

MERTON COUNCIL

BUSINESS PLAN 2019-23

SAVINGS PROPOSALS INFORMATION PACK

Members are requested to bring this information pack to the following meetings:-

Sustainable Communities Overview and Scrutiny Panel	9 January 2019
Healthier Communities & Older People O&S Panel	10 January 2019
Children and Young People Overview and Scrutiny Panel	16 January 2019
Overview and Scrutiny Commission	23 January 2019
Cabinet	18 February 2019
Budget Council	6 March 2019

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Contents Page

	Page Numbers
Full index listing all contents	3-7
Summary of progress against savings targets 2019-23	9
Summary of new savings proposals Cabinet October and December 2018	11
New savings proposals Cabinet December 2018	12-32
Replacement savings Cabinet December 2018	33-44
Deferred savings Cabinet December 2018	45-47
New savings proposals Cabinet October 2018 (discussed in round one of budget scrutiny)	48-54
Replacement savings Cabinet October 2018 (discussed in round one of budget scrutiny)	55-61
Summary of Equalities Assessments	63-64
Draft Equality Impact Assessments	65-292
Draft service plans December 2018	293-348
Draft departmental budget summaries 2019-20	349-384

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Full list of contents, including page numbers for each savings proposal and associated equality impact assessment (Eq. Impact)
All sections are grouped by Scrutiny Panel/Commission

CABINET 10 DECEMBER 2018

NEW DEPARTMENTAL SAVINGS PROPOSALS (CABINET 10 DECEMBER) To be discussed at budget scrutiny meetings in January	Page No.	Eq. Impact Page No.
OVERVIEW AND SCRUTINY COMMISSION		
Policy Strategy and Partnerships		
CS03 Remove premises contribution to voluntary sector grant recipients	13	113
CS04 Reduce strategic partner grant by 10%	13	119
Registrars		
CS05 Reduction in staff	13	124
Revenues and Benefits		
CS06 Reduction in staffing	14	128
Treasury		
CS07 Increase in investment income	14	
Insurance		
CS08 Reduction in staffing	14	132
Corporate Services		
CS09 CHAS dividend	15	
CS10 Recharges to Merantun Developments	15	
Revenues and Benefits		
CS11 Amend discretionary rate relief policy	15	135
CS12 Increase charge for long term empty properties	16	139
CS13 Improve collection of Housing Benefit overpayments and reduce bad debt provision	16	142
Legal Services		
CS14 Impose civil litigation cap at £20k	17	146
CS15 Reduce civil litigation legal support by 50%	17	146
Facilities Management		
CS16 Close Morden Park House & relocate to Civic C'tre	18	
CS17 Close Chaucer Centre & relocate to Civic Centre	18	
CS18 Close Gifford House & relocate to Civic Centre	18	
CS19 Reduction in repairs and maintenance budgets	19	
CS20 Reduction in energy invest to save budget	19	
CS21 Implement phase 2 of flexible working programme	19	
CS22 Reduce frequency of cleaning in corporate b'ldings	20	
Client Financial Affairs		
CS23 Introduce means assessed charging	20	149

NEW DEPARTMENTAL SAVINGS PROPOSALS (CABINET 10 DECEMBER) To be discussed at budget scrutiny meetings in January	Page No.	Eq. Impact Page No.
OVERVIEW AND SCRUTINY COMMISSION		
Human Resources		
CS24 Redesign services	20	154
CS25 Charge for voluntary sector payroll	21	157
Procurement		
CS26 Review of contract arrangements	21	161
Democratic services/electoral services		
CS27 Merge Democracy Services and Electoral Services	21	164
Cash collection		
CS28 Cash collection reduction	21	
CHILDREN AND YOUNG PEOPLE O&S PANEL		
Education		
CSF 2018-11 Reduction in SENDIS service & EHCP Hub	22	186
Children Social Care		
CSF 2018-12 Further reduction in staffing at Bond Road	23	176
Cross cutting		
CSF 2018-13 Review of CSF admin structure	24	190
SUSTAINABLE COMMUNITIES O&S PANEL		
Leisure and Culture		
ENV1819-01 Five year extension GLL contract	25	194
Parking Services		
ENV1819-02 Operational efficiencies	25	199
ENV1819-03 Public health, air quality and transportation	26	205
ENV1819-04 Reduce no. of pay and display machines	26	213
Future Merton		
ENV1819-05 Highways advertising income	27	221
HEALTHIER COMMUNITIES & OLDER PEOPLE O&S PANEL		
Adult Social Care		
CH88 Homecare monitoring system	28	253
CH89 Older people day activities	29	257
CH90 Out of area placements	29	264
CH91 Supported living/residential review	30	270
CH92 Mobile working	31	275
CH93 Learning disabilities offer	31	281
CH94 MHCT integration pooled funding/resourcing	32	289

REPLACEMENT DEPARTMENTAL SAVING PROPOSALS (CABINET 10 DECEMBER 2018) For discussion at budget scrutiny meetings in January	Page No.	Eq. Impact Page No.
OVERVIEW AND SCRUTINY COMMISSION		
Savings to be replaced		
CS11 Restructure Corporate Services management	33	
CS13 Reduction in Audit and Investigation service days	33	
Replacement savings		
CSREP (1) Increase legal charges income	33	
CSREP (2) Reduce internal insurance fund contribution	34	
CSREP (3) Increase income from enforcement service	34	167
CSREP (4) Increase in investment income	35	
CSREP (5) CHAS dividend	35	
CSREP (6) Legal services budget reduce HR support	36	170
CHILDREN AND YOUNG PEOPLE O&S PANEL		
Replacement savings		
CSF2018-07 Education – reorganisation of teams	37	182
HEALTHIER COMMUNITIES & OLDER PEOPLE O&S PANEL		
Savings to be replaced		
CH20 Access assessment and commissioning staffing	38	
CH39 Extra care sheltered housing	40	238
CH81 Public Health	41	
CH82 Older people’s social care (mental health)	43	
CH83 Adult mental health	43	
Replacement savings		
CH88 Homecare monitoring system	42	
CH55 Promoting independence	43	242
CH82&83 Out of area placements	44	
SUSTAINABLE COMMUNITIES O&S PANEL		
Savings to be replaced		
CH57 Staff reduction in Housing Needs Service	39	
CH68&69 Libraries shared services savings	41	
Replacement savings		
CH35&36 Housing related support services review	42	225

DEFERRED DEPARTMENTAL SAVING PROPOSALS (CABINET 10 DECEMBER 2018) For discussion at budget scrutiny meetings in January		
OVERVIEW AND SCRUTINY COMMISSION		
Infrastructure and Transactions		
CSD7 Restructure post and print section	45	
CS 2015-03 Restructure of transactional services	45	
CS03 Infrastructure and Transactions – adjust Local Authority Liaison Officer arrangements	46	
HEALTHIER COMMUNITIES & OLDER PEOPLE O&S PANEL		
CH72 Adult social care: direct provision	47	248

SERVICE PLANS

SERVICE PLANS	
Children Schools & Families	
Children’s Social Care and Youth Inclusion	296
Education	298
Community and Housing	
Adult Social Care	302
Housing Needs and Enabling Services	304
Libraries	306
Merton Adult Learning (Commissioned Service)	308
Public Health	310
Corporate Services	
Corporate Governance	314
Customers, Policy and Improvement	316
Human Resources	318
Infrastructure and Technology	320
Resources	322
Shared Legal Services	324
Environment and Regeneration	
Development and Building Control	328
Future Merton & Traffic and Highways	330
Leisure & Cultural Development	332
Parking & CCTV Services	334
Parks & Green Spaces (Commissioned Service)	336
Property	338
Regulatory Services – Merton element only	340
Safer Merton	342
Transport	344
Waste Management & Cleansing (Commissioned Service)	346

CABINET 15 OCTOBER 2018

AMENDMENTS TO PREVIOUSLY AGREED SAVINGS (CABINET 15 OCTOBER) Discussed at budget scrutiny meetings in November	Page No.	Eq. Impact Page No.
CHILDREN AND YOUNG PEOPLE O&S PANEL		
Savings to be replaced		
CSF2015-09 Review of CSF staffing structure	55	
CSF2016-02 Reduced costs national adoption initiative	56	
CSF2016-03 Further staff savings	56	
Replacement savings		
CSF2018-01 Reduced costs national adoption initiative	57	
CSF2018-02 Reorganisation of children with disability, fostering and assessment services	58	76
CSF2018-03 Review Early Years services and income	59	81
CSF2018-04 Review school service level agreements	60	87
CSF2018-05 Social Impact Bond	61	92
CSF2018-06 South London Family Drug & Alcohol Court	61	92
NEW SAVINGS PROPSALS (CABINET 15 October) Discussed at budget scrutiny meetings in November		
OVERVIEW AND SCRUTINY COMMISSION		
Corporate Services		
2019/20-CS01 Amend discretionary rate relief policy	49	65
2019/20-CS02 Charge for Blue Badges	50	69
CHILDREN AND YOUNG PEOPLE O&S PANEL		
Education		
CSF2018-08 Review Early Years Service	51	96
CSF2018-09 Radically reduce some statutory functions	52	100
Children's Social Care		
CSF2018-10 Reduce support of LAC/CSE respite	53	104
HEALTHIER COMMUNITIES AND OLDER PEOPLE O&S PANEL		
Adult Social Care		
18/19 Mascot Service Direct Provision income generation	54	108

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SUMMARY OF SERVICE DEPARTMENT'S PROGRESS AGAINST SAVINGS TARGETS

Savings Targets for 2019-23

Cabinet on 17 September 2018 agreed savings targets to be identified by service departments over the period 2019-23 as follows:-

Savings Targets	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services*	138	2,205	426	379	*3,148
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	14,762	2,433	1,773	19,759
Net Cumulative total	791	15,553	17,986	19,759	

* The Corporate Services target has been adjusted by £0.445m to reflect an increase in income achieved by CS staff improving the Council Tax collection rate by 0.5%.

An initial tranche of savings was considered by Cabinet on 15 October 2018 and further savings proposals were presented to Cabinet on 10 December 2018. The total new savings including those in October and December are:-

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	172	2,046	353	91	2,662
Children, Schools & Families	143	850	0	0	993
Environment & Regeneration	2,015	1,970	26	14	4,025
Community & Housing	247	728	1,000	0	1,975
Total	2,577	5,594	1,379	105	9,655
Net Cumulative total	2,577	8,171	9,550	9,655	

If all of the proposals are accepted, the balance remaining to find is:-

	Targets £'000	Proposals £'000	Balance £'000	Balance %
Corporate Services	3,148	2,662	486	15.4
Children, Schools & Families	3,620	993	2,627	72.6
Environment & Regeneration	6,631	4,025	2,606	39.3
Community & Housing	6,360	1,975	4,385	68.9
Total	19,759	9,655	10,104	51.1

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NEW SAVINGS PROPOSALS 2019-23: CABINET 15 OCTOBER 2018

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	

NEW SAVINGS PROPOSALS 2019-23: CABINET 10 DECEMBER 2018

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	97	2,031	353	91	2,572
Children, Schools & Families	143	300	0	0	443
Environment & Regeneration	2,015	1,970	26	14	4,025
Community & Housing	247	628	1,000	0	1,875
Total	2,502	4,929	1,379	105	8,915
Cumulative Total	2,502	7,431	8,810	8,915	

NEW SAVINGS PROPOSALS 2019-23: CABINET OCTOBER + DECEMBER 2018

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	172	2,046	353	91	2,662
Children, Schools & Families	143	850	0	0	993
Environment & Regeneration	2,015	1,970	26	14	4,025
Community & Housing	247	728	1,000	0	1,975
Total	2,577	5,594	1,379	105	9,655
Cumulative Total	2,577	8,171	9,550	9,655	

NEW SAVINGS PROPOSALS 2019-23: CABINET 10 DECEMBER 2018

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	97	2,031	353	91	2,572
Children, Schools & Families	143	300	0	0	443
Environment & Regeneration	2,015	1,970	26	14	4,025
Community & Housing	247	628	1,000	0	1,875
Total	2,502	4,929	1,379	105	8,915
Cumulative Total	2,502	7,431	8,810	8,915	

Page 12

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

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS03	Service/Section Description	Policy Strategy & Partnerships Remove contribution to E&R for funding premises occupied by VS grant recipients (MVSC and CAB)	99		99			Medium	Very High	SNS2
		Service Implication	Both beneficiaries would either need to fund their own premises or alternative premises would need to be provided.								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments	E&R - will need to negotiate with VS to pay rent for the premises they occupy. All departments will be impacted by the cross-cutting nature of the services these beneficiaries offer and the (as yet unknown) impact this would have on them.								
		Equalities Implications	This will have an impact on affected groups and the services they deliver - these will need to be analysed for their effect on groups with protected characteristics.								
		TOM Implications									
	2019-20 CS04	Service/Section Description	Policy Strategy & Partnerships Reduce strategic partner grant by 10% (NOTE THIS CANNOT BE REDUCED UNTIL 22/23)	794				78	High	High	SNS2
		Service Implication	This will reduce the level of service commissioned by the council/partnership through voluntary sector.								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments									
		Equalities Implications	This will have an impact on affected groups and the services they deliver - these will need to be analysed for their effect on groups with protected characteristics.								
		TOM Implications									
	2019-20 CS05	Service/Section Description	Registrars Reduction in staff (FTE not yet calculated)	370		30			Low	Medium	SS2
		Service Implication	The removal of a number of functions by the Home Office that were provided through the Registration Service.								
		Staffing Implications	Reduction in staff (FTE not yet calculated)								
		Business Plan implications									
		Impact on other departments	None								
		Equalities Implications	A full EIA will need to be undertaken but this is likely to be relatively minor.								
		TOM Implications									

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS06	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Revenues and Benefits Reduction in staffing Review of staffing structure within the section taking into account impact of universal credit, business rates retention, collection rates for all debt and welfare benefits. There will be service impacts as approximately 7% staffing reduction Loss of 4 FTE Potential drop in PI's, housing benefit processing days and collection rates for council tax and business rates and reduced sundry debt income	1336		146			Medium	Medium	SS2
	2019-20 CS07	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Treasury Increase in investment income None None None None None	759		20			Low	Low	SI2
	2019-20 CS08	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Insurance Reduction in staffing delay in claims handling 0.5FTE The services may not be able to meet its key performance indicators. Inability to provide equal and timely services to the other departments and this may impact on their deadlines/targets. May have to prioritise the services the team can provide with the limited resources and continuously increasing legislation and requirement for services (eg new housing company)	217		15			Low	Medium	SS2

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS09	Service/Section Description CHAS dividend Service Implication None Staffing Implications None Business Plan implications None Impact on other departments None Equalities None Implications None TOM Implications None		0		460			Low	Low	S12
	2019-20 CS10	Service/Section Description Recharges to Merantun Developments Service Implication Corporate Services staff to provide services to subsidiary company Staffing Implications None Business Plan implications None Impact on other departments Reduction in service to departments due to Merantun workload Equalities None Implications None TOM Implications None		0		75			Low	Low	S12
	2019-20 CS11	Service/Section Description Revenues and Benefits Amend discretionary rate relief policy Service Implication Amend discretionary rate relief policy, £75k reduction in Merton share from 2019/20 and a further £75k from 2020/21. Reduce overall relief granted by £235k (£525k currently granted) Staffing Implications None Business Plan implications None Impact on other departments None Equalities Some charities, sports clubs, education establishments and non profit making organisations will have a reduction in rate relief Implications None TOM Implications None		524		75			Low	Low	SNS2

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS12	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Revenues and Benefits Increase in Empty Homes Premium for long term empty properties From April 2019 the existing 50% premium charged on empty properties can be increased to 100%. Using October 18 data this will affect 166 properties None Impact on existing owners of long term empty properties within the borough	0	97	36	16		Low	Medium	SI2
	2019-20 CS13	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Revenues and Benefits Improved collection of HB overpayments and reduce Bad Debt Provision HB overpayments have increased since 2014 and as a result additional income and subsidy received which also allows a reduction in bad debt provision None None Existing collection procedures protects and assists the most vulnerable residents None	0		500			Medium	Medium	SNS1

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS14	<p>Service/Section 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>legal services budget</p> <p>impose criminal litigation cap at 20k</p> <p>reduce capacity in merton by 50% for enforcement prosecutions</p> <p>non</p> <p>environment and reg services</p>	1,252		20			Medium	Medium	SNS2
	2019-20 CS15	<p>Service/Section 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>legal service budget</p> <p>reduce civil litigation legal support by 50%</p> <p>possible 0.5 post if no work available elsewhere</p> <p>risk that priority work may need to be funded at departments discretion e.g. contractual disputes or JR applications.</p>	1,252		45			Medium	Medium	SNS2

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS16	<p>Service/Section Description Facilities Management Closure of Morden Park House and relocation of statutory services to operate at the Civic centre</p> <p>Service Implication None for statutory requirements but significant loss of income generation as the service will no longer be able to offer marriage ceremonies and hold wedding fairs.</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications The proposal supports the corporate accommodation strategy which looks to reduce the number of buildings that the Council occupies and reduce its operating costs and overheads.</p>		78			78		Medium	Medium	SPROP
	2019-20 CS17	<p>Service/Section Description Facilities Management Closure of Chaucer centre and relocation of operational teams at the Civic centre</p> <p>Service Implication Loss of income generation from external lease arrangements and conference/meeting room facilities which could potentially be provide at other council venues.</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments Yes as the conference/meeting facilities are widely used across the Council. In addition lunchtime meals for the SMART centre are currently provided by the Chaucer centre catering contractor and would therefore need to be sourced from elsewhere.</p> <p>Equalities Implications None</p> <p>TOM Implications The proposal supports the corporate accommodation strategy which looks to reduce the number of buildings that the Council occupies and reduce its operating costs and overheads.</p>		102		77		Medium	Medium	SPROP	
	2019-20 CS18	<p>Service/Section Description Facilities Management Closure of Gifford House and relocation of SLLP to the Civic centre</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications The proposal supports the corporate accommodation strategy which looks to reduce the number of buildings that the Council occupies and reduce its operating costs and overheads.</p>		69		69		Low	Low	SPROP	

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS19	<p>Service/Section Description 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>Facilities Management Reduction in the Repairs and Maintenance budgets for the corporate buildings. The condition of the corporate buildings will deteriorate over time as planned improvement/upgrading works are deferred which will lead to an overall increase in 'backlog maintenance' requirements.</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	515		100			Low	Medium	SPROP
	2019-20 CS20	<p>Service/Section Description 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>Facilities Management Reduction in the energy 'Invest to Save' budget for the corporate buildings. Reduction in energy invest to save revenue budget will impact the FM teams ability to undertake small energy efficiency and improvement works within the corporate buildings that do not meet the requirements of capital funding.</p> <p>None</p> <p>Will impact on the councils ability to achieve its business plan target of reducing CO2 emissions from its buildings.</p> <p>None</p> <p>None</p> <p>None</p>	242		100			Low	High	SNS2
	2019-20 CS21	<p>Service/Section Description 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>Facilities Management Implement phase 2 of the Flexible Working Programme to generate additional vacant floor space and generate income from commercial lease arrangements.</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>The proposal supports the corporate accommodation strategy which looks to reduce the number of buildings that the Council occupies and reduce its operating costs and overheads.</p>	0			90		Low	Low	SPROP

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS22	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Facilities Management Reduction in the frequency of the cleaning within the corporate buildings Reduce the frequency of cleaning within the corporate buildings from 5 to 3 times a week. None None None None None	281		25			Low	Medium	SNS2
	2019-20 CS23	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Client Financial Affairs Implement a means assessed charging scheme for appointeeships undertaken by the CFA team. Currently clients receive a free service irrespective of the value of assets that they have and therefore the proposal is to introduce a graduated charging mechanism based on an ability to pay for the services delivered. None None None To be determined as part of the Equalities Impact Assessment which will be completed. None.	0			30		Medium	Low	SI1
	2019-20 CS24	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	HR Division Realignment/redesign of HR services to provide services to the organisation and mitigate associated risks Deletion of: 1 FTE Officer 1FTE Reduction of capacity in Pay, Rewards and Employee Relations and the wider OD & Strategy team - in part offset by OD tasks being transferred to learning and development Request for CMT and DMT HR metrics (statistics and trends) reporting to move to quarterly reporting due to reduced capacity in the Pay, Rewards and ER team. Reduced senior HR capacity in OD & Strategy to respond to ad-hoc ER and HR Strategy issues. None identified	1811		50			Low	Low	SS2

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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 CS25	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	HR Support Charge for voluntary sector payroll Pay for service delivered as flagged to organisation two years ago No implications No implications None May impact on vulnerable residents None	0		7			Low	Medium	SI2
	2019-20 CS26	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Procurement savings Review of contract arrangements None To be determined No implications Minimum impact	0			120		Low	Low	SP1
	2019-20 CS27	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Democratic services/electoral services merge dem services and electoral services reduction in managerial capacity deletion of one head of service post reduced capacity at senior level in scrutiny and decision making support	879		70			Medium	Medium	SNS2
	2019-20 CS28	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Cash Collection cash collection reduction Contract negotiation to reduce cash collection following introduction and roll-out of cashless parking None None Reduction of parking collections following the roll-out of cashless parking To be completed. None	166		12	19	13	Low	Low	SNS1
Total Corporate Services Savings					97	2,031	353	91			

DEPARTMENT: Children, Schools and Families

CABINET 10 DECEMBER 2018

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	CSF2018-11	<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>Education</p> <p>Reduction of SENDIS early intervention service and reduction in spend associated with the introduction of the web based EHCP Hub</p> <p>The reduction of the early intervention service will lead to less resource available to support families of children with Special Educational Needs potentially leading to longer waiting times for families to access support or start the statutory assessment process. Implementation of the EHCP Hub (funded from the SEN support grant) will improve the timeliness of the statutory assessment process, enabling channel shift and improved timeliness, streamlining partners contributions to the EHCP process and reducing ongoing costs in relation to the current paper based system.</p> <p>Risk of redundancy and costs of redundancy for experienced staff. Affecting one or two posts out of four</p> <p>No specific implications</p> <p>Will be implications with pressure on other CSF services including children's social care.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. Our approach is to target our resources on the most vulnerable children and young people and their families, these savings will impact on those already most at risk and vulnerable children at the top end of our Well Being Model.</p> <p>We have identified the EHCP Hub implementation in our TOM as a key element in our channel shift and timeliness of statutory assessment processes. The TOM sets out an approach to prioritisation but this saving will impact on those already most at risk because of their SEND and their families.</p>	577	72				Medium	Medium	SS2

DEPARTMENT: Children, Schools and Families

CABINET 10 DECEMBER 2018

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	CSF2018-12	<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>Further reduction in staffing at Bond Road. This will include a FGC post and a contact worker.</p> <p>Reduction in the potential offer at Bond Road for 40 families. Possible impact on keeping children out of care. Cuts to contact provision</p> <p>Potential redundancy for 2 staff involved. Probable increase in caseloads of contact and remaining FGC staff.</p> <p>No immediate implications for other departments.</p> <p>Implications for vulnerable families who utilise this service.</p>	558	71				Medium	High	SS2

DEPARTMENT: Children, Schools and Families

CABINET 10 DECEMBER 2018

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	CSF2018-13	<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 align="center">Cross Cutting</p> <p>Review of CSF admin structure</p> <p>With changes to the structure of the department, the implementation of MOSAIC and a focus on minimal education and social care core functions we will redesign our workforce across what will be a smaller department dealing with increasing demands. Less resource and flexibility to meet increasing demands will lead to a risk of decreased timeliness of response to customers and reduced support for vulnerable children and young people.</p> <p>A reduction of 10-12 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 includes a focus on delivering the restructure as well as flexible working and the embedding of MOSAIC. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.</p>	1,100	300			Medium	High	SS2
		Total		143	300	0	0			
Total CSF Target Savings				143	2,740	438	299			
Previously submitted					550					
(Shortfall)/Surplus				0	(1,890)	(438)	(299)			

Page 24

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

Panel

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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)
	ENV1819 - 01	Service/Section	Leisure & Culture	(292)	60				Medium	Low	SP1
		Description	Five year extension of the GLL contract								
		Service Implication	Extend continuity of service provision with same contractor for 5 further years.								
		Staffing Implications	None								
		Business Plan implications	Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by five years								
		Impact on other departments	Procurement and legal - as re-procurement delayed by 5 years; Children, Schools and Families - continuity of service provision by current contractor for 5 further years - school curriculum swimming, etc.								
		Equalities Implications	Continuity of service maintained with existing contractual arrangements.								
		TOM Implications	Contract change creating efficiencies. Key officer across council will be involved in the detail of the changes to ensure delivery.								
	ENV1819 - 02	Service/Section	Parking Services	839		57			Low	Low	SS1
		Description	Operational efficiencies. Parking services manage a high level of transactional applications, for PCN, Permit and general enquiries. Through improved use of technology and a review of practices, including the development of self service transactions by customers opposed to back office staff processing, efficiency savings can be made.								
		Service Implication	None								
		Staffing Implications	Reduction of 2fte								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	Consistent with TOM direction of travel								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

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)
	ENV1819 - 05	Service/Section	FutureMerton								
		Description	Highways advertising income through re-procurement of the advertising contract for the public highway. New contract due to be in place by last quarter of 2019/20.	(218)	55				Medium	Low	SP1
		Service Implication	Will know more on service implications following temporary engagement of advisor on digital advertising								
		Staffing Implications	Staffing required to procure new contract, also expertise in digital advertising required to advise on content of new contract								
		Business Plan implications	Additional income meaning more financial resilience for the council.								
		Impact on other departments	Positive impact - New contract will allow for advertising of council services on panels								
		Equalities Implications	None								
		TOM Implications	Delivering part within TOM								
Total Environment and Regeneration Savings					2,015	1,970	26	14			

SAVINGS TARGET

263

5,066

807

495

6,631

SHORTFALL / (SURPLUS)

(1,752)

3,096

781

481

2,606

Savings Type

SI1	Income - increase in current level of charges
SI2	Income - increase arising from expansion of existing service/new service
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
SP2	Procurement / Third Party arrangements - deletion/reduction in service
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

Panel**C&YP****Children & Young People****CC****Corporate Capacity****HC&OP****Healthier Communities & Older People****SC****Sustainable Communities**

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	Risk Analysis - Reputational Impact
Adult Social Care										
		Service	Adult Social Care							
18/19	CH88	Description Service Implication	Homecare Monitoring System							
			94	11	78			Medium	Low	SP1
		Staffing Implications	None							
		Business Plan implications								
		Impact on other departments	Finance and IT. The system is to be upgraded, which may affect the interface with Mosaic and e5.							
		Equalities Implications	The proposals will have a positive impact for users of home care as it will improve monitoring of visits.							
		TOM Implications	Efficient use of resources							

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 Reputationa l Impact	Risk Analysis - Reputation al Impact
18/19	CH89	<p>Description Service Implication</p> <p>Older People Day Activities</p> <p>Merton has one internal day provision for 65+ customers in the borough and contracts extra capacity within woodlands day centre. There are also twenty lunch clubs that provide an alternative service. As less people are choosing to attend these formal day centres we increasingly have vacancies within these provisions that exceed expected demand. This proposal seeks to assess and analyse the demand and supply of activity aimed at supporting older people to access community activity. This will objectively look at the supply of building based and non-building based activity, its utilisation and the limitations on providing what people expect and need within the current model. It will provide the department with the rationale, future demand profile and capacity requirements future commissioning intentions of both external and in-house building based provision. It will also provide detail on which a 'Community Activity Market Position Statement can be produced. This aims to provide interested parties and organisation with the information on which they can build their business planning.</p> <p>Staffing Implications</p> <p>The implications will arise from the review and options appraisal.</p> <p>Business Plan implications</p> <p>The implications will arise from the review and options appraisal.</p> <p>Impact on other departments</p> <p>The implications will arise from the review and options appraisal.</p> <p>Equalities Implications</p> <p>The implications will arise from the review and options appraisal.</p> <p>TOM Implications</p> <p>Improving sustainability and efficient use of resources</p>	474	236				Medium	High	SNS2
18/19	CH90	<p>Description Service Implication</p> <p>Out of Area Placements</p> <p>The aim of this proposal is to reduce the council's dependency on Out of Area placements for adults with mental ill health and/or learning disabilities. An 'Out of Area' placement is defined as not being in or near Merton. Out of area placements are more difficult to support and monitor and are, on average, more expensive. An improved local offer will be better for service users and reduce costs. A review is underway across south London in relation to mental heath. This replaces CH 82 and CH83</p> <p>Staffing Implications</p> <p>None</p> <p>Business Plan implications</p> <p>The implications will arise from the review and options appraisal.</p> <p>Impact on other departments</p> <p>The implications will arise from the review and options appraisal.</p> <p>Equalities Implications</p> <p>The aim is to have a positive impact on users outcomes and wellbeing. Some MH users might be asked to move to different accommodation, but we will support them through any such decision.</p> <p>TOM Implications</p> <p>Efficient use of resources</p>			100			High	Medium	SP1

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	Risk Analysis - Reputational Impact	
18/19	CH91	<p>Description 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>Supported Living/Residential Review</p> <p>We are reviewing the in-house Residential and Supported Living accommodation currently used by Merton for people with a Learning Disability. Our aim is to ensure that we fully understand the needs and wishes of the people we support, and can provide and commission the most appropriate accommodation locally, working with a range of partners. The review will take some time and any savings will not arise until 2020/21</p> <p>The implications will arise from the review and options appraisal</p> <p>The implications will arise from the review and options appraisal</p> <p>The implications will arise from the review and options appraisal</p> <p>The aim is to improve outcomes for service users by offering wider choice locally. However, we recognise what some may find change difficult and will need significant support.</p> <p>Improving sustainability and efficient use of resources</p>	1,138		400			High	High	SP1

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	Risk Analysis - Reputational Impact	
18/19	CH92	<p>Description 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>Mobile Working</p> <p>The aim of the proposal is to increase efficiency and productivity within the directorate through enabling more mobile, remote and flexible working across our workforce.</p> <p>The proposals may change how people work and where their main base is.</p> <p>Not yet known</p> <p>Increased demand for IT to support mobile working</p> <p>The proposal can support a better work life balance, e.g. by reducing travel time, but we recognise that not all solutions suit all staff.</p> <p>Improving efficiency and empowering the workforce</p>	732		50			Medium	Medium	SNS1
18/19	CH93	<p>Description 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>Learning Disabilities Offer</p> <p>The proposal is to review of our offer to adults with Learning Disabilities (LD) to ensure that we can meet the needs of those transitioning into adulthood and those of current service users and their carers within the resources we expect to be available. The focus will be on those transitioning into adulthood or moving into the borough, who we will support to maximise their independence and reduce our dependency on residential care and other higher cost options.</p> <p>N/A</p> <p>The implications will arise from the review and options appraisal</p> <p>The implications will arise from the review and options appraisal</p> <p>The implications will arise from the review and options appraisal</p> <p>Improving sustainability and efficient use of resources</p>	8,000			£500		Medium	High	SP1

DEPARTMENT: Community and Housing 2019/20 New Savings

CABINET 10 DECEMBER 2018

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	Risk Analysis - Reputational Impact	
18/19	CH94	<p>Description 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>MHCT integration -pooled funding/resourcing</p> <p>The proposal forms part of the Merton Health & Care Together partnership programme. The aim is to achieve efficiencies in management, administration, process and commissioning. This may be through having a single point of access and triage, to make best use of responsive services. It may also be by jointly commissioning similar and allied services to achieve better outcomes with a focus on recovery and maximising independence.</p> <p>N/k - the model is at an early stage of development. A single point of access and triage may require closer co-location.</p> <p>The implications will arise from the review and options appraisal</p> <p>N/K at this stage</p> <p>The implications will arise from the review and options appraisal, but it is expected to have a positive impact on people with ill health and disabilities</p> <p>Improving sustainability and efficient use of resources</p>	1,766			£500		High	High	SS2
Total Community & Housing			12,204	247	628	1,000	0				
			C&H Savings Target	247	4,751	762	600	6,360			
			Shortfall/Surplus	0	4,123	238	600	4,485			

Savings Type

- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service
- 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
- SP2 Procurement / Third Party arrangements - deletion/reduction in service
- 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

Panel

- C&YP
- CC
- HC&OP
- SC

Children & Young People
Corporate Capacity

Healthier Communities & Older People
Sustainable Communities

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	2018-19 CS11	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments</p> <p>Equalities Implications TOM Implications</p>	<p>Corporate Services Restructure of management across Corporate Services Will impact significantly on level of support/service offered</p> <p>5-6 FTE senior managers New ways of working and increased responsibilities Will require increase in self service and potential loss in customer satisfaction None</p>		(400)			Medium	Medium	SS2
	2018-19 CS13	<p>Service/Section</p> <p>Description Service Implication Staffing Implications Business Plan implications</p> <p>Impact on other departments Equalities Implications TOM Implications</p>	<p>Corporate Governance Audit and investigations Reduction in service days Shared service Reduce audit capacity and resource for criminal and civil enforcement None None</p>		(50)			Medium	Medium	SNS2
	CSREP 2019-20 (1)	<p>Service/Section</p> <p>Description</p> <p>Service Implication Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications TOM Implications</p>	<p>Legal charges income Increase in income from Legal Services relating to S106, property and court fees</p>	130	50			Medium	Medium	SI2

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2019-20 (2)	<p>Service/Section Insurance</p> <p>Description Reduction in internal insurance fund contribution</p> <p>Service Implication Reduction of internal insurance provision in line with the actuarial report</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications None</p>	951	250			Low	Low	SNS2
	CSREP 2019-20 (3)	<p>Service/Section Revenues and Benefits</p> <p>Description Increase in income from Enforcement service</p> <p>Service Implication High volume of parking warrants due to ANPR implementation and improving processes to increase income and collection</p> <p>Staffing Implications Have just advertised for another self funding enforcement agent</p> <p>Business Plan implications</p> <p>Impact on other departments Possible increase in Parking Debt Income</p> <p>Equalities Implications</p> <p>TOM Implications</p>	713	50			Medium	Medium	SI2

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2019-20 (4)	Service/Section	Treasury							
		Description	Increase in investment income	759	30			Medium	Medium	SI2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	CSREP 2019-20 (5)	Service/Section	CHAS dividend							SI2
		Description	CHAS dividend	0	40			Low	Low	
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

APPENDIX 7 (b)

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2019-20 (6)	<p>Service/Section legal services budget</p> <p>Description reduce employment and HR support by 50%</p> <p>Service Implication none</p> <p>Staffing Implications potential reduction of 0.5 post if no work elsewhere</p> <p>Business Plan implications</p> <p>Impact on other departments HR team operate at level of legal support consistent with other councils</p> <p>Equalities Implications</p> <p>TOM Implications</p>	1252	30			Medium	Medium	SS2
Total Corporate Services Savings				0	0	0			

Appendix 7 (b)

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	CSF2018-07	Service Description	Education Reorganisation of Admissions, My Futures and School Improvement Teams and reduction in contribution to the MSCB (Safeguarding Partnership)	825	100				Medium	Medium	SS2
		Service Implication	Less resource and flexibility to meet increasing demands, leading to risk of decreased timeliness of responses to customers, reduced support for NEET young people and less capacity in our Safeguarding Partnership								
		Staffing Implications	Risk of redundancy and costs of redundancy for experienced staff. Three to four posts from a total of eighteen.								
		Business Plan implications	No specific implications								
		Impact on other departments	Will be implications with pressures on other CSF services including children's social care								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. Our approach is to target our resources on the most vulnerable children and young people and their families, these savings this will impact on some young people who are already most at risk (NEET) and vulnerable young people at the top end of our Well Being Model								
		TOM Implications	The TOM sets out an approach to prioritisation but this saving will impact on those already most at risk and vulnerable NEET young people at the top end of our Well Being Model								
Total Children, Schools and Families Savings					100	0	0	0			

DEPARTMENT: Community and Housing 2018/19-Replaced 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)	
Adult Social Care											
Page 38	CH20	Service Description	Access Assessment and Commissioning staffing Reduced staffing in social work and commissioning teams								
		Service Implication	Original staff savings (£433k) less alternatives (taxis £50k, transport £100k and MH staff £100k)		(183)				High	Medium	SS2
		Staffing Implications	Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.								
		Business Plan implications	Redundancies - Some staff would be subject to redundancy								
		Impact on other departments Equalities Implications	This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.								
		TOM Implications	The primary impact is on service users and partners, such as the NHS. These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
		TOM Implications	This is consistent with the existing TOM								

DEPARTMENT: Community and Housing 2018/19-Replaced 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)
17/18 & 18/19	CH35/36	Description	Housing Related Support Services Review and Procurement	1,859	309				Medium	High	SS2
		Service Implication	The purpose of the project is to review existing service provision, identify gaps and utilise the data to inform a new set of contract specifications to support the re-procurement of services aligned with the Council's Community and Housing strategic priorities. The objective of the project is to deliver successful procurement of contracted services that demonstrate effective outcomes for service users, effective performance management framework and value for money services.								
		Staffing Implications	Increased capacity for performance monitoring (1.0 fte) funded from savings.								
		Business Plan implications	Transfer of responsibility from ASC to Housing Needs division within C&H								
		Impact on other departments	None								
		Equalities Implications	For many users, there will be a positive impact by a better focus on outcomes. Some older users may no longer receive the same level of subsidy for their community alarms or may be funded by other means. Efficient use of resources								
		TOM Implications									
	CH88	Description	Homecare Monitoring System	94	29				Medium	Low	SP1
		Service Implication	The aim of this proposal is to roll out a home care monitoring system for all home care providers to ensure that we can monitor the delivery of home care visits. This monitoring will enable us to check on a regular basis if the customers commissioned care hours are met in line with the agreed support plans as well as improve the reliability of the service. We also aim to ensure that we only pay for visits that are carried out and do not over pay for shortened or missed visits.								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments	Finance and IT. The system is to be upgraded, which may affect the interface with Mosaic and e5.								
		Equalities Implications	The proposals will have a positive impact for users of home care as it will improve monitoring of visits.								
		TOM Implications	Efficient use of resources								

DEPARTMENT: Community and Housing 2018/19-Replaced 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)
18/19	CH82 & CH83 (Now CH90)	Description	Out of Area Placements	See CH55		1,000			High	Medium	SP1
	Service Implication	The aim of this proposal is to reduce the council's dependency on Out of Area placements for adults with mental ill health and/or learning disabilities. An 'Out of Area' placement is defined as not being in or near Merton. Out of area placements are more difficult to support and monitor and are, on average, more expensive. An improved local offer will be better for service users and reduce costs. A review is underway across south London in relation to mental health. This replaces CH 82 and CH83									
	Staffing Implications	None									
	Business Plan implications	The implications will arise from the review and options appraisal.									
	Impact on other departments	The implications will arise from the review and options appraisal.									
	Equalities Implications	The aim is to have a positive impact on users outcomes and wellbeing. Some MH users might be asked to move to different accommodation, but we will support them through any such decision.									
	TOM Implications	Efficient use of resources									
Total Community & Housing					0	0	0	0			

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

Panel

C&YP
O&S
HC&OP
SC

APPENDIX 7 (c)

DEPARTMENT: CORPORATE SERVICES DEFERRED SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD7	Division	Infrastructure & Transactions							
		Description	Restructure Post & Print section and delete 2 FTE posts.	428	(23)	23		L	L	SS2
		Service Implication	The reduction in resources will increase the time taken to process							
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.							
		Business Plan implications	None							
		Impact on other departments	Reduction in current level of service may impact some time critical							
		Equalities Implications	None							
		TOM Implications								
	CS2015-03	Service	Transactional Services							
		Description	Restructure of Transactional Services team	517	(50)	50		L	M	SS2
		Service Implication	Will increase the time taken to process payments and requests for							
		Staffing Implications	Up to 3 FTE posts deleted through voluntary/compulsory redundancy							
		Business Plan implications	Existing BP targets will need to be revised to align with reduced							
		Impact on other departments	Will increase the time taken to process payments and requests for							
		Equalities Implications	TBA							
		TOM Implications	To be determined as the potential benefits of both the new financial and							

APPENDIX 7 (c)

DEPARTMENT: CORPORATE SERVICES DEFERRED SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS03	Service/Section	Infrastructure & Transactions - Facilities Management							
		Description	Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description.	33	(33)	33		L	L	SNS1
		Service Implication	None							
		Staffing Implications	Removal of allowance to staff. Duties to be included in job description of Assistant Directors							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
Total Corporate Services Deferred Savings					(106)	106	-	0		

DEPARTMENT: Community and Housing 2018/19-Deferred Savings

Panel	Ref	Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Adult Social Care									
		Service	Adult Social Care						
17/18	CH72	Description Service Implication	Adult Social Care: Direct provision Reviewing transport arrangements for in-house units, linking transport more directly to the provision and removing from the transport pool. This is deferred to enable a more comprehensive review of service and community transport.	767	(100)	100	High	High	SP1
Subtotal			767	(100)	100				
Total Community & Housing 2019/20			767	(100)	-				

NEW SAVINGS PROPOSALS 2019-23: CABINET 15 OCTOBER 2018

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	

Page 48

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

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									

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	0		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. Alrready stated on-line but charge not enforced.								
		TOM Implications	None								
		Corporate Services: New Savings Total			75	15	0	0	90		

DEPARTMENT: Children, Schools and Families

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.								

DEPARTMENT: Children, Schools and Families

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	<p>Service Description</p> <p>Education Radically reduce some statutory education functions</p> <p>Service Implication We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.</p> <p>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</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments No specific Implications expected although we could see some legal challenge.</p> <p>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.</p> <p>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.</p>	8,137		200			High	High	SS2

DEPARTMENT: Children, Schools and Families

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											
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>Service Description</p> <p>Mascot Service(Direct Provision) We are planning to maximise income generation from Telecare in a number of ways;</p> <p>Increase individual paying customers Review and renegotiate existing commercial contracts with Housing Associations, and seek more similar business.</p> <p>Service Implication</p> <p>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</p> <p>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 Implications None identified</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			

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

CABINET 16 OCTOBER 2018

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>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>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

APPENDIX 8 (b)

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

CABINET 16 OCTOBER 2018

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			

APPENDIX 8 (b)

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

CABINET 16 OCTOBER 2018

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.</p> <p>Will be implications with pressures on other CSF services departments</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

APPENDIX 8 (b)

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

CABINET 16 OCTOBER 2018

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	<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 & Youth Inclusion</p> <p>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.</p> <p>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.</p> <p>Risk of redundancy and costs of redundancy for experienced staff. Affecting three to four posts.</p> <p>No specific Implications</p> <p>Will be implications with pressures on other CSF services</p> <p>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>	1,290	130				Medium	High	SS1

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

CABINET 16 OCTOBER 2018

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.	1,008	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.								

APPENDIX 8 (b)

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

CABINET 16 OCTOBER 2018

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	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Education</p> <p>Review schools trade offer, raise charges or consider ceasing services from 2020.</p> <p>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.</p> <p>If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.</p> <p>Should funding not be secured there will be implications for service volumes and outcomes.</p> <p>Possible impact on child protection services if service reductions result in escalations from schools and others.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>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.</p>	293	30				Medium	Low	SI1

APPENDIX 8 (b)

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

CABINET 16 OCTOBER 2018

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 Children Social Care Delivery of preventative services through the Social Impact Bond</p> <p>Service Implication 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>Staffing Implications None</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments None</p> <p>Equalities Implications This is a service for some of our most vulnerable children and young people.</p> <p>TOM Implications This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>	1,807	45				Low	Low	SP1
C&YP	CSF2018-06	<p>Service Description Children Social Care South London Family Drug and Alcohol Court commissioning</p> <p>Service Implