti, fly posting a education, advi ned vehicles, gi in accordance in respect of stream and partnership the needs of re	tobjectives be the public high and keeping gu ce and enforce raffiti and fly po with Highways eet cleansing by working	nway, ullies clean. ement, osting; and	Anti	Staff (F	ation roperties of Roads nancial resource		201 206 80,	890	201 208			5/16	2016/17 214,229	2017/18	2018/19 TBC	service contributes to Anti Social Behaviour	
street scene c, detritus, grareet scene by juling, abando ficient service sponsibilities in co-ordinated ces that meet ryice users tition and impri	by maintaining the fitti, fly posting a education, advined vehicles, grand in accordance a respect of stream partnership.	the public high and keeping gu ce and enforce raffiti and fly po with Highways eet cleansing boworking	nway, ullies clean. ement, osting; and	Anti	Housing Pi Kilometers icipated non fin Staff (F	roperties of Roads nancial resource		80,	890	1	,822	211	FC0	244 220	010.000	TBC	Anti Social Behaviour	
r, detritus, grareet scene by uling, abando ficient service sponsibilities in co-ordinated ces that meet trvice users attion and impro-	fiti, fly posting a education, advi ned vehicles, gi in accordance n respect of stre and partnership	and keeping guce and enforce raffiti and fly powith Highways eet cleansing oworking	ullies clean. ement, osting; and	Anti	Kilometers icipated non fin Staff (F	of Roads	200					211,569		214,229	216,806			
r, detritus, grareet scene by uling, abando ficient service sponsibilities in co-ordinated ces that meet trvice users attion and impro-	fiti, fly posting a education, advi ned vehicles, gi in accordance n respect of stre and partnership	and keeping guce and enforce raffiti and fly powith Highways eet cleansing oworking	ullies clean. ement, osting; and	Anti	icipated non fin Staff (F	nancial resourc	200	37		81,000		81,400		81,800	82,100	TBC	Performance Management Framework	
suling, abando ficient service sponsibilities in co-ordinated ces that meet rvice users ation and impro	in accordance in respect of streading partnership	raffiti and fly powith Highways eet cleansing working	osting; and	Anti	Staff (F		200		75	375		375		375	375	375	Waste Management Plan	
ficient service sponsibilities in co-ordinated ces that meet rvice users ation and impro	in accordance in respect of stream	with Highways eet cleansing working		Anti	Staff (F		200										Community Plan	
sponsibilities in co-ordinated ces that meet rvice users ation and impre	n respect of stre and partnership	eet cleansing working	s section		,		Anticipated non financial resources			2014/15		2015/16		2016/17	2017/18	2018/19		
sponsibilities in co-ordinated ces that meet rvice users ation and impre	n respect of stre and partnership	eet cleansing working				Staff (FTE)			103		127		27	116	99	99		
co-ordinated ces that meet rvice users ation and impre	and partnership	working			Transport			26		26		26		26	26	26		
co-ordinated ces that meet rvice users ation and impre	and partnership	working		·														
ces that meet rvice users ition and impre																		
rvice users ition and impr	and medab of re	sidents and hi	usinesses		Performance	indicator		Perform	Performance Targets		ts (T) & Provisional Perfor		jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator n	
		siderits and be	usii iesses		Performance	nuicator		2013/14(T)	2014/15(T)	2015/16(PT) 2016/17(PT)		2017/18(PT) 2018/19(PT)		Polarity	Reporting cycle	indicator type	met	
re and develor			- 1	% Reside	ents satisfied v	vith street clea	anliness	58	60	56	57	58	59	High	Annual	Perception	Reputational risk	
	ment of our en	nployees, the e	environment,	% Sites surveyed below standard for litter				8.5	7.5	9.5	9	8.5	8	Low	Quarterly	Perception	Reputational risk	
	ch we operate	avece and -t-:	uo for	% Sites s	% Sites surveyed below standard for Detritus				12	15	14.5	14	13.5	Low	Quarterly	Perception	Reputational risk	
	or all our emplo	byees and striv	ve ior	% Sites	% Sites surveyed below standard for graffiti				5.0	4.5	4.0	4	4	Low	Quarterly	Perception	Reputational risk	
outstanding health and safety benomiance						w standard for	weeds	14.50	14.00	13.50	13.00	12.5	12	Low	Quarterly	Perception	Reputational risk	
