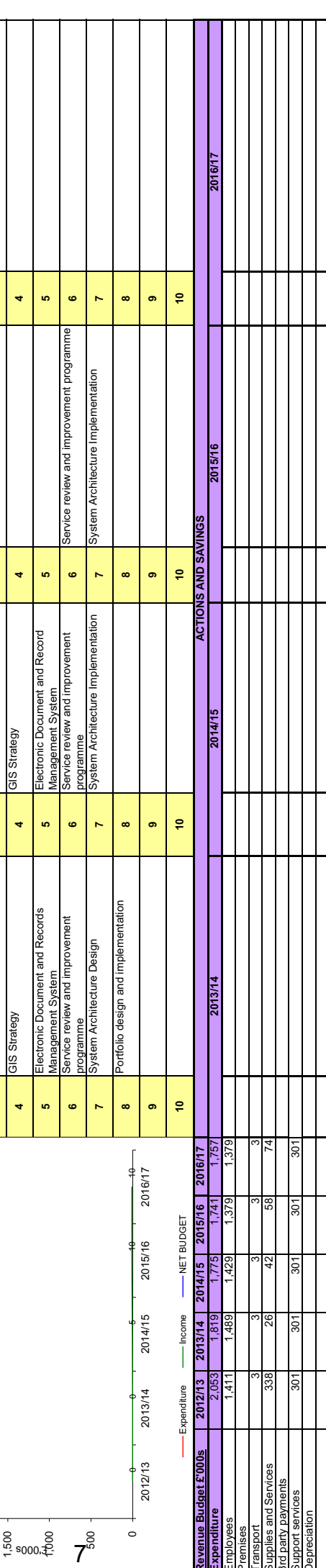


Business Improvement
 Clir Mark Allison Cabinet Member for Finance
 Enter a concise description of your main activities/objectives below:

Operate as a Centre of Excellence for project and programme management, raising the capacity of the organisation to consistently plan and deliver programmes successfully. Embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to: lead, Manage and deliver adhoc projects and programmes of work at the direction of CMT and M2015 Board.

Lead and deliver a coordinated programme of PVRs and reactive service reviews to deliver efficiencies and improve customer satisfaction. Operating as PMO, ensure that all transformational activity is directed and monitored through M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives – are realised. Work with businesses and I&T to establish – under the direction of CMT – the strategic Establish a Technical Design Authority, ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability. Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service. Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity, availability, performance, and capability of the systems. DRAFT VERSION 2

DEPARTMENTAL BUDGET AND RESOURCES



Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	2,053	1,819	1,775	1,741	1,757
Income	1,411	1,489	1,429	1,379	1,379
Employees	3	3	3	3	3
Premises	338	26	42	58	74
Supplies and Services	301	301	301	301	301
3rd party payments					
Support services					
Depreciation					
Income	0	0	5	10	10
Government grants					
Other reimbursements					
Customer and client receipts			5	10	10
Reserves					
Capital Funded					
NET BUDGET	2,063	1,819	1,770	1,731	1,747
Capital Budget					
Parking system	46				
Carefirst mobile		70			
Document management		340			
Customer access	40	525	127		

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Business Improvement									
PROJECT DESCRIPTION									
MAJOR EXPECTED OUTCOME									
EQUALITIES									
IMPACT ON:									
Sustainability									
Likelihood									
Risk Impact									
Score									
2013/14 PVR Programme 2014/15 PVR Programme 2015/16 PVR Programme 2016/17	Coordinate and lead 3-year programme of Public Value Reviews for all services.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 IT strategy (refresh) 2014/15 IT strategy 2015/16 IT strategy 2016/17 IT Strategy	Refresh the IT strategy to ensure fit for purpose to support and enable delivery of TOMs and drive delivery against Merton 2015 and then coordinate and lead on delivery.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Customer Contact Programme 2014/15 Customer Contact Programme 2015/16 Customer Contact Programme 2016/17	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 GIS Strategy 2014/15 GIS Strategy 2015/16 2016/17	Review and implement GIS Strategy to support CC Programme.	Improved customer satisfaction	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Electronic Document and Records Management System 2014/15 Electronic Document and Record Management System 2015/16 2016/17	Secure support for and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Service review and improvement programme 2014/15 Service review and improvement programme 2015/16 Service review and improvement programme 2016/17	Proactive and reactive service reviews - under the direction of M2015B and CMT - to ensure business processes are efficient and customer-focused.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 System Architecture Design 2014/15 System Architecture Implementation 2015/16 System Architecture Implementation 2016/17	Plan and define systems architecture and implement; incorporates establishing appropriate governance to manage and control implementation and maintenance.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - negative impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Portfolio design and implementation 2014/15 2015/16 2016/17	Clarify cross-cutting programmes and projects for governance by the Merton 2015 Board and ensure appropriate monitoring and control is in place to provide assurance on delivery and achievement of benefits.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - neutral impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	0
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	0

