

Merton Council

Children and Young People Overview and Scrutiny Panel

7 November 2018

Supplementary agenda

10 Business Plan Update 2019-2023

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The Chair has agreed to receive this late item so that the Panel can carry out its budget scrutiny function.

Appendix 2 and 3 is a separate document as the description of CSF2018-08 has been updated since the report was seen at Cabinet. This item also includes the equality analysis supporting the savings where appropriate which did not go as part of the original Cabinet report.

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Committee: Sustainable Communities Overview and Scrutiny Panel

1 November 2018

Healthier Communities & Older People Overview and Scrutiny Panel

6 November 2018

Children and Young People Overview and Scrutiny Panel

7 November 2018

Overview and Scrutiny Commission

14 November 2018

Agenda item:

Wards:

Subject: Business Plan Update 2019-2023

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Roger Kershaw

Forward Plan reference number:

Recommendations:

1. That the Panel considers the proposed amendments to savings, new savings for 2019-23 set out in Appendix 2 and Appendix 3 of the attached report on the Business Plan 2019-2023 and associated equalities analysis where applicable, which it is proposed are incorporated into the draft MTFS 2018-22.
2. That the Panel considers the draft capital programme 2019-23 and indicative programme for 2023-28 set out in Appendix 3 of the attached report on the Business Plan
3. That the Overview and Scrutiny Commission considers the comments of the Panels on the Business Plan 2019-2023 and provides a response to Cabinet when it meets on the 10 December 2018.

1. Purpose of report and executive summary

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2019-23, including proposed amendments to

savings previously agreed by Council, and new savings for 2019-23. This report also includes associated equalities assessments for proposed savings where applicable. The panel are also asked to consider the draft capital programme 2019-23. Panels are requested to feedback any comments to the Overview and Scrutiny Commission.

- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the Business Plan 2019-23 to Cabinet when it meets on the 10 December 2018.

2. **Details - Revenue**

- 2.1 The Cabinet of 15 October 2018 received a report on the business plan for 2019-23.

- 2.2 At the meeting Cabinet

RESOLVED:

1. That Cabinet considered and noted the draft savings/income proposals (Appendix 3) put forward by officers and referred them to Overview and Scrutiny panels and Commission in November 2018 for consideration and comment.
2. That Cabinet noted the proposed amendments to savings set out in Appendix 2 and incorporated the financial implications into the draft MTFS 2019-23.
3. That Cabinet noted the latest draft Capital Programme 2019-23 detailed In Appendix 4 for consideration by Scrutiny in November and noted the indicative programme for 2023-28.

3. **Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 15 October 2018 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the report to Cabinet on 10 December 2018, with further reports to Cabinet on 14 January 2019 and 18 February 2019, prior to Council on 6 March 2019, agreeing the Budget and Council Tax for 2019/20 and the Business Plan 2019-23, including the MTFS and Capital Programme 2019-23.

4. **Capital Programme 2019-23**

- 4.1 Details of the draft Capital Programme 2019-23 were noted by Cabinet on 15 October 2018 in the attached report for consideration by Overview and Scrutiny panels and Commission.

5. **Consultation undertaken or proposed**

- 5.1 Further work will be undertaken as the process develops.

6. Timetable

- 6.1 The timetable for the Business Plan 2019-23 including the revenue budget 2019/20, the MTF5 2018-22 and the Capital Programme for 2019-23 was agreed by Cabinet on 17 September 2018.

7. Financial, resource and property implications

- 7.1 These are set out in the Cabinet report for 15 October 2018. (Appendix 1)

8. Legal and statutory implications

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 10 December 2018.

- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

9. Human Rights, Equalities and Community Cohesion Implications

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

- 9.2 A draft equalities assessment has been carried out with respect to the proposed replacement savings and new saving where applicable and is included as Appendix 4 to the Business Plan report (Appendix1).

10. Crime and Disorder implications

- 10.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

11. Risk Management and Health and Safety Implications

- 11.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

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

Appendix 1: Cabinet report 15 October 2018: Draft Business Plan 2019-23

BACKGROUND PAPERS

- 12.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budget files held in the Corporate Services department.

2018/19 Budgetary Control and 2017/18 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

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CABINET

Date: 15 October 2018

Subject: Draft Business Plan 2019-23

Lead officer: Caroline Holland – Director of Corporate Services

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

Contact Officer: Roger Kershaw

Urgent report:

Reason for urgency: The chairman 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 2019/20 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2019-2023. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 6 March 2019 and set a Council Tax as appropriate for 2019/20.

Recommendations:

1. That Cabinet considers and agrees the draft savings/income proposals (Appendix 3) and associated draft equalities analyses (Appendix 5 – TO FOLLOW) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in November 2018 for consideration and comment.
 2. That Cabinet agree the proposed amendments to savings set out in Appendix 2 and incorporate the financial implications into the draft MTFS 2019-23.
 3. That Cabinet agrees the latest draft Capital Programme 2019-23 detailed in Appendix 4 for consideration by scrutiny in November and notes the indicative programme for 2023-28.
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1. Purpose of report and executive summary

- 1.1 This report provides an update on progress towards preparing the Business Plan 2019-23 and requests Cabinet to consider and agree new savings proposals for 2019-23. Cabinet are also asked to consider and agree some proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS.
- 1.3 The report also provides details of the latest capital programme, including new bids for 2022/23 and an indicative programme for 2023- 2028.

Details

2. Medium Term Financial Strategy 2019-23

2.1 At its meeting on 17 September 2018 Cabinet considered a report which updated the Business Plan 2019-23. At the meeting it was resolved by Cabinet:-

RESOLVED:

1. That the rolled forward MTFs for 2019 – 23 be noted.
 2. That the latest position with regards to savings already in the MTFs be confirmed.
 3. That the approach to setting a balanced budget using the unmet balance of last year's savings targets as the basis for the setting of targets for 2019-23 be agreed.
 4. That the proposed savings targets be agreed.
 5. That the timetable for the Business Plan 2019-23 including the revenue budget 2019/20, the MTFs 2019-23 and the Capital Programme for 2019-23 be agreed.
 6. That the process for the Service Plan 2019-23 and the progress made so far be noted.
 7. That the information regarding the London Business Rates Pool - Strategic Investment Pot set out in Appendix 3 be noted and authority be delegated for future action regarding the London Business Rates Pool to the Director of Corporate Services in collaboration with the Deputy Leader and Cabinet Member for Finance.
- 2.2 In the September Cabinet report, the following budget gap in the MTFs was identified before identifying any new savings and income proposals:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Budget Gap	791	13,731	2,433	1,774
Budget Gap (Cumulative)	791	14,522	16,955	18,729

These figures assume that there is no loss of Adult Social Care grant funding, net of Adult Social Care Council Tax hypothecation of 2% in 2019/20. If this is not the case, the budget gap is estimated to rise to £20.204m by 2022/23.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Budget Gap	791	15,207	2,433	1,773
Budget Gap (Cumulative)	791	15,998	18,431	20,204

2.3 Assuming the worst case scenario to include a potential shortfall in Adult Social Care funding , the targets to balance the MTFs at this stage for each department are as follows:-

Savings Targets	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	138	2,650	426	379	3,593
Children, Schools & Families	143	2,740	438	299	3,620
Environment & Regeneration	263	5,066	807	495	6,631
Community & Housing	247	4,751	762	600	6,360
Total	791	15,207	2,433	1,773	20,204
Net Cumulative total	791	15,998	18,431	20,204	

2.4 In accordance with the Business Planning timetable agreed by Cabinet on 17 September 2018, service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.

2.5 The proposals submitted to this meeting by each department are summarised in the following table and set out in detail in Appendix 3. E&R will be bringing forward savings proposals to December Cabinet and January Scrutiny . Work is underway on these and in particular sustainable transport plans that will inevitably have revenue consequences . It is preferable for all of these E&R proposals to be considered together and since they are not complete yet they will be brought to the next round of the budget consideration process.

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	75	15	0	0	90
Children, Schools & Families	0	550	0	0	550
Environment & Regeneration	0	0	0	0	0
Community & Housing	0	100	0	0	100
Total	75	665	0	0	740
Net Cumulative total	75	740	740	740	

2.6 Draft Equalities Assessments where applicable are included in Appendix 5 (To follow).

3. Proposed Amendments to Previously Agreed Savings

- 3.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFs from 2019/20 onwards is shown in the following table:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	1,418	261	40	0	1,719
Children, Schools & Families	429	150	0	0	579
Environment & Regeneration	1,230	95	75	0	1,400
Community & Housing	1,387	1,100	0	0	2,487
Total	4,464	1,606	115	0	6,185
Cumulative total	4,464	6,070	6,185	6,185	

- 3.2 Monitoring of the delivery of savings is important and it is essential to recognise as quickly as possible where circumstances change and savings previously agreed are either not achievable in full or in part or are delayed. Progress on delivering savings that have been agreed by Council as part of the budget is reported to Cabinet as part of monthly monitoring. In some cases the circumstances change in relation to specific savings which mean that it is no longer possible to deliver the saving either in full or in part. In order to ensure that a balanced budget is still achieved and that it is not necessary to undertake unplanned use of reserves which puts pressure on future budget planning, departments are required to identify alternative savings proposals (replacement savings) to substitute for savings which are deemed to be unachievable. Budget management such as this is an important part of the Business Planning process.