improve levels of satisfaction with services provided.						Number of fly tips reported				3700	3600	3500	3400	Low	Monthly	Outcome	Reputational risk	
•						Days lost through sickness per FTE				15	14	13	12	Low	Quarterly	Outcome	Increased costs	
						% Sites surveyed below standard for flyposting				1	1	1	1	Low	Quarterly	Perception	Reputational risk	
						% of FPNs issued that have been paid			New	65%	68%	70%		High	Monthly	Output	Loss of income	
DE	PARTMENTAL	BUDGET AND	RESOURCES							2015/16 Ev	ondituro				-	2015/16 Income	-	
Budget	Actual	Budget	Budget	Budget	Budget	Budget			4	2013/16 EX	Jenunure					2015/16 Income		
2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							mnlovees					
5,337	5,143	5,296	5,944	5,668	5,065	5,088							inployees				■ Government grants	
3,347	3,313	3,313	3,289	2,990	2,482				- 11									
34									W			■P	remises				■ Reimbursements	
							/		- N			_					Reimbursements	
							//		- 11			III T	ransport		<i>(</i> -			
0	ĺ	0	0	0	0	0	///		- 11		- 10						■ Customer & client receipts	
		1,168									- 1	■S	upplies & S	vices			•	
	0.1	Dudast.	0.	0.1	0.	0.1	-											
												■3	rd party pay	ments			■ Recharges	
0	0	0	0	0	0	0	\ \					■T	■Transfer payments			Reserves		
0	0	0	0	0	0	0									Reserves			
stomer a lient receipts 231 236 231 452 charges			4/2	469	467						■S	unnort servi	ces					
				 				- опррои з									■Capital Funded	
serves spital Funded spital Funded suncil Funded 5,106 4,907 5,065 5,492											=D	opropiation			·			
5,106	4,907	5,065	5,492	5,196	4,596	4,621						■0	ергестаноп					
Budget	Actual	Budget	Budget	Budget	Budget	Budget							Cummon	of major budge	t ata ahangaa			
2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary		t etc. changes			
														2015/16				
						ļ!	Inflation on In	come = (£10	Ok)									
0	0	0	0	0	0	0								2016/17				
e	DE Budget 2013/14	DEPARTMENTAL	### DEPARTMENTAL BUDGET AND Budget 2013/14 201	DEPARTMENTAL BUDGET AND RESOURCES	environment for all our employees and strive for erformance approach to service design and improvement with services provided. Day	## Sites surveyed below with services provided. Sites surveyed below with services provided. We sites surveyed below with surveyed	### Sites surveyed below standard for with services provided. ### DEPARTMENTAL BUDGET AND RESOURCES ### Budget	### Sites surveyed below standard for graffiti ### Sites surveyed below standard for weeds ### Sites surveyed below standard for weeds ### Number of fly tips reported ### Days lost through sickness per FTE ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for flyposting ### Sites surveyed below standard for meets	environment for all our employees and strive for erformance approach to service design and improvement with services provided. **Sites surveyed below standard for graffiti 5.5* **Number of fly tips reported 33000* **Days lost through sickness per FTE 12* **Sites surveyed below standard for flyposting 1 1* **Sites surveyed below standard for flyposting 1 2016/16 **Sites surveyed below standard for flyposting 1 2016/16 **Sites surveyed below standard for flyposting 1 2016/16 **Sites surveyed below standard for flyposting 1 2016/16 **Sites surveyed b	## Sites surveyed below standard for graffiti	## Sites surveyed below standard for graffiti	environment for all our employees and strive for efformance approach to service design and improvement with services provided.	## Sites surveyed below standard for graffti	environment for all our employees and strive for formance from the formance of	environment for all our employees and strive for ferrormance from a comproach to service design and improvement by the services provided. **Sites surveyed below standard for yearfill	environment for all our employees and strive for formance for formance design and improvement with services provided. 9. Sites surveyed below standard for weeds 14.50 14.00 11.50 13.00 13.00 12.5 12 Low Quarterly with services provided. Number of fly tips reported 33.00 32.00 37.00 38.00 38.00 12.5 12 Low Quarterly 15.5 12 Low	## centrol for all out employees and strive for my committed and unprovement of all out employees and strive for my committed and improvement of all out employees and strive for my committed and my committed an	



2017/18

E&R16 = (£627k) E&R20 = £3k

2018/19

E&R20 = £2k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Street Cleanin				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Introduce mobile working		Likelihood	Impact	Score
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.	More efficient way of working	2	2	4
End date	2015-16	,,	, , , , , , , , , , , , , , , , , , , ,				
Pro	oject 2	Project Title:	Introduce timed commercial waste collections in town centres				
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.	To meet legislative requirements	2	2	4
End date	2015-16	,					
Pro	oject 3	Project Title:	Review Street Cleansing equipment				
Start date	2014-15	Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider	Improve residents satisfaction	2	2	4
End date	2015-16	,	more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.	·			
Pro	oject 4	Project Title:	Street Champions Initiative				
Start date	2014-15	Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	4
End date	2015-16	,					
Pro	oject 5	Project Title:	Increase Enforcement Capacity				
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.	Improve residents satisfaction	3	1	4
Eggate	2015-16						
O Pro	oject 6	Project Title:	South London waste partnership (phase C)	More efficient way of working			
State	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		2	2	4
End date	2017-18		well as commercial waste collection.				
Pro	oject 7	Project Title:	Litter bin type and provision	More efficient way of working			
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and		1	2	3
End date	2015-2016	,	reduced emptying				
Pro	oject 8	Project Title:	Optimisation of Mechanical equipment	More efficient way of working			
Start date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.		2	2	4
End date	2015-16	,	<u> </u>				
Pro	oject 9	Project Title:					
Start date		- Project Details:					
End date		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					

	Traffic & Highways
	Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration
Ī	Enter a brief description of your main activities and objectives below

The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12.673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.

The main aims of the service are to:

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

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

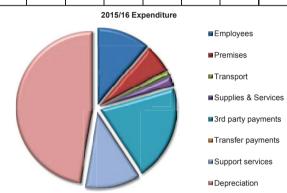
Specific Objectives:

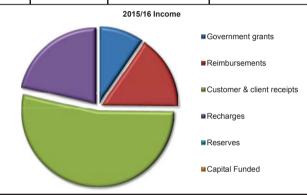
Introduce Mobile working Channel shift and move to on-line self service system

		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Street lights	12,673	12,673	12,673	12,673	12,673		Road Safety Plan
Number of trees to be maintained	16,570	16,640	16,710	16,710	16,710		Local Transport Plan
Network Maintenance and Improvement	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			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	

Performance indicator	Perforn	nance Targe	ts (T) & Provi	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting Cycle	mulcator type	met
Avg days taken to repair out of light Lamp Columns	New	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality	Increased costs
% Streetworks permitting determined	98	98	98	98	98	98	High	Monthly	Quality	Loss of income
% Streetworks inspections completed	32	35	37	38	38	38	High	Quarterly	Unit cost	Loss of income
% 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 Defectivenes 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
							,	•		·

	DE	PARTMENTAL	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		-,	219	219	219	219
Reimbursements	954	526	837	362	372	372	372
Custema: & client receipts	1,444	1,639	1,453	1,229	1,349	1,404	1,404
Recharges Reserves	559	540	497	497	497	497	497
Capita Finded							
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



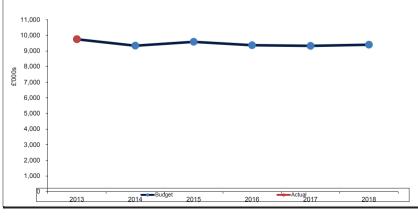


Summary of major budget etc. changes 2015/16

EN29 = (£200k)

Inflation on Income = (£15k)

Growth = £464k - To mittigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR



6,716

6,187

5,648

5,417

5,251

EN27 = (£10k) EN30 = (£20k) EN31 = (£30k) EN32 = (£10k)

3,703

E&R32 = (£20k)

E&R35 = (£25k) E&R36 = (£60k) E&R38 = (£50k)

E&R39 = (£50k)

E&R32 = (£5k)E&R34 = (£30k)

E&R35 = (£25k)

E&R37 = (£50k)

2018/19

2017/18

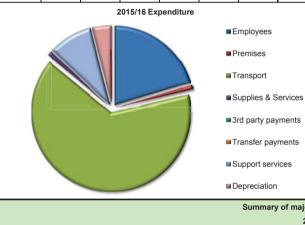
2016/17

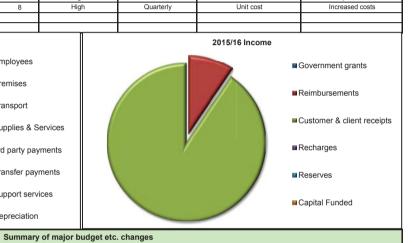
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Traffic & Highw				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Flood and Water Management Schemes		Likelihood	Impact	Score
Start date	2013-14	- Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1
End date	2015-16						
Pro	oject 2	Project Title:	Delivery of Mitcham Town Centre scheme				
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	4	3	12	
End date	2015-16						
Pro	oject 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						
Pro	oject 4	Project Title:	Mobile Working	More efficient way of working			
Start date	31/01/2015	- Project Details:	Implement Mobile working solution across Trafic and Highway		2	2	4
End date							
Pro	Project 5 Project Title: Start date 2015-16 Project Details: M		On-line self Service System	Improved customer satisfaction			
Start date			Move to on-line self service system		2	2	4
Eaction	2016-17						
O Pro	oject 6	Project Title:	4 Year work Programme				
Starbate	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						
Pro	oject 7	Project Title:	Street Lighting Investment - Conversion to LED	Improved resident well being			
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4
End date	2018-19						
Pro	oject 8	Project Title:		Improved resident well being			
Start date		Project Details:			2	2	4
End date		. rojest betails.					
Pro	oject 9	Project Title:					
Start date	Start date						
End date		- Project Details:					
Pro	ject 10	Project Title:					
Start date		Project Details:					
End date		FTOJECT DETAILS.					

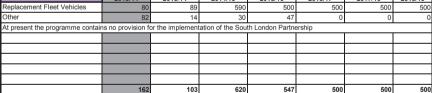
Transport				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	3/14		4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	CSF Passenger Journeys - Contractors	95	95000		95000		000	95000	95000		Capital Programme
To provide a comprehensive and effective Home to School and Vunerable Adults transport	CSF Passenger Journeys - In-House	70000		70000		70000		70000	70000		Children & Young person's Plan
service, in support of the user departments such as Children Schools & Families and Community	C&H Passenger Journeys - Contractors	48000		50	50000		000	50000	50000		Adult Treatment Plan
& Housing using the in-house fleet and taxi providers.	C&H Passenger Journeys - In-House	85000		85000		70000		70000	70000		Customer Services Strategy
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking	Anticipated non financial resources	201	2013/14		2014/15		5/16	2016/17	2017/18	2018/19	
etc.) who require vehicles to carryout their services.	No. of Commissioned Taxi Framework contractors	3	34	34		34		34	34		
Full fleet manaegment is provided to support the council fleet of vehicles. This includes all	Staff		68		63		63 63		63	63	
servicing , repairs maintenance and Operators Licence requirements.	No.Transport Fleet vehicles	192		192		192		192	192		
Providing health & safety and vehicle related in-house training to all council staff and external											
organisations	Performance indicator	Performance Target		gets (T) & Provisional Perfo		• , ,		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	renormance mulcator		2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolunty	reporting cycle	maleator type	met
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services, and provide assistance on vehicle specifications.	Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
and provide decisions on vernors oppositionations.	Parents/carers satisfaction with taxi journeys	0	75%	75%	80%	80%	80%	High	Annual	Perception	Reduced customer service
Objectives .	Parents/carers satisfaction with taxi journeys % MOT vehicle pass rates	0 95	75% 95	75% 95	80% 95	80% 95	80% 95	High High	Annual Quarterly	Perception Outcome	Reduced customer service Reduce customer service
Objectives i.Ensuring that the service provided by cTransport is effective ,value for money while still		0 95 65				95 70					
Objectives .	% MOT vehicle pass rates		95	95	95	95 70 85	95	High	Quarterly	Outcome	Reduce customer service
Objectives Ensuring that the service provided by cTransport is effective ,value for money while still meeting customers expectations. Procurement of goods & services for the workshop area. Ensuring value for money and compiling with authorities standing orders	% MOT vehicle pass rates Average % passnger vehicles in use	65	95 65	95 70	95 70	80% 95 70 85 97	95 70	High High	Quarterly Quarterly	Outcome Unit cost	Reduce customer service Increased costs
Objectives Ensuring that the service provided by cTransport is effective ,value for money while still meeting customers expectations. Procurement of goods & services for the workshop area. Ensuring value for money and	% MOT vehicle pass rates Average % passnger vehicles in use % in-house journey that meet timescales	65 85	95 65 85	95 70 85	95 70 85	80% 95 70 85 97 8	95 70 85	High High High	Quarterly Quarterly Quarterly	Outcome Unit cost Outcome	Reduce customer service Increased costs Incresed costs

	DE	PARTMENTAL	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	8,665	9,017	8,686	9,766	9,766	9,766	9,766
Employees	1,806	2,176	1,835	1,996	1,996	1,996	1,996
Premises	91	97	88	93	93	93	93
Transport	5,740	5,686	5,491	6,316	6,316	6,316	6,316
Supplies & Services	97	92	95	98	98	98	98
3rd party payments	0	5	0	0	0	0	C
Transfer payments	0	0	0	0	0	0	C
Support se vices	541	574	752	876	876	876	876
Depreciation	387	387	425	387	387	387	387
Revenue ± 000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Income	8,771	8,555	8,686	9,766	9,766	9,766	9,766
Government grants	0		0	0	0	0	C
Reimbursements	911	839	911	911	911	911	911
Customer & client receipts	7,868	7,716	7,775	8,855	8,855	8,855	8,855
Recharges	0	0	0	0	0	0	C
Reserves							
Capital Fanded							
Council Funded Net Budget	(106)	462	0	0	0	0	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Replacement Fleet Vehicles	80	89	590	500	500	500	500

services including operators licence requiements.

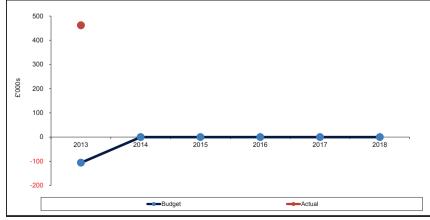






2015/16 O Existing passenger Taxi framework expires in Oct 2015 - New passenger framework working with neighbouring boroughs Sutton, Kingson and Richmond due to commence August

2016/17



2017/18

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Transport	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Caara
Pr	oject 1	Project Title:	New Joint Passenger Transport Framework		Likelinood	Impact	Score
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.	More efficient way of working, reducing costs and sharing routes	2	2	4
End date	2019-20						
Pr	oject 2	Project Title:	Benchmarking - Internal Services				
Start date	2014-15	Project Details:	To carry out benchmarking excersises on internal services to find alternative options, value for money and possible savings to client departments	To imporve service and reduce costs	2	2	4
End date	2015-16						
Pr	oject 3	Project Title:					
Start date		Project Details:					0
End date							
Pr	oject 4	Project Title:					
Start date		Project Details:					0
End date							
	oject 5	Project Title:					
Start date		Project Details:					0
(D) Pr	oject 6	Project Title:					
Stat date End date		Project Details:					0
Pr	oject 7	Project Title:					
Start date End date		Project Details:					0
Pro	oject 8	Project Title:					
Start date		Project Details:					0
End date							
	oject 9	Project Title:					
Start date		Project Details:					0
End date							
Start date	oject 10	Project Title:					0
End date		Project Details:					

	Waste Management						1 204	12/4.4		nning Assun		IE/AC	2046/47	2047/40	2040/40	The Corporate strategies your	
	Cabinet Member for Perform iption of your main activities				Anticipate				3/14 6,038	2014			1 5/16	2016/17 214,229	2017/18 216,806	2018/19	Service contributes to Waste Management Plan
		•			Popul			206	,038						·	tbc	
As a unitary authority, Merton is Household Reuse and Recyclin	s responsible for both househol	ld waste collection a	and disposal.		ed free bulky wa			7.	000	150			600	15900	16000	16100	Performance Management Framework
disposal of excess household ar	ind garden waste free of charge	e.	7 101 1110		Total household			/1,	,000	71,0	JUU		,000 012	71,000 6312	71,000 6612	71,000 6912	London wide strategy
Objectives • provide efficient and accessible	ale centices to all of our custom	nere including those	with specific		ed number of G					201	2014/15		15/16	2016/17	2017/18	2018/19	Climate Change Strategy
needs.		-		Anticipated non financial resources Staff (FTE)					07		111		12	111	92	92	
 to advise our customers on the with customer needs. 	ne services provided and to kee	ep improving our se	rvices in line		Transport				31	3		29		29	29	29	
 promote public awareness of v 	waste minimisation and encou	rage re-use and red	cycling through		Transport			<u> </u>	,,			-	20	23	20	25	
information, education and empo	powerment.	· ·	, , ,	-				+									
								Perform	nance Targe	ts (T) & Provisional Perfo		ormance Targets (PT)					Main impact if indicator not
					Performanc	e indicator		2013/14(T)	2014/15(T)	2015/16(PT) 2016/17(PT)		2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
					% Household v	waste recycled		42	42	40 41		43	43	High	Monthly	Business critical	Reputational risk
					idents satisfied	with refuse col	llection	72	74	72	74	76	77	High	Annual	Perception	Reputational risk
				Res	sidual waste kg	per household	l pa	512	504	496	483	483	483	Low	Monthly	Outcome	Increased costs
				%	Municipal solid	d waste landfille	ed	48	47	60	59	57	57	Low	Monthly	Outcome	Increased costs
					mber of missed			60	55	50	45	45	45	Low	Monthly	Outcome	Reduced customer service
					al waste arising			874	873	872	868	868	868	Low	Monthly	Outcome	Reputational risk
					ays lost from si			12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
				% Resid	dents satisfied v	with recycling f	acilities	73	75	75	76	77	78	High	Annual	Perception	Reputational risk
														High	Annual	Output	Reduced customer service
	DEPARTMENT	TAL BUDGET AND	RESOURCES						20	15/16 Expe	nditure					2015/16 Income	
Revenue £'000s	Budget Actual	Budget	Budget	Budget	Budget	Budget											
	2013/14 2013/14		2015/16	2016/17	2017/18	2018/19						■E	mployees				■Government grants
Expenditure Employees	16,370 15,3 3,620 4,0				12,870												_ 55.5granto
Premises		120 182										■P	remises				
ransport	1,386 1,1	189 1,387	1,306	1,334	1,122	2 1,150											■ Reimbursements
Supplies & Services Brd party payments		692 890			502 5.955							■T	ransport		/		
Transfer payments	8,368 7,3	0 6,073	5,977	6,077	5,955	6,084					- 1			//			■ Customer & client receipts
Support se vices		339 1,360	1,355	1,355	1,355							■S	Supplies & S	ervices			a distorner & cheft receipts