Corporate Governance									
Cllr Mark Allison Cabinet Member for Finance									
Enter a concise description of your main activities/objectives below:									
Corporate Governance is made up of 7 core services:									
Information Governance - complaints, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provision of the Local Land Charges function. Internal Audit - provides independent, objective appraisal of risk management, governance & internal control processes, including planned & unplanned audits. Safety Services - provides H&S, emergency planning & business continuity service. Investigations - investigate fraud. Democracy Services - maintain independent scrutiny function, support to Councillors & ensure council has robust decision making arrangements. Electoral Services - maintenance of register of electors, administer elections & referendums & undertake boundary & electoral reviews.									
There is also the shared Legal service with the London Borough of Richmond.									
DRAFT VERSION 2									

DEPARTMENTAL BUDGET AND RESOURCES									
Project	2013/14	2013/14	2013/14	2014/15	2014/15	2014/15	2015/16	2015/16	2016/17
Project	2012/13	2013/14	2013/14	2014/15	2014/15	2014/15	2015/16	2015/16	2016/17
1	Implement new committee administration package	1	1	1	1	1	1	1	1
2	Prepare for new intake of Councillors	2	2	2	2	2	2	2	2
3	Full compliance with the Transparency agenda	3	3	3	3	3	3	3	3
4	Introduce more proactive fraud tests in internal audit work	4	4	4	4	4	4	4	4
5	Cross cutting audits relating to procurement and other matters	5	5	5	5	5	5	5	5
6	Prepare for individual electoral registration (IER) / data test matching	6	6	6	6	6	6	6	6
7	Prepare for 2014 council and European parliamentary elections	7	7	7	7	7	7	7	7
8	Move to a web based accident reporting system	8	8	8	8	8	8	8	8
9	Increase scope of Asbestos compliance	9	9	9	9	9	9	9	9
10	Prepare for new working arrangements under Single Fraud Initiative	10	10	10	10	10	10	10	10

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2013/14	2013/14	2014/15	2014/15	2014/15	2015/16	2015/16	2016/17
Project	2012/13	2013/14	2013/14	2014/15	2014/15	2014/15	2015/16	2015/16	2016/17
1	Implement new committee administration package	1	1	1	1	1	1	1	1
2	Prepare for new intake of Councillors	2	2	2	2	2	2	2	2
3	Full compliance with the Transparency agenda	3	3	3	3	3	3	3	3
4	Introduce more proactive fraud tests in internal audit work	4	4	4	4	4	4	4	4
5	Cross cutting audits relating to procurement and other matters	5	5	5	5	5	5	5	5
6	Prepare for individual electoral registration (IER) / data test matching	6	6	6	6	6	6	6	6
7	Prepare for 2014 council and European parliamentary elections	7	7	7	7	7	7	7	7
8	Move to a web based accident reporting system	8	8	8	8	8	8	8	8
9	Increase scope of Asbestos compliance	9	9	9	9	9	9	9	9
10	Prepare for new working arrangements under Single Fraud Initiative	10	10	10	10	10	10	10	10

ACTIONS AND SAVINGS									
2012/13	2013/14	2013/14	2014/15	2014/15	2014/15	2015/16	2015/16	2016/17	2016/17
Revenue Budget £'000s	6,573	6,638	6,625	6,481	6,481	6,481	6,481	6,528	6,528
Expenditure	4,386	4,463	4,453	4,394	4,289	4,289	4,289	4,289	4,289
Income	9	9	9	9	9	9	9	9	9
Government grants	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372
Other reimbursements	203	197	197	197	197	197	197	197	197
Customer and client receipts	0	0	0	0	0	0	0	0	0
Supplies and Services	591	591	591	591	591	591	591	591	591
3rd party payments	0	0	0	0	0	0	0	0	0
Support services	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0
NET BUDGET	1,575	1,569	1,569	1,569	1,569	1,569	1,569	1,569	1,569
Government grants	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372
Other reimbursements	203	197	197	197	197	197	197	197	197
Customer and client receipts	0	0	0	0	0	0	0	0	0
Supplies and Services	591	591	591	591	591	591	591	591	591
3rd party payments	0	0	0	0	0	0	0	0	0
Support services	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0
NET BUDGET	4,988	5,069	5,056	4,912	4,959	4,959	4,959	4,959	4,959
Capital Budget	13	13	13	13	13	13	13	13	13
Committee IT system									
Finance Comments (Capital Budget or otherwise)									

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Corporate Governance									
Project ID	Project Description	Major Expected Outcome	Equalities	Impact ON:			Likelihood	Risk Impact	Score
				Select up to 3 services					
1	2013/14 Implement new committee administration package 2014/15 2015/16 Ensure that new system is fully embedded and staff trained for full implementation following annual Council meeting in May 2013	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	1	1	1	1	1
2	2013/14 Prepare for new intake of Councillors 2014/15 Support new intake of Councillors 2015/16 2016/17 To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.	Improved customer satisfaction	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	1	1	1	1	1
3	2013/14 Full compliance with the Transparency agenda 2014/15 2015/16 2016/17 Undertake audit to ensure full compliance	To meet legislative requirements	No impact	Whole organisation - positive impact Select a service Select a service	3	1	1	3	3
4	2013/14 Introduce more proactive fraud tests in internal audit work 2014/15 2015/16 2016/17 to be included in Internal Audit work programmes and audit testing	Improved reputation	No impact	Whole organisation - positive impact Investigations - positive impact Select a service	3	2	2	6	6
5	2013/14 Cross cutting audits relating to procurement and other matters 2014/15 2015/16 2016/17 Internal Audit reviews to include cross cutting reviews of areas such as procurement, risk management etc	More efficient way of working	No impact	Whole organisation - positive impact Procurement - positive impact Select a service	3	1	1	3	3
6	2013/14 Prepare for individual electoral registration (IER) / data test matching 2014/15 Start of implementing of IER / data matchin 2015/16 First canvass fully under IER 2016/17 Full IER	To meet legislative requirements	Equality analysis to be undertaken	Local Taxation - negative impact Parking - negative impact IT Service delivery - negative impact	1	3	3	3	3
7	2013/14 Prepare for 2014 council and European parliamentary elections 2014/15 Administer 2014 council and European parliamentary elections 2015/16 2016/17	To meet legislative requirements	No impact	Communications - negative impact Democracy Services - negative impact Merton Link and Contact Centre - negative impact	1	3	3	3	3
8	2013/14 Move to a web based accident reporting system 2014/15 2015/16 2016/17 Introduction of a web based accident reporting system to improve reporting and preventative measures implemented. This will be shared with Sutton and Kingston as part of the Trinity project outcomes and will allow us to benchmark in the future	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	4	2	2	8	8
9	2013/14 Increase scope of Asbestos compliance 2014/15 2015/16 2016/17 To include all corporate premises and schools	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	3	3	3	9	9
10	2013/14 Prepare for new working arrangements under Single Fraud Initiative 2014/15 single fraud investigative service 2015/16 2016/17	To meet legislative requirements	No impact	Whole organisation - positive impact Select a service Select a service	2	2	2	4	4

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT

Human Resources		IMPACT ON:			Risk		
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	Select up to 3 services	Sustainability	Likelihood	Impact	Score
2013/14 Agency workers supply 2014/15 Occupational health service 2015/16 Recruitment - agency and executive search via the LBRP 2016/17 Centralisation of L&D 1	To meet budget savings	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	9
2013/14 E-recruitment 2014/15 Employee Assistance programme 2015/16 2016/17 Review of HR business partner 2	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	2	2	4
2013/14 2014/15 Leadership and management development 2015/16 2016/17 Development of L&D and appraisal systems within i-Trent 3	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	9
2013/14 2014/15 2015/16 2016/17 Flexible working - policy development and learning and development to support culture change and technical change 4	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	4	12
2013/14 2014/15 2015/16 2016/17 Development of new HR policies 5	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	9
2013/14 2014/15 2015/16 2016/17 12	Select one major outcome	Select one	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17 6	Select one major outcome	Select one	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17 7	Select one major outcome	Select one	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17 8	Select one major outcome	Select one	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17 9	Select one major outcome	Select one	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17 10	Select one major outcome	Select one	Select a service	Select one	0	0	0

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Infrastructure and Transactions		MAJOR EXPECTED OUTCOME			IMPACT ON:			Risk	
PROJECT DESCRIPTION		Equalities	Select up to 3 services		Sustainability	Likelihood	Impact	Score	
1	2013/14 Replacement of desktop equipment 2014/15 Replacement of desktop equipment 2015/16 2016/17 Replacement of desktop equipment to standardise operating systems and office to enable hot desking, mobile and flexible working through the use of the Virtualised Desktop Infrastructure and Unified Communications. 2013/14 Cloud computing project 2014/15 2015/16 2016/17	No impact	Whole organisation - positive impact	Impact on building emissions	3	2	6		
2	Implementation of cloud computing project	No impact	Whole organisation - positive impact	Impact on building emissions	3	2	6		
3	2013/14 Replacement of Civic Centre PABX 2014/15 2015/16 2016/17	No impact	Whole organisation - positive impact	Not applicable	3	2	6		
4	2013/14 Consolidation of operational buildings 2014/15 Consolidation of operational buildings 2015/16 Consolidation of operational buildings 2016/17	Equality analysis to be undertaken	Children's Social Care - positive impact Property - positive impact	Impact on building emissions	2	3	6		
5	2013/14 Civic Centre refurbishment project 2014/15 Civic Centre refurbishment project 2015/16 Civic Centre refurbishment project 2016/17 12/13 staff from Worsfold House and Athena House to be relocated to the Civic Centre.	Equality analysis to be undertaken	Children's Social Care - positive impact Youth and Inclusion - positive impact	Impact on building emissions	2	3	6		
14	2013/14 Centralising ASH functions into Transactional Services team 2014/15 2015/16 2016/17	No impact	Whole organisation - positive impact	Not applicable	3	2	6		
6	2013/14 2014/15 2015/16 2016/17	Select one	Select a service	Select one	0	0	0		
7	2013/14 2014/15 2015/16 2016/17	Select one	Select a service	Select one	0	0	0		
8	2013/14 2014/15 2015/16 2016/17	Select one	Select a service	Select one	0	0	0		
9	2013/14 2014/15 2015/16 2016/17	Select one	Select a service	Select one	0	0	0		
10	2013/14 2014/15 2015/16 2016/17	Select one	Select a service	Select one	0	0	0		

Resources		PLANNING ASSUMPTIONS										Corporate strategies your service contributes to		Workforce Development								
Clir Mark Allison Cabinet Member for Finance		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Indicator type		Impact(s) if performance indicator not met		Asset Management Plan		Ageing workforce Learning & Dev.							
Enter a concise description of your main activities/objectives below:		2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Polarity	2012/13	2013/14	2014/15	2015/16	2016/17				
<p>Resources is made up of four major areas of activity:</p> <p>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 and reviewing how information is stored in our financial systems.</p> <p>Business planning - manage Financial Strategy & Capital Monitoring, 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.</p> <p>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.</p> <p>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.</p>		200	→	→	→	→	25%	30%	30%	35%	40%	Quarterly	High	25%	30%	30%	35%	40%	Quality	Poor decision making	Asset Management Plan	Ageing workforce
<p>Senior officers</p> <p>Members</p> <p>Voluntary sector</p> <p>Anticipated supply</p> <p>Staff (FTE)</p> <p>Staff (Trainees)</p>		50	→	→	→	→	75%	80%	85%	90%	95%	Annual	Low	60	→	→	→	→	Business critical	Government intervention	Central Government	Learning & Dev.
<p>Business 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.</p> <p>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.</p> <p>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.</p>		150+	→	→	→	→	90%	90%	90%	90%	90%	Annual	Low	60.4	→	→	→	Outcome	Poor decision making	Central Government	Learning & Dev.	
<p>Business 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.</p> <p>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.</p> <p>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.</p>		60.4	59.4	59.4	59.4	56.4	100%	100%	100%	100%	100%	Quarterly	High	60.4	59.4	59.4	56.4	Outcome	Poor decision making	Central Government	Learning & Dev.	
<p>Business 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.</p> <p>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.</p> <p>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.</p>		5.0	5.0	5.0	5.0	5.0	89%	90%	91%	92%	92%	Monthly	High	5.0	5.0	5.0	5.0	Perception	Reputational risk	Central Government	Learning & Dev.	
<p>Business 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.</p> <p>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.</p> <p>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.</p>		0	0	0	0	0	80%	85%	85%	85%	85%	Quarterly	Low	0	0	0	0	Business critical	Loss of income	Central Government	Learning & Dev.	
<p>Business 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.</p> <p>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.</p> <p>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.</p>		80%	85%	85%	85%	85%	80%	85%	85%	85%	85%	Quarterly	High	80%	85%	85%	85%	Quality	Poor decision making	Central Government	Learning & Dev.	

DEPARTMENTAL BUDGET AND RESOURCES		BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										ACTIONS AND SAVINGS						
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
1	Evaluation of future funding levels	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	Improve Joint Finance and Business Plan Monitoring	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	Review Financial Systems	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	Evaluation of Differing Methods of Funding the Capital Programme	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	Develop and implement a Whole Life Costing System	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	Working with BI looking at ways of improving capital project management	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	Developing in year and multi-year budget management	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8	Purchase and implement an IT based capital accounting system	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9	Introduce new performance and risk management system.	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10

Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	8,855	8,842	8,203	8,196	8,141
Employees	3,944	4,085	3,990	3,985	3,882
Premises	91	102	104	107	109
Transport	4	4	4	4	4
Supplies and Services	3,834	3,864	3,338	3,333	3,378
3rd party payments	239	24	24	24	25
Support services	743	743	743	743	743
Depreciation					
Income					
Government grants	856	789	789	789	789
Other reimbursements					
Customer and client receipts	856	789	789	789	789
Reserves					
Capital Funded					
NET BUDGET	7,999	8,053	7,414	7,407	7,352
IT Systems	181				
Acquisitions	1,000	1,000	1,000	1,000	500
Bidding Fund					
	1,191	1,000	2,000	1,000	500

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Resources		MAJOR EXPECTED OUTCOME			IMPACT ON: Select up to 3 services			Risk	
PROJECT DESCRIPTION		Equalities	Sustainability	Likelihood	Impact	Score			
1	2013/14 Evaluation of future funding levels - 2014/15 Evaluation of future funding levels - 2015/16 Evaluation of future funding levels - 2016/17 Evaluation of future funding levels	No impact	Not applicable	2	2	4			
2	2013/14 Improve Joint Finance and Business Plan Monitoring 2014/15 Improve Joint Finance and Business Plan Monitoring 2015/16 Improve Joint Finance and Business Plan Monitoring	No impact	Not applicable	2	2	4			
3	2013/14 Review Financial Systems 2014/15 Review Financial Systems 2015/16 Review Financial Systems 2016/17 Review Financial Systems	No impact	Not applicable	1	2	2			
4	2013/14 2014/15 Evaluation of Differing Methods of Funding the Capital Programme 2015/16 Evaluation of Differing Methods of Funding the Capital Programme 2016/17	No impact	Not applicable	2	2	4			
5	2013/14 2014/15 Develop and Implement a Whole Life Costing System 2015/16 Develop and Implement a Whole Life Costing System 2016/17	No impact	Community outreach	3	2	6			
6	2013/14 Working with BI looking at ways of improving capital project management 2014/15 2015/16 2016/17	No impact	Not applicable	2	1	2			
7	2013/14 Developing in year and multi-year budget management 2014/15 2015/16 2016/17	No impact	Not applicable	1	2	2			
8	2013/14 Purchase and Implement an IT based capital accounting system 2014/15 2015/16 2016/17	No impact	Not applicable	1	2	2			
9	2013/14 Introduce new performance and risk management system - 2014/15 2015/16 2016/17	No impact	Not applicable	1	1	1			
10	2013/14 2014/15 2015/16 2016/17	No impact	Not applicable	1	2	2			