The following changes to agreed savings are proposed in this report:-

3.2.1 Children, Schools and Families

Savings totalling £0.429m which are in the MTFs are not going to be achieved. Replacement savings totalling £0.329m are proposed, leaving a net shortfall of £0.100m for which replacement savings will be identified in a future report.

Draft Equalities Assessments will be included in the report to Cabinet where applicable.

- 3.2.2 Further details of the proposed amendments to previously agreed savings are provided in Appendix 2.

3.3 Summary

The overall effect of the proposed amendments is set out in the following table:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	0	0	0	0	0
Children, Schools & Families	(100)	0	0	0	(100)
Environment & Regeneration	0	0	0	0	0
Community & Housing	0	0	0	0	0
Total	(100)	0	0	0	(100)
Cumulative total	(100)	(100)	(100)	(100)	

4. Treasury Management: Capital Financing Costs and Investment income

4.1 The report to Cabinet in September 2018 provided information on the capital financing costs of the Capital Programme based on the June monitoring position.

4.2 Investment Income

There are two key factors that impact on the level of investment income that the Council can generate:-

- The amount invested
- The interest rate that is achieved

Based on latest information, the projected levels of investment income over the period of the MTFs have been revised. The following table show the latest projections compared with the amounts included in the MTFs approved by Cabinet in September 2018:-

Investment Income	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
MTFS (Cabinet September 2018)	(584)	(449)	(395)	*(1,386)
Latest projections	(619)	(463)	(395)	*(1,383)
Change	(35)	(14)	0	3

* Includes interest on Property Company loan which is subject to review.

4.3 **Capital Programme for 2019-23**

This report includes the latest information on the draft Capital Programme 2019-23 based on August monitoring information including the addition of new schemes commencing in 2022/23. An indicative programme for 2023-28 is also provided. The draft programme is set out in Appendix 4.

- 4.4 The bidding process for 2022/23 was launched on 25 June 2018.
- 4.5 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2018 monitoring information, are as follows:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme	38,134	24,640	19,800	13,677
Revenue Implications (net of investment income)	10,125	11,438	12,814	12,933

- 4.6 The change in the capital programme since that reported to Cabinet on 17 September 2018, which was based on June 2017 monitoring information, is summarised in the following table:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Capital Programme:				
- Cabinet 17 September 2018	37,247	24,378	19,808	11,743
- Revised Position with Slippage revisions and new schemes commencing in 2022/23	38,134	24,640	19,800	13,677
Change	887	262	8	1,934
<u>Borrowing Costs</u>				
Cabinet 17 September 2018	10,872	11,900	13,062	14,118
Revised	10,745	11,894	13,193	14,300
Change	(127)	(6)	131	182

- 4.6 The programme has been rigorously reviewed and reduced where appropriate. The changes made to the programme are detailed within Appendix 4, along with movements when compared to the current programme. This review is continuing and it is envisaged that further information will be presented to December 2018 Cabinet.

5. Update to MTFS 2019-23

- 5.1 If the changes outlined in this report are agreed the forecast budget gap over the MTFS period, assuming loss of Adult Social Care Funding is:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Budget Gap	653	14,692	2,593	1,828
Budget Gap (Cumulative)	653	15,345	17,938	19,766

- 5.2 A more detailed MTFS is included as Appendix 1.

5.3 It is anticipated that new revenue savings/income proposals and revisions to the capital programme will continue to be identified during the business planning process and these will be included in future reports to Cabinet in accordance with the agreed timetable and these will go onto Overview and Scrutiny Panels and the Commission in January 2018.

6. Business Rates Retention in 2019/20

6.1 In 2018/19, along with all other London boroughs, Merton was part of the London Business Rates Pilot Pool which was trialling 100% Business Rates Retention. In return for a greater share of the Business Rates generated, Revenue Support Grant was foregone.

6.2 In the MTFs 2018-22 agreed by Council in February 2018, it was assumed that the pilot would only operate in 2018/19 and Merton would revert back to its previous funding basis whereby Revenue Support Grant would be received in accordance with the four-year funding guarantee set out in the Local Government Funding settlement 2016-17. On this basis the draft MTFs 2019-23 includes the following:-

DRAFT MTS 2019-23	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Revenue Support Grant	(5,076)	0	0	0
Business Rates (inc. Section 31 grant)	(35,360)	(37,726)	(38,286)	(38,501)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,028)	(1,304)	(1,008)	(800)
Corporate Government Grant in the MTFs	(47,261)	(43,827)	(44,091)	(44,098)

6.3 In December 2017, the government announced the aim of increasing the level of business rates retained by local government from the current 50% to the equivalent of 75% in April 2020. This is less than the 100% currently being piloted by some authorities, including the London pool.

6.4 On 18 September 2018, the Ministry of Housing, Communities and Local Government (MHCLG) published its latest guidance on Business Rates Retention pilots. In respect of the ten 100% business rates retention pilots (excluding London) that were agreed for 2018/19, the guidance states that:-

“Whilst these pilots are set to end on 31 March 2019, we are inviting the areas involved to apply to become 75% business rates retention pilots in 2019/20.”

However, in respect of the London pilot the guidance states:-

“The government will continue to have separate discussions with London about their pilot programme.”

6.5 As part of the 2018/19 pilot, London agreed a “no detriment” clause. A “no detriment” guarantee ensured that the pool, as a whole, could not be worse off than the participating authorities would have been collectively if they had not entered the pilot pool. In the unlikely event of this arising, Government would intervene to provide additional resources and as a result, London would be able to guarantee that no authority could lose out as a result of participating.

6.6 However, in the latest guidance it is stated that:-
“As the pilots are testing the pooled authorities’ approach to risk, the government has agreed that a ‘no detriment’ clause will not be applied to the 2019/20 pilots. Instead, selected areas will test a 95% safety net to reflect increased risk in the proposed increased business rates retention system. Applying a ‘no detriment’ clause to the pilots would not be reflective of the reformed business rates retention system that the government aims to introduce in 2020/21.”

6.7 The deadline for any proposals for new pilots is 25 September 2018 and within the conditions for agreeing these the Government state that:-

“The 2019/20 pilot programme will last for one year only in preparation for the full implementation of a reformed business rates retention system that the government aims to introduce on 1 April 2020 and does not prejudice the discussion the department will be continuing to have with Local Government on the future of the business rates retention system as a whole.”

6.8 Given the uncertainty currently surrounding the future of the London pool, it is not proposed to change the funding currently included in the MTFs at this stage. Details will be included in future reports as more information becomes available and a decision over the continuation of the pool has been determined.

7. Local Government Finance Settlement 2019-20

7.1 The Government has indicated its proposed approach to the 2019/20 Local Government Finance Settlement but final decisions will not be known until the Provisional Local Government Settlement is announced, usually mid-December.

- barring exceptional circumstances and subject to the normal statutory consultation process for the Local Government Finance settlement, the Government intends to use the four year offer allocations set in 2016-17 in the 2019-20 Provisional Local Government Finance Settlement following the Autumn Budget. If the London Business Rates Pilot Pool continues to 2019/20 this will not apply.
- New Homes Bonus 2019/20 - New Homes Bonus calculations are based on additional housing stock reported through the council tax base and decisions

on the baseline for 2019- 20 will be made following a review of the data when it is published in November. Any changes intended for the baseline in 2019-20 will be detailed at the time of the provisional settlement. In 2018-19 the baseline remained at 0.4%. Due to the continued upward trend for house building, the Government expects to increase the baseline in 2019- 20.

- New Homes Bonus 2020 Onward: 2019-20 represents the final year of funding agreed through the Spending Review 2015. In light of this, it is the Government's intention to explore how to incentivise housing growth most effectively, for example by using the Housing Delivery Test results to reward delivery or incentivising plans that meet or exceed local housing need. Government will consult widely on any changes prior to implementation.
- Council Tax Referendum Principles: The Government remains minded to maintain the existing core principles in 2019-20. This would mean:
 - a core principle of up to 3%.
 - a continuation of the Adult Social Care precept, with an additional 2% flexibility available for shire county councils, unitary authorities, London borough councils, the Common Council of the City of London and the Council of the Isles of Scilly. This is subject to total increases for the Adult Social Care precept not exceeding 6% between 2017-18 and 2019-20, and consideration of authorities' use of the Adult Social Care precept in the previous years.
 - the Government intends to provide an update on its proposals for council tax referendum principles including the Adult Social Care precept, alongside the provisional Local Government Finance Settlement 2019-20 which is usually announced mid-December.
- Negative Revenue Support Grant in 2019/20 – This is the name given to a downward adjustment of a local authority's business rates top-up or tariff. This occurs as a consequence of changes to the distribution methodology adopted at the 2016-17 settlement, which formed the basis of the multi-year settlement. In 2019-20 Negative RSG totals £152.9m and affects 168 authorities. Merton is not one of the authorities affected. The Government considers direct elimination of Negative RSG via forgone business rates receipts the preferred approach to resolve Negative RSG, meeting the key criteria of being both fair and affordable. This funding would be met from the Government's share of business rates.

8. Alternative Options

- 8.1 The range of options available to the Council relating to the Business Plan 2019-23 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

9. Consultation Undertaken or Proposed

- 9.1 All relevant bodies have been consulted.

9.2 The details in this report will be considered by the Overview and Scrutiny Panels and Commission on the following dates:-

Sustainable Communities	1 November 2018
Healthier Communities and Older People	6 November 2018
Children and Younger People	7 November 2018
Overview and Scrutiny Commission	14 November 2018

9.3 As for 2018/19, it is proposed that a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2018 that can be brought to all Scrutiny and Cabinet meetings from 9 January 2019 onwards and to Budget Council. This makes the information more manageable for councillors and ensures that only one version of those documents is available so referring to page numbers at meetings is easier. It considerably reduces printing costs and reduces the amount of printing that needs to take place immediately prior to Budget Council.

9.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

10. Timetable

10.1 In accordance with current financial reporting timetables.

10.2 The proposed timetable for developing the business plan and service plans was approved by Cabinet on 17 September 2018.

11. Financial, resource and property implications

11.1 As contained in the body of the report.

11.2 The Autumn Budget sets out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility (OBR). Overall funding allocations for local government will be notified in the review but details of provisional funding allocations for each local authority will not be known until the provisional Local Government Finance Settlement is published in mid/late December 2018. The date of the Autumn Budget 2018 has been announced as 29 October 2018. The date will fall the week after a Brexit summit in Brussels and before another key Brussels Brexit summit mid November. It means there will likely be no Brussels deal available at the time of the budget for the Office for Budget Responsibility to assess in its economic and fiscal risks report (which is published alongside the Treasury's plans for the years ahead).

11.3 The working group being established to look at Brexit implications will feed into future iterations of the Business Plan reports.

12. Legal and statutory implications

12.1 As outlined in the report.

13. Human rights, equalities and community cohesion implications

13.1 None for the purposes of this report. These will be dealt with as the budget is developed for 2019 – 2023.

13.2 Equalities Assessments for replacement savings are provided in Appendix 5. (To follow)

14. Crime and Disorder Implications

14.1 Not applicable.

15. Risk Management and health and safety implications

15.1 There is a specific key strategic risk for the Business Plan, which is monitored in line with the corporate risk monitoring timetable.

16. Appendices – The following documents are to be published with this Report and form part of the Report.

Appendix 1 – Latest draft MTFS 2019-23

Appendix 2 – Proposed Amendments to previously agreed savings

Appendix 3 - New savings/income proposals 2019-23

Appendix 4 – Draft Capital Programme 2019-23

Appendix 5 - Equalities analyses for new and replacement savings **(TO FOLLOW)**

17. Background Papers

17.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budgetary Control and Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

18. REPORT AUTHOR

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DRAFT MTFS 2019-23:				
	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Departmental Base Budget 2018/19	149,808	149,808	149,808	149,808
Inflation (Pay, Prices)	4,436	7,479	10,522	13,565
Autoenrolment/Nat. ins changes	0	0	0	0
FYE – Previous Years Savings	(4,464)	(6,070)	(6,185)	(6,185)
FYE – Previous Years Growth	(2,506)	(2,006)	(2,006)	(2,006)
Amendments to previously agreed savings/growth	100	100	100	100
Change in Net Appropriations to/(from) Reserves	99	242	398	335
Taxi card/Concessionary Fares	450	900	1,350	1,800
Adult Social Care - Additional Spend	1,054	0	0	0
Growth	0	0	0	0
Other	2,468	4,555	4,835	4,911
Re-Priced Departmental Budget	151,445	155,008	158,822	162,328
Treasury/Capital financing	10,125	11,438	12,814	12,933
Pensions	3,552	3,635	3,718	3,801
Other Corporate items	(16,781)	(16,705)	(16,654)	(16,229)
Levies	607	607	607	607
Sub-total: Corporate provisions	(2,497)	(1,025)	485	1,112
Sub-total: Repriced Departmental Budget + Corporate Provisions	148,948	153,983	159,307	163,440
Savings/Income Proposals 2018/19	(75)	(740)	(740)	(740)
Sub-total	148,873	153,243	158,567	162,700
Appropriation to/from departmental reserves	(1,350)	(1,493)	(1,649)	(1,586)
Appropriation to/from Balancing the Budget Reserve	(6,024)	0	0	0
BUDGET REQUIREMENT	141,499	151,750	156,918	161,114
Funded by:				
Revenue Support Grant	(5,076)	0	0	0
Business Rates (inc. Section 31 grant)	(35,360)	(37,726)	(38,286)	(38,501)
Adult Social Care - Improved Better Care Fund	(1,054)	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,028)	(1,304)	(1,008)	(800)
Council Tax inc. WPC	(91,789)	(94,053)	(96,365)	(98,726)
Collection Fund – (Surplus)/Deficit	(742)	0	0	0
TOTAL FUNDING	(140,846)	(137,880)	(140,456)	(142,824)
GAP including Use of Reserves (Cumulative)	653	13,869	16,462	18,290
Potential Unfunded ASC commitments due to Loss of Better Care Funding	0	3,218	3,218	3,218
GAP assuming no new ASC Government Grant (Cumulative)	653	17,087	19,680	21,508
Possible Offset if 2019/20 ASC CT hypothecation can be used to replace Better Care Funding	0	(1,742)	(1,742)	(1,742)
GAP assuming no new ASC Government Grant but 2019/20 CT hypothecation can be used(Cumulative)	653	15,345	17,938	19,766

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving	Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2015-09	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p><u>Cross Cutting</u></p> <p>Review of CSF staffing structure beneath management</p> <p>Deliver for September 2018 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department. We have reviewed our workforce following our strategy to reduce agency cost and changes to team management positions. Due to less experienced staff and increased inspection burdens, we revised the risk score for this saving.</p> <p>Expect a reduction of 7 posts from a total of 65FTE.</p> <p>We will prioritise our core statutory education and social care functions.</p> <p>A smaller workforce will reduce our ability to work on cross cutting issues and new developments.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.</p> <p>The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.</p>	1,049	201				High	Medium	SS2

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving	Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2016-02	Service	Children Social Care & Youth Inclusion							
		Description	Reduced costs/offer through the national centralised adoption initiative	509	78				High	High
		Service Implication	It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.							
		Staffing Implications	Some staff may TUPE into the regional arrangements but this will not be known until later in the project							
		Business Plan implications	Will be implications with pressures on other CSF services							
		Impact on other departments	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		Equalities Implications	In line with CSF TOM							
		TOM Implications								
C&YP	CSF2016-03	Service	Cross Cutting							
		Description	Further staff savings to be identified across the department.	811	150				High	High
		Service Implication	This is likely to impact on managing safe service and failing to meet regulatory requirements							
		Staffing Implications	3-6 staff - we will follow our usual HR processes							
		Business Plan implications	These reductions will place additional burdens on universal targeted and specialist services							
		Impact on other departments	The majority of CSF's General Fund staff are delivering services for highly vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		Equalities Implications	The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model							
		TOM Implications								
Total Children, Schools and Families Savings					429	0	0	0		

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-01	Service	Children Social Care & Youth Inclusion								
		Description	Reduced costs/offer through the national centralised adoption initiative	509	30				Medium	High	SP1
		Service Implication	It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.								
		Staffing Implications	Some staff may TUPE into the regional arrangements but this will not be known until later in the project								
		Business Plan implications	Certain services will cease to be provided by Merton as they will be outsourced to a Regional Adoption Agency.								
		Impact on other departments	Will be implications with pressures on other CSF services								
		Equalities Implications	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	In line with CSF TOM								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-02	<u>Service</u> Description	<u>Children Social Care & Youth Inclusion</u> Reorganisation of the Children with Disability (CWD), Fostering and Access to Resources (ART) teams and a review of the Common and Shared Assessment (CASA) service.		130				Low/Medium	Medium/High	SS1
		Service Implication	Potential loss of management oversight and increased pressures on the team managers. Potential loss of focus and input into recruitment of foster carers and/or placements as the capacity to do both roles well will be limited. Less resource available for CASA and Early Help assessments and MSCB training budget will need to be used for training around these assessments.								
		Staffing Implications	Risk of redundancy and costs of redundancy for experienced staff. Affecting three to four posts. No specific Implications								
		Business Plan implications	Will be implications with pressures on other CSF services								
		Impact on other departments	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		Equalities Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								
		TOM Implications									

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-03	<u>Service</u> Description	<u>Education</u> Review Early Years : raise income or cease some services in preparation for 2020 where we'd consider withdrawing from direct provision of a childcare offer.		49				Low	Medium	SNS2
		Service Implication	We could consider a combination of both raising income and reducing some services. We will review and consider the impact of ceasing services on the service as well as service users.								
		Staffing Implications	If services are ceased this would impact on staffing. Would								
		Business Plan implications	No specific Implications								
		Impact on other departments	None								
		Equalities Implications	This will reduce support to vulnerable children and families increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-04	<u>Service Description</u>	<u>Education</u> Review schools trade offer, raise charges or consider ceasing services from 2020.		30				Low/Medium	Low	SI1
		Service Implication	All CSF SLAs as well as de-delegated services with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will also examine further opportunities to trade with schools.								
		Staffing Implications	If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.								
		Business Plan implications	Should funding not be secured there will be implications for service volumes and outcomes.								
		Impact on other departments	Possible impact on child protection services if service reductions result in escalations from schools and others.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will continue to be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2018-05	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Children Social Care</p> <p>Delivery of preventative services through the Social Impact Bond</p> <p>The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. This work takes place in the context of a rising population with increasing complex needs.</p> <p>None</p> <p>No specific Implications</p> <p>None</p> <p>This is a service for some of our most vulnerable children and young people.</p> <p>This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>		45				Low	Low	SP1
C&YP	CSF2018-06	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Children Social Care</p> <p>South London Family Drug and Alcohol Court commissioning</p> <p>Enable children to return home safely, thereby reducing cost of care placements. This work takes place in the context of a rising population with increasing complex needs.</p> <p>None</p> <p>No specific Implications</p> <p>Potential impact on legal department.</p> <p>This is a service for some of our most vulnerable children and young people.</p> <p>This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>		45				Low	Low	SP1
Total Children, Schools and Families Savings				329	0	0	0				
Replacements still to be submitted				(100)	0	0	0				

NEW SAVINGS PROPOSALS 2019-23

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	75	15	0	0	90
Children, Schools & Families	0	550	0	0	550
Environment & Regeneration	0	0	0	0	0
Community & Housing	0	100	0	0	100
Total	75	665	0	0	740
Cumulative Total	75	740	740	740	

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Savings Type

- SS1** Staffing: reduction in costs due to efficiency
- SS2** Staffing: reduction in costs due to deletion/reduction in service
- SNS1** Non - Staffing: reduction in costs due to efficiency
- SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1** Procurement / Third Party arrangements - efficiency
- SG1** Grants: Existing service funded by new grant
- SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP** Reduction in Property related costs
 - SI1** Income - increase in current level of charges
 - SI2** Income - increase arising from expansion of existing service/new service

NEW SAVINGS 2019-23

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2019/20

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS01	Service/Section	Revenues and Benefits								
		Description	Amend discretionary rate relief policy	524	75				L	H	SNS2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	Some charities, sports clubs, education establishments and non profit making organisations will have a reduction in rate relief								
		TOM Implications									

NEW SAVINGS 2019-23

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2019/20

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS02	Service/Section Description	Concessionary Travel Charge for Blue Badges			15	0		M	H	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	All surrounding LA's currently charge. Maximum of £10.00 per badge. Alrerady stated on-line but charge not enforced.								
		TOM Implications	None								
		Corporate Services: New Savings Total			75	15	0	0	90		

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-08	Service Description	Education Review Early Years service: radically reduce some services and/or consider withdrawing the Early Years offer.	2,071		150			Medium	High	SS2
		Service Implication	This will mean reduced support for vulnerable children and families accessing targeted services as well as the universal offer. This reduced offer could result in increased numbers needing high cost statutory intervention.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 5 members of staff.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions will place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable children and families increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact most on those already most at risk.								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-09	Service Description	Education Radically reduce some statutory education functions	8,137		200			High	High	SS2
		Service Implication	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		Business Plan implications	No specific Implications								
		Impact on other departments	No specific Implications expected although we could see some legal challenge.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. This will reduce support to vulnerable and at risk children, increasing pressure on our universal service's capacity to manage these needs.								
		TOM Implications	Statutory Education and Social Care services for C&YP will be further reduced. The department will be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. Detailed work will need to ensure that risk and vulnerability is prioritised and careful consideration of the ability to deliver the statutory minimum required.								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-10	Service Description	Children Social Care Radically reduce support for LAC/CSE/respite During 2019/20 we will review our eligibility criteria and service offer for some of our most vulnerable clients. This is likely to mean reduced therapeutic support to highly vulnerable children including looked after children and care leavers	10,545		200			High	High	SNS2
		Service Implication									
		Staffing Implications	These services are mainly commissioned or spot purchased. There may be staffing implications as the current contract means that some of our own staff are employed and could be eligible for redundancy.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions may place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable and at risk children including C&YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&YP, care leavers or young people with complex disabilities, young people in the youth justice system, increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact on those already most at risk and vulnerable young people at the top end of our Well Being Model								
Total					0	550	0	0			

Panel	Ref	Notes	Description of Saving	Baseline Budget 18/19	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care											
			Service								
18/19		Mascot Telecare provides support for individuals to live at home by a combination of alarms and sensors. The service increasingly underpins packages of care provided via social work and reablement teams and can enable practitioners to be more precise with the amount of care visits required. Mascot also provides this service to a large number of self funders, as well as having contracts with Housing Associations to monitor extra care and supported living sites. A new Telecare hub is due to be installed at Mascot in late 2018 which will enable to staff to have more time and opportunity to widen the support offered and seek new commercial opportunities.	<p>Description Mascot Service(Direct Provision) We are planning to maximise income generation from Telecare in a number of ways;</p> <p>Service Implication Increase individual paying customers Review and renegotiate existing commercial contracts with Housing Associations, and seek more similar business. Compete for Telecare contracts in other boroughs. Explore commercial contracts for out of hours and concierge call handling services. Keep abreast of developments in all areas of Assistive Technology, including monitors and sensors, Telehealth, GPS, Robotics and similar. Explore benefits for ASC customers, self funders and as part of a more commercial offer to partner organisations.</p> <p>Staffing Implications There are no staffing implications.</p> <p>Business Plan implications This proposal fits in with the Adult Social Care plan, and Merton's Corporate Business Plan and MTFS</p> <p>Impact on other departments Continued support from IT services, increased liaison with Communications Team</p> <p>Equalities None identified</p> <p>Implications</p> <p>TOM Implications This is in line with the C&H TOM</p>	£470k		£100			Medium	Medium	SNS2
							100				
Total Community & Housing 2020/21							100				

Annex 1 Annex 4

Capital Investment Programme - Schemes for Approval 19-23

Merton - By Department	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
	£000	£000	£000	£000	£000
Corporate Services	26,252	3,945	12,084	2,995	345
Community and Housing	480	630	280	842	462
Children Schools & Families	16,045	3,202	650	1,900	1,250
Environment and Regeneration	8,060	7,517	7,264	4,007	(10)
Capital	50,837	15,294	20,277	9,744	2,047

Merton - By Service	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
	£000	£000	£000	£000	£000
Customers, Policy & Improvement	250	0	1,900	0	0
Facilities Management	1,250	950	950	950	0
Infrastructure & Transactions	2,027	1,060	1,012	1,345	345
Resources	0	125	0	700	0
Corporate Items	22,725	1,810	8,222	0	0
Corporate Services	26,252	3,945	12,084	2,995	345
Adult Social Care	0	0	0	0	0
Housing (1)	280	280	280	742	462
Libraries	200	350	0	100	0
Community and Housing	480	630	280	842	462
Primary Schools	650	650	650	1,900	1,250
Secondary School	8,740	2,552	0	0	0
SEN	6,550	0	0	0	0
CSF Schemes	105	0	0	0	0
Children Schools & Families (2)	16,045	3,202	650	1,900	1,250
Public Protection and Developm	60	0	35	0	0
Street Scene & Waste	340	340	340	330	(10)
Sustainable Communities	7,660	7,177	6,889	3,677	0
Environment and Regeneration (3)	8,060	7,517	7,264	4,007	(10)
Capital	50,837	15,294	20,277	9,744	2,047

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant £1.9 Million from 2019-20

(3) Excludes any grant funding from Transport for London

Detailed Capital Programme 2019-23

	Scrutiny	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
		£000	£000	£000	£000	£000
Corporate Services						
Customer Contact Programme	OSC	250	0	1,900	0	0
Customers, Policy & Improvement		250	0	1,900	0	0
Works to other buildings	OSC	650	650	650	650	0
Civic Centre	OSC	300	0	0	0	0
Invest to Save schemes	OSC	300	300	300	300	0
Water Safety Works	OSC	0	0	0	0	0
Facilities Management Total		1,250	950	950	950	0
IT Systems Projects	OSC	747	0	42	340	240
Social Care IT System	OSC	400	0	0	0	0
Planned Replacement Programme	OSC	880	1,060	970	1,005	105
Infrastructure & Transactions		2,027	1,060	1,012	1,345	345
Financial System	OSC	0	0	0	700	0
ePayments System	OSC	0	125	0	0	0
Resources		0	125	0	700	0
Acquisitions Budget	OSC	0	0	7,035	0	0
Capital Bidding Fund	OSC	0	0	1,186	0	0
Multi Functioning Device (MFD)	OSC	600	0	0	0	0
Housing Company	OSC	22,125	1,810	0	0	0
Corporate Items		22,725	1,810	8,222	0	0
Corporate Services		26,252	3,945	12,084	2,995	345
Community and Housing		£000	£000	£000	£000	£000
Disabled Facilities Grant (1)	SC	280	280	280	280	0
LD Supported Living	SC	0	0	0	462	462
Housing		280	280	280	742	462
West Barnes Library Re-Fit	SC	200	0	0	0	0
Library Self Service	SC	0	350	0	0	0
Library Management System	SC	0	0	0	100	0
Libraries		200	350	0	100	0
Community and Housing		480	630	280	842	462

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant £1.9 Million from 2019-20

(3) Excludes any grant funding from Transport for London

Detailed Capital Programme 2019-23 Continued.....

	Scrutiny	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
Children Schools & Families		£000	£000	£000	£000	£000
Schs Cap Maint & Accessibility	CYP	650	650	650	1,900	1,250
Primary Schools		650	650	650	1,900	1,250
Harris Academy Morden	CYP	3,044	0	0	0	0
St Mark's Academy	CYP	2,752	2,552	0	0	0
Harris Academy Wimbledon	CYP	2,944	0	0	0	0
Secondary School		8,740	2,552	0	0	0
Perseid	CYP	0	0	0	0	0
Cricket Green	CYP	4,002	0	0	0	0
Secondary School Autism Unit	CYP	1,360	0	0	0	0
Further SEN Provision	CYP	1,188	0	0	0	0
Melrose primary SEMH annex - 16 places	CYP	0	0	0	0	0
Primary ASD base 1 - 20 places	CYP	0	0	0	0	0
Primary ASD base 2 - 20 places	CYP	0	0	0	0	0
Secondary SEMH/medical PRU - 20 places	CYP	0	0	0	0	0
New ASD school (Haydons Road) -40 places	CYP	0	0	0	0	0
SEN		6,550	0	0	0	0
Admissions IT System	CYP	105	0	0	0	0
CSF Schemes		105	0	0	0	0
Children Schools & Families (2)		16,045	3,202	650	1,900	1,250

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant

(3) Excludes any grant funding from Transport for London

Detailed Capital Programme 2019-23 Continued.....

	Scrutiny	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
Environment & Regeneration		£000	£000	£000	£000	£000
Parking Improvements	SC	60	0	0	0	0
Public Protection and Developm	SC	0	0	35	0	0
Public Protection and Developm		60	0	35	0	0
Fleet Vehicles	SC	300	300	300	300	0
Alley Gating Scheme	SC	40	40	40	30	(10)
Smart Bin Leases - Street Scen	SC	0	0	0	0	0
Waste SLWP	SC	0	0	0	0	0
Street Scene & Waste		340	340	340	330	(10)
Street Trees	SC	60	60	60	60	0
Highways & Footways	SC	3,067	3,067	3,067	3,067	0
Mitcham Area Regeneration	SC	1,301	1,000	533	0	0
Wimbledon Area Regeneration	SC	0	0	0	0	0
Morden Area Regeneration	SC	500	2,000	2,500	0	0
Borough Regeneration	SC	0	0	0	0	0
Morden Leisure Centre	SC	242	0	0	0	0
Sports Facilities	SC	1,500	250	250	250	0
Parks	SC	991	800	479	300	0
Sustainable Communities		7,660	7,177	6,889	3,677	0
Environment and Regeneration (3)		8,060	7,517	7,264	4,007	(10)
Capital		50,837	15,294	20,277	9,744	2,047

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant

(3) Excludes any grant funding from Transport for London

Annex 5

Indicative Capital Programme 2023-28

	Scrutiny	Proposed Indicative 2023/24	Proposed Indicative 2024/25	Proposed Indicative 2025/26	Proposed Indicative 2026/27	Proposed Indicative 2027/28
Corporate Services		£000	£000	£000	£000	£000
Customer Contact Programme	OSC	0	0	1,000	1,000	1,000
Customer, Policy & Improvement		0	0	1,000	1,000	1,000
Works to other buildings	OSC	650	650	650	650	650
Invest to Save schemes	OSC	300	300	300	300	300
Facilities Management Total		950	950	950	950	950
Planned Replacement Programme	OSC	720	905	1,060	970	1,005
IT Systems Projects	OSC	625	500	325	50	425
Social Care IT System	OSC	2,100	0	0	0	0
Infrastructure & Transactions		3,445	1,405	1,385	1,020	1,430
Multi Functioning Device (MFD)		0	600	0	0	0
Corporate Items	OSC	0	600	0	0	0
Corporate Services		4,395	2,955	3,335	2,970	3,380
Community and Housing		£000	£000	£000	£000	£000
Disabled Facilities Grant (1)	SC	280	280	280	280	280
LD Supported Living	SC	145	0	0	0	0
Housing		425	280	280	280	280
Library Enhancement Works	SC	0	0	350	0	0
Library Management System	SC	0	0	0	0	100
Libraries		0	0	350	0	100
Community and Housing		425	280	630	280	380
Children Schools & Families		£000	£000	£000	£000	£000
Schs Cap Maint & Accessibility (2)	CYP	1,900	1,900	1,900	1,900	1,900
Primary Schools		1,900	1,900	1,900	1,900	1,900
Children Schools & Families		1,900	1,900	1,900	1,900	1,900
Environment and Regeneration (3)		£000	£000	£000	£000	£000
Parking Improvements	SC	0	60	0	0	0
Public Protection and Developm	SC	0	0	0	35	0
Street Scene & Waste		0	60	0	35	0
Fleet Vehicles	SC	300	300	300	300	300
Alley Gating Scheme	SC	30	30	30	30	30
Waste SLWP	SC	0	0	3,998	0	0
Street Scene & Waste		330	330	4,328	330	330
Street Trees	SC	60	60	60	60	60
Highways & Footways	SC	3,067	3,067	3,067	3,067	3,067
Sports Facilities	SC	250	250	250	250	250
Parks	SC	300	300	300	300	300
Sustainable Communities		3,677	3,677	3,677	3,677	3,677
Environment and Regeneration		4,007	4,067	8,005	4,042	4,007
Capital		10,727	9,202	13,870	9,192	9,667

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant

(3) Excludes any grant funding from Transport for London

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DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-09	<u>Service</u> Description Service Implication	<u>Cross Cutting</u> Review of CSF staffing structure beneath management Deliver for September 2018 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department. We have reviewed our workforce following our strategy to reduce agency cost and changes to team management positions. Due to less experienced staff and increased inspection burdens, we revised the risk score for this saving.	1,049	201				High	Medium	SS2
		Staffing Implications	Expect a reduction of 7 posts from a total of 65FTE.								
		Business Plan implications	We will prioritise our core statutory education and social care functions.								
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.								
		TOM Implications	The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving	Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2016-02	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Children Social Care & Youth Inclusion</p> <p>Reduced costs/offer through the national centralised adoption initiative</p> <p>It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.</p> <p>Some staff may TUPE into the regional arrangements but this will not be known until later in the project</p> <p>Will be implications with pressures on other CSF services</p> <p>We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>In line with CSF TOM</p>	509	78				High	High	SP1
C&YP	CSF2016-03	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Cross Cutting</p> <p>Further staff savings to be identified across the department.</p> <p>This is likely to impact on managing safe service and failing to meet regulatory requirements</p> <p>3-6 staff - we will follow our usual HR processes</p> <p>These reductions will place additional burdens on universal targeted and specialist services</p> <p>The majority of CSF's General Fund staff are delivering services for highly vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model</p>	811	150				High	High	SS2
Total Children, Schools and Families Savings				429	0	0	0				

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-01	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Children Social Care & Youth Inclusion</p> <p>Reduced costs/offer through the national centralised adoption initiative</p> <p>It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.</p> <p>Some staff may TUPE into the regional arrangements but this will not be known until later in the project</p> <p>Certain services will cease to be provided by Merton as they will be outsourced to a Regional Adoption Agency. Will be implications with pressures on other CSF services</p> <p>We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>In line with CSF TOM</p>	509	30			Medium	High	SP1

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-02	<u>Service</u> Description	<u>Children Social Care & Youth Inclusion</u> Reorganisation of the Children with Disability (CWD), Fostering and Access to Resources (ART) teams and a review of the Common and Shared Assessment (CASA) service.		130				Low/Medium	Medium/High	SS1
		Service Implication	Potential loss of management oversight and increased pressures on the team managers. Potential loss of focus and input into recruitment of foster carers and/or placements as the capacity to do both roles well will be limited. Less resource available for CASA and Early Help assessments and MSCB training budget will need to be used for training around these assessments.								
		Staffing Implications	Risk of redundancy and costs of redundancy for experienced staff. Affecting three to four posts. No specific Implications								
		Business Plan implications	Will be implications with pressures on other CSF services								
		Impact on other departments	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		Equalities Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								
		TOM Implications									

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-03	<u>Service</u> Description	<u>Education</u> Review Early Years : raise income or cease some services in preparation for 2020 where we'd consider withdrawing from direct provision of a childcare offer.		49				Low	Medium	SNS2
		Service Implication	We could consider a combination of both raising income and reducing some services. We will review and consider the impact of ceasing services on the service as well as service users.								
		Staffing Implications	If services are ceased this would impact on staffing. Would								
		Business Plan implications	No specific Implications								
		Impact on other departments	None								
		Equalities Implications	This will reduce support to vulnerable children and families increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-04	<u>Service Description</u>	<u>Education</u> Review schools trade offer, raise charges or consider ceasing services from 2020.		30				Low/Medium	Low	SI1
		Service Implication	All CSF SLAs as well as de-delegated services with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will also examine further opportunities to trade with schools.								
		Staffing Implications	If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.								
		Business Plan implications	Should funding not be secured there will be implications for service volumes and outcomes.								
		Impact on other departments	Possible impact on child protection services if service reductions result in escalations from schools and others.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will continue to be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2018-05	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Children Social Care</p> <p>Delivery of preventative services through the Social Impact Bond</p> <p>The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. This work takes place in the context of a rising population with increasing complex needs.</p> <p>None</p> <p>No specific Implications</p> <p>None</p> <p>This is a service for some of our most vulnerable children and young people.</p> <p>This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>		45				Low	Low	SP1
C&YP	CSF2018-06	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Children Social Care</p> <p>South London Family Drug and Alcohol Court commissioning</p> <p>Enable children to return home safely, thereby reducing cost of care placements. This work takes place in the context of a rising population with increasing complex needs.</p> <p>None</p> <p>No specific Implications</p> <p>Potential impact on legal department.</p> <p>This is a service for some of our most vulnerable children and young people.</p> <p>This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>		45				Low	Low	SP1
Total Children, Schools and Families Savings					329	0	0	0			
Replacements still to be submitted					(100)	0	0	0			

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-08	Service Description	Education Review Early Years service: reduce some direct services which are delivered through the Early Years Service and the number and location of buildings they are delivered from.	2,071		150			Medium	High	SS2
		Service Implication	This will mean reduced support for vulnerable babies, children and families accessing targeted services as well as the universal offer. This reduced offer could result in increased numbers needing high cost statutory intervention.								
		Staffing Implications	Majority of costs associated with direct services are staffing and building and facility costs as part of this proposal. This will equate to approximately 3-5 members of staff and/or associated building costs.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions will place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable children and families increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact most on those already most at risk.								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-09	Service Description	Education Radically reduce some statutory education functions	8,137		200			High	High	SS2
		Service Implication	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		Business Plan implications	No specific Implications								
		Impact on other departments	No specific Implications expected although we could see some legal challenge.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. This will reduce support to vulnerable and at risk children, increasing pressure on our universal service's capacity to manage these needs.								
		TOM Implications	Statutory Education and Social Care services for C&YP will be further reduced. The department will be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. Detailed work will need to ensure that risk and vulnerability is prioritised and careful consideration of the ability to deliver the statutory minimum required.								

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2018-10	Service Description	<p>Children Social Care</p> <p>Radically reduce support for LAC/CSE/respite</p> <p>During 2019/20 we will review our eligibility criteria and service offer for some of our most vulnerable clients. This is likely to mean reduced therapeutic support to highly vulnerable children including looked after children and care leavers</p> <p>Staffing Implications These services are mainly commissioned or spot purchased. There may be staffing implications as the current contract means that some of our own staff are employed and could be eligible for redundancy.</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments These reductions may place additional burdens on universal, targeted and specialist services.</p> <p>Equalities Implications This will reduce support to vulnerable and at risk children including C&YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&YP, care leavers or young people with complex disabilities, young people in the youth justice system, increasing pressure on our parents/carers and universal service's capacity to manage these needs.</p> <p>TOM Implications The TOM sets out an approach to prioritisation but this level of saving is likely to impact on those already most at risk and vulnerable young people at the top end of our Well Being Model</p>	10,545		200			High	High	SNS2
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
Equalities Implications											
TOM Implications											
Total				0	550	0	0				
Total CSF Target Savings				0	0	0	0				
Savings identified as part of replacement savings (Shortfall)/Surplus				0	550	0	0				

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Savings Type

- SS1** Staffing: reduction in costs due to efficiency
- SS2** Staffing: reduction in costs due to deletion/reduction in service
- SNS1** Non - Staffing: reduction in costs due to efficiency
- SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1** Procurement / Third Party arrangements - efficiency
- SG1** Grants: Existing service funded by new grant
- SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP** Reduction in Property related costs
- S11** Income - increase in current level of charges
- S12** Income - increase arising from expansion of existing service/new service

Panel

- C&YP** Children & Young People
- O&S** Overview & Scrutiny
- HC&OP** Healthier Communities & Older People
- SC** Sustainable Communities

Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF 2018-02
Which Department/ Division has the responsibility for this?	CSF/Children's Social Care

Stage 1: Overview

Name and job title of lead officer	Paul Angeli (AD Children's Social Care/Youth Inclusion)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CSF2018-02. The LA will delete a management post in the Children with Disabilities Team with effect from 2019/20. This deletion will require a small restructuring of the team and lead to an increased responsibility for the team manager in this team. This will allow us to secure £50,000 savings.</p> <p>With effect from 2019/20, there will be a reduction of Family Support workers at Bond Road Family Centre. This will allow us to secure £55,000 savings. This will require deletion of posts. The reduction will in effect lead to a reduction of provision to vulnerable children between the ages of 5 and 11. The service works with children in need and subject to child protection plans. The proposals reduce the capacity of the service to work with about 40 families.</p> <p>As part of our Early Help offer we administer and provide support to schools and other agencies who complete early help assessments. With effect from 2019/20 there will be re grading and reduction in support for early intervention assessments. There will be a re grading of the current post to a social work grade and the administrative staff member will be changed to be part time. This will secure savings of £25,000.</p>
2. How does this contribute to the council's corporate priorities?	This proposal contributes to the corporate priority of setting a balanced budget, while prioritising services to children and families in line with our Wellbeing Model.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Proposals to reduce management oversight of cases in Children With Disabilities: will have an impact on the staff in the disabilities service as they will have less access to managerial support.</p> <p>Proposal to reduce Bond Road capacity by reducing Family Support Workers will impact on users of the centre. These are children in need and subject to child protection plans between the ages of 5 and 11. This reduction will lead to an overall drop in service provision to approximately 40 families or about 60-80 children in the year. It constitutes an overall drop in service of about 10%. As this is a service targeted to some of the more vulnerable families in the borough, the reduction in capacity will necessarily impact on</p>

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	<p>some of these. The service will continue to try to identify and prioritise access to services for those families that are most vulnerable.</p> <p>The reduction in resources for early assessment may potentially result in an impact on partners. The role has a promotional role in driving early assessment and early help and the change in the posts' capacity may lead to less use of CASA and a reduction in access to early help over time.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>The CWD works closely with colleagues from SENDIS, Health and Social Care. Delivery of services for children with disabilities is a shared council function and is part of SENDIS. Overall responsibility for delivery remains with the department.</p> <p>Bond Road: These services are not shared with any other departments. Colleagues in Health, Education and Social Care will be impacted through the reduction in capacity to provide a service to families they are working with. Health and Education services refer in to Bond Road. Responsibility sits with Children's Social Care.</p> <p>The CASA post is based in Children's Social Care and works extensively with partners working with children. These include schools, children's centres, early years settings, health and the voluntary sector.</p>

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have information about caseloads and the ratios of staff to managers in the service. Children with Disabilities are known evidentially to be some of the most vulnerable children in our system.

We have data available from our review of Bond Road. This has provided an insight into the impact of the reduction in posts.

We have data about CASA use from 2017-18 and we are able to understand a potential impact on use.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			*		Vulnerable children and families in need of services will be impacted by these changes as there will be fewer resources for this group of children and their parents. In the case of Bond Road this will impact specifically on the age group 5-11 years.
Disability			*		The proposals relate to children with disabilities. We anticipate a small impact as the reduction in capacity is managerial.
Gender Reassignment		*			
Marriage and Civil Partnership		*			
Pregnancy and Maternity		*			
Race		*			
Religion/ belief		*			
Sex (Gender)			*		Women who are the main users of Bond Road and CSC services generally will be impacted.
Sexual orientation		*			
Socio-economic status			*		This work tends to be with the most vulnerable socio-economic groups and therefore the reduction in services will be felt disproportionately by them.

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
There will be some impact on the oversight of children with disabilities	Y	On going performance management and auditing of the service will be required.	On Going	Existing resources	Gordon Murray	Y
There will be a negative impact on provision for young children and their families subject to a child protection plan	Y	Review of Bond Road underway to review service configuration and eligibility criteria	Oct 2018	Existing resources	Gordon Murray	Y
As above	Y	Early Help review to identify how children in need and subject to a Child Protection Plan can access children's centres provision.	Nov 2018	Existing resources	Gordon Murray	Y
There will be a gap in the support available for CASA delivery.	Y	Work to take place with partners and MSCB so CASA is promoted as part of early help and safeguarding of children.	Jan 2019	Existing Resources	Paul Angeli	Y

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1



OUTCOME 2





OUTCOME 3



OUTCOME 4



Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Angeli AD CSC &YI	 Signature:	Date: 08/10/18
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell DCS CSF	Signature: 	Date: 30/10/18

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Equality Analysis



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What are the proposals being assessed?	Proposed budget savings CSF2018-03
Which Department/ Division has the responsibility for this?	CSF/Education Division

Stage 1: Overview	
Name and job title of lead officer	Jane McSherry (AD Education)
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Raise income or cease some services in preparation for 2020 where we would consider withdrawing from direct provision of a childcare offer:</p> <p>The proposal is to raise income, by raising fees, to achieve the proposed saving in 2019/20 of 49K.</p> <p>The objective is to raise fees for a relatively small cohort of families who access the Lavender Nursery at a universal level of need, whilst protecting targeted services for more vulnerable families.</p> <p>The desired outcome is to introduce a new fee structure which protects services for vulnerable families and raises income for fee paying customers to deliver the 2019- 2020 savings</p> <p>The impact of this proposal will mean increased fees for the 71* fee paying customers using the Lavender Nursery. Whilst the support to vulnerable children and their families will remain, the increase in charges will impact on families where household income is lower. However, the monthly charges for childcare will continue to be broadly in line with the average hourly rate for childcare in Merton. Since September 2017 children aged 3 and 4 are entitled to 30 hours of free childcare, which will contribute to mitigating the impact of these fee increases for this cohort of families. There is a wide choice of childcare services available in the borough, and families are</p>

	<p>able to source alternative provision if required. The majority of families using the paid for services at Lavender Nursery are not considered to be vulnerable/in need. The **60 places for children aged 2 who meet eligibility for 2 year funded places (low household income, LAC and children claiming DLA) will not be affected</p> <p>(*To note the number of 71 is not fixed and can move up or down depending on patterns of take up. **To note the number of 60 is not fixed and can move up or down depending on patterns of take up.)</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>This is contributing to the councils' corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management. The Early Years' Service contributes significantly to giving our children and young people the best start in life and is a key component of our Child, YP and Family Well Being Model. It contributes significantly to our MSCB priorities of Early Help; Think Family and the cross cutting theme of neglect. By raising income through an increase in fees for working households, the remaining targeted services are protected in this financial year and support for families eligible for 2 year funded places continues and remains a priority</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>Families affected by this proposal will be the *71 fee paying families that currently use the Lavender Nursery, and new customers taking up places once existing service users leave. (*To note the number of 71 is not fixed and can move up or down depending on patterns of take up)</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>No</p>

ASGS

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have substantial data sets and information to identify need, vulnerability and risk. We are aware of the overall impact of this proposal.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				*	Whilst it is families with young children who use the services, the negative impact is minimal as there are sufficient alternative services available locally which families could access, if they so choose to do so. For children who are eligible or 2 year funded places there is no impact in terms of this proposal
Disability				*	Existing levels of support will continue for children where there may be disabilities, therefore there is minimal negative impact For parents where there is a disability there may be a negative impact in terms of the increase in fees and accessibility to alternative provision may be more challenging. However, overall the potential impact is generally minimal but this proposal may impact more so on some individual families depending on their particular circumstances.

Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity				*	The nursery provides childcare for children aged 2 and above and therefore will not directly impact on pregnancy and maternity. However, families with more than one child and with a baby, will see their overall childcare costs increase. Costs for childcare tend to be highest for children between the ages 0 – 2. Overall the potential impact is generally minimal but this proposal may impact more so on some individual families depending on their particular circumstances.
Race				*	
Religion/ belief				*	
Sex (Gender)				*	
Sexual orientation				*	
Socio-economic status			*		For families with lower household income, a raise in childcare fees will have an impact on their disposable income, possibly causing stress and debt for some families. Families are supported to take up the free childcare entitlement and maximise tax credits and tax free childcare

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Page 57 This level of saving will impact on the fee paying customers using Lavender Nursery.	Provide sufficient notice to families so they can plan for the increase and maximise use of free entitlements, tax free childcare and credits	Fee structure introduced and take up in the nursery by fee paying customers is stable	March 2020	existing	Allison Jones	Y
	Provide information about alternative providers and their costs so parents/families can make informed decisions					

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

yes

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Allison Jones Head of Early Years	Signature:	Date: 30/10/18
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 30/10/2018

Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget saving CSF2018-04
Which Department/ Division has the responsibility for this?	CSF/Education Division

Stage 1: Overview	
Name and job title of lead officer	Jane McSherry (AD Education)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Review of school traded services offer and raise charges or consider ceasing certain services. This will entail a review of all current SLA's as well as de-delegated services with schools to ensure i) full cost recovery ii) that LBM charges are aligned with other providers.</p> <p>We will also explore future opportunities to trade with schools. If schools are unwilling or unable to pay for core and enhanced services, this will result in approximately 1 post being deleted in the relevant education service area. This will deliver a saving of £30k in 2019/20.</p> <p>It will also potentially impact negatively on service volumes and children's outcomes as there may be an increase in escalations of referrals to child protection services from schools.</p>
2. How does this contribute to the council's corporate priorities?	<p>If additional funding is secured from schools, then this proposal would enable work to continue under the 'Opportunity Merton' theme: our programme to improve education from nursery level to adult provision. CSF services support our most vulnerable children and young people getting the best start in life. We are particularly focused on those facing obstacles and challenges and how we 'bridge the gap' in outcomes between some children and their more advantaged peers.</p> <p>However, if no additional funding is secured, this would lead to a reduction in our offer (outlined above) and the contribution to the corporate priorities would be the delivery of the £30k saving.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Partners and (dependant on outcome) staff will be affected by this proposal. If schools agree to the raising of our charges and continue to buy back these services, they will incur additional costs. However our children and young people will continue to benefit from the current offer.</p> <p>If the offer is reduced the proposal may potentially impact negatively on service volumes and children's outcomes as there may be an increase in escalations of referrals to child protection services from schools.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	We require agreement from schools to deliver this saving (in the case of increases in charging). If this is not agreed the decision to cease certain services will require stakeholder engagement in agreeing priorities for delivery.

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responsibility?

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have comprehensive data and information in relation to costing models to review our current SLA's. We have comprehensive data in relations to schools and where need is more prevalent.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			*		The proposal could impact in terms of schools not agreeing to increase in charging and therefore, certain current services to children would cease. Stakeholder engagement will be undertaken to prioritise these services.
Disability			*		The proposal could impact in terms of schools not agreeing to increase in charging and therefore, certain current services to children with disabilities may cease. Stakeholder engagement will be undertaken to identify which services to prioritise.
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity				*	
Race				*	
Religion/ belief				*	
Sex (Gender)				*	
Sexual orientation				*	
Socio-economic status			*		The proposal could impact in terms of schools not agreeing to increase in charging and therefore, certain current services to children would cease. This may disproportionately affect children with lower socio-economic

					status as being the children most likely to be in receipt of additional services. Stakeholder engagement will be undertaken to prioritise these services.
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7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Further work and stakeholder engagement is needed to identify the most high risk impacts and to mitigate them, if schools' funding is not secured and services have to reduce. Steps will be taken to avoid or mitigate the highest risk impacts.	Stakeholder engagement will be undertaken to identify and mitigate highest risks.	Evidence that services, even where reduced, continue to be provided to those in highest need.	March 2020			

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4



Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Carol Camiss	Signature:	Date: 01/12/17 (original) Updated 31/10/2018
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell	Signature: 	Date: 1/11/2018

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Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF 2018-05 and CSF 2018-06
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care

Stage 1: Overview	
Name and job title of lead officer	Paul Angeli (AD Children’s Social Care/Youth Inclusion)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CSF2018-05. The LA will buy into a Social Impact Bond (SIB) with 5 other boroughs. The SIB is designed to support delivery of service to keep children and young people out of the care system. This is in line with our TOM and our Children & Young People Well-Being Model. This will deliver 45K savings in 2019/20 & 45K savings in 2020/21. This work, however, takes place within a rising population demographic and increased complex needs.</p> <p>CSF2018-06. The South London Family Drug and Alcohol Court commissioning programme will enable more children to return home safely, thereby, reducing the costs of care placements. This is in line with our TOM and will deliver 45K savings in 2019/20 and 45K savings in 2020/21. This work, however, takes place within a rising population and increased complex needs.</p>
2. How does this contribute to the council’s corporate priorities?	This proposal supports Healthy Merton and supports our most vulnerable children and young people getting the best start in life. It reflects our MSCB priorities of Early Help, Vulnerable Adolescents, Think Family and the cross cutting priority of tackling neglect.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This will benefit our most vulnerable clients. There are no staffing implications. The proposals benefit the council in terms of a potential to deliver future savings.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	These are commissioned services and will require ongoing investment to meet the savings targets.

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Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have rising population and an increase in complexity of need.

The impact of both increase in numbers and complexity requires the LA to consider a range of options to meet demand and need.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	*				This proposal will increase access to all ages of Children & Y/P
Disability	*				The proposal will be effective across all children's services
Gender Reassignment		*			
Marriage and Civil Partnership		*			
Pregnancy and Maternity		*			
Race	*				
Religion/ belief	*				
Sex (Gender)	*				
Sexual orientation	*				
Socio-economic status	*				This work is with the most vulnerable groups.

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
No negative gap identified						

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

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Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

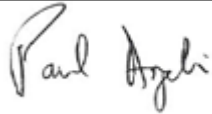
OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Angeli Assistant Director CSF	Signature: 	Date: 9/10/2018
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

Rachael Wardell Director CSF

Signature:



Date: 14/10/2018

Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Proposed budget savings CSF2018-08
Which Department/ Division has the responsibility for this?	CSF/Education Division

Stage 1: Overview	
Name and job title of lead officer	Jane McSherry (AD Education)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Review Early Years' Service: the proposal is to cease some services or consider withdrawing the Early Years' Offer. Proposed saving in 2020/21 of 150K.</p> <p>The impact of this proposal will mean reduced support to vulnerable children and families accessing targeted services as much of the 'universal offer' is grant funded. This could lead to an increase in numbers requiring higher cost statutory intervention.</p>
2. How does this contribute to the Council's corporate priorities?	<p>The Early Years' Service contributes significantly to giving our children and young people the best start in life and is a key component of our Child, YP and Family Well Being Model. It contributes significantly to our MSCB priorities of Early Help; Think Family and the cross cutting theme of neglect.</p> <p>This proposal for a reduction in these services is contributing to the councils' corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>There will be an impact on our service users currently accessing services provided by the Council. This will also mean reduced support for vulnerable children and families accessing targeted services and these reductions may place additional burdens on universal, targeted and specialist services to manage these needs.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>There is a risk this could lead to an increase in numbers requiring higher cost statutory intervention.</p>

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have substantial data sets and information to identify need, vulnerability and risk. We are aware of the areas of service provision this will affect.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			*		A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Disability			*		A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity			*		A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Race			*		
Religion/ belief			*		
Sex (Gender)			*		
Sexual orientation			*		
Socio-economic status			*		

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
This level of saving will impact on those already at risk and could potentially affect vulnerable young people at the higher end of our Wellbeing Model.	The EY's service plan and EY's TOM sets out an approach to prioritisation in detail, this is being further developed as a result of the TOM refresh in early 2018	TBC			Allison Jones	Y

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss Business Partner CSF	Signature:	Date: 01/01/17 (original) Updated: 31/10/2018
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell; Director CSF.	Signature: 	Date: 1/11/2018

Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2018-09
Which Department/ Division has the responsibility for this?	CSF/Education Division

Stage 1: Overview	
Name and job title of lead officer	Jane McSherry (AD Education)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Cease or radically reduce some statutory education functions. We will agree with schools priorities for the use of retained Dedicated Schools Grant (DSG) to support the delivery of a reduced statutory service function. In order to meet the proposed saving in 2020/21 of 200K, Statutory Education Services will have to be further reduced. This proposal is in line with the CSF TOM which outlines the direction of travel and focus on delivery of statutory duties. This reduced provision may impact on support to vulnerable and ‘at risk’ children. The department will be reorganised to reflect the downsizing should this proposal be accepted.
2. How does this contribute to the council’s corporate priorities?	This is contributing to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management. However, there are potential consequences in relation to this, in the medium to longer terms as increased pressure on Social Care may result in escalating costs across the department.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Schools and service users will be directly impacted by this proposal. Work will need to be undertaken to ensure that risk and vulnerability are prioritised and careful consideration is needed to ensure that we continue to deliver at least the statutory minimum requirement. Statutory functions in education contribute to our MSCB priorities of Early Help; Think Family and the cross cutting theme of neglect. Should these proposals be accepted, there will be an inevitable reduction in council staff and this equates to approximately 7 FTE’s. We will use the Council’s agreed HR policies and procedures for restructuring and complete EA’s accordingly.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	One of the consequences of this proposal is a potential impact on Children’s Social Care. This could, over time, increase the numbers of children requiring higher cost social care interventions.

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Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have substantial data sets and information to identify need, vulnerability and risk. We are aware of the areas of service provision this will affect.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Disability			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity				*	
Race			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Religion/ belief				*	
Sex (Gender)			*		Should this saving be accepted there will be impact on equality groups

					with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Sexual orientation				*	
Socio-economic status			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
This level of saving will potentially impact on those already at risk and vulnerable young people at the higher end of our Wellbeing Model.	The CSF TOM sets out an approach to prioritisation in detail. This is being further developed as a result of the TOM refresh in early 2018				TBC	If agreed (yes)

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4



Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss Business Partner CSF	Signature:	Date:01/01/17 (original) Updated: 31/10/2018
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF.	Signature: 	Date: 1/11/2018

Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2018-10
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care/Youth Inclusion.

Stage 1: Overview	
Name and job title of lead officer	Paul Angeli (AD Children’s Social Care and Youth Inclusion)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Cease or radically reduce support to Looked After Children, Children at risk of Child Sexual Exploitation and reduce Respite Services to vulnerable and ‘at risk’ families in order to meet the proposed saving in 2020/21 of 200K.</p> <p>This will require us to review our eligibility criteria and ‘service offer’ for our more vulnerable clients. We will begin this process in 2019/20. This may mean reduced therapeutic support to our highly vulnerable children, our Looked After Children and our Care Leavers, potentially leaving these groups at higher risk of harm and exploitation.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal contributes to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>There are potential consequences in relation to this, in the medium to longer term; as increased pressure on families and universal services becomes a reality this may result in increased numbers of children and young people meeting the threshold for Social Care, however, the need and risk is likely to be higher given the increase in eligibility. This may result in escalating costs across the department.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>This proposal will have a direct impact on our service users and is likely to reduce support to our vulnerable and ‘at risk’ children and young people. Reviewing our eligibility criteria will include thresholds relating to Children and young people in Need (CIN), Children subject to a child protection plan, those children and young people on the ‘edge of care’, Looked After Children, Care Leavers and those children and young people in the youth offending system. In addition, we will need to review our eligibility criteria for those children with complex needs and disabilities.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>Any reduction in our current levels of provision will increase pressure on parents/carers and universal services’ capacity to manage these needs.</p>

Page 7

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have substantial data sets and information to identify need, vulnerability and risk. We are aware of the areas of service provision that will be affected by this proposal.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Disability			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Race			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has

					been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Religion/ belief				*	
Sex (Gender)			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Sexual orientation			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.
Socio-economic status			*		Should this saving be accepted there will be impact on equality groups with one or more protected characteristic. A preliminary assessment has been made based on the information to hand, but a full/more detailed assessment will be carried out if the decision is made.

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
The TOM sets out an approach to prioritisation but this level of saving will impact on those already more at risk and vulnerable young people at the higher end of our Wellbeing Model	Review of eligibility criteria and thresholds; ensure continued prioritisation of most vulnerable.				TBC	(if agreed) all SP's will be updated.

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Carol Cammiss Business Partner CSF	Signature:	Date: 01/01/17 (original) Updated 31/10/2018
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 1/11/2018

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