Depreciation		702 627	7 702	702	702										7		
Revenue : 000s	Budget Actual	Budget	Budget	Budget	Budget	Budget						■3	rd party pay	ments			■ Recharges
ncome	2013/14 2013/14 1,170 1,2	2014/15 268 1,374	2015/16 1 1,398	2016/17 1,448	2017/18 1,448	2018/19 3 1,448			\				. , , ,				
Government grants		288 288		0								■T	ransfer pay	ments			- December
Reimbursements Customer & client receipts		16 140															Reserves
Recharges		461 308 631 638										■S	Support serv	ices			
Reserves Capital Funded	(128) (1				000								арролгоогт				■ Capital Funded
												■ D	epreciation				
Council Funded Net Budget	15,200 14,1	24 12,679	12,587	12,353	11,422	11,612							op. colation				
Capital Budget £'000s	Budget Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget et	c changes		
	2013/14 2013/14		2015/16	2016/17	2017/18	2018/19							,				
Waste Management Schemes		103 103	210		26	26	=1110 (000							2015/16			
At present the programme of	contains no provision for	tne implementat	ion of the Sou	th London Par	tnersnip	T	EN16 = (£66 Inflation on I		14k)								
						+	WCSS reser										
			1					•									
			1			+											
			1			+											
	158 1	03 103	210	26	26	26								2016/17			
							E&R18 = (£7	70k)									
16,000 7							E&R19 = (£5	50k)									
							E&R21 = (£3		-+ - (00751-)								
14,000 -							WCSS reser	rve adjustme	nt = (£275K)								
12,000 -			-														
<u>φ</u> 10,000 -							EV08 = (£25							2017/18			
5,000																	
8,000 -							E&R16 = (£8	873k)									
6,000 -																	
4,000 -														0040440			
														2018/19			
2,000 -																	
0	1	-	-														
2013		2015	2016	2017	2018												
	Budget		-	-Actual													
							ļ										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Waste Manager				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	South London waste partnership (phase B)			mpaot	200.0
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	8
End date	2014-15						
Pro	oject 2	Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working			
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		3	2	6
End date	2015-16		until 2015-16, therefore planned savings have been deferred.				
Pro	oject 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	6
End date	2016-17						
Pro	oject 4	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working			
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the		2	2	4
End date	2014-15		future. Phase one completed need to agree if we move forward with phase 2.				
Pro	oject 5	Project Title:	South London waste partnership (phase C)				
Sta rt da te	2014-15		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				
age End ate	2017-18	Project Details:	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	6
O Pro	piect 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	6
End date	2014-15	,					
Pro	oject 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	More efficient way of working	3	2	6
End date	2014-15	,,	waste streams, to achieve better pricing from materials in the medium term.	3			
Pro	oject 8	Project Title:					
Start date	2014-15	Project Details:	Review of Neighbourhood Recycling Centres (NRC)				0
End date	2015-2016	. Tojost Dotano.	The state of the s				
Pro	oject 10 Project Title:						
Start date		Project Details:					0
End date		Project Details.					

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.

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.

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.

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.

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.

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.

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.

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.

<u>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARRISING FROM</u> 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.

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 uprated 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.

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 (NNDR1)

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.

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 uprated 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*.

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

LOBO 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 This page is intentionally left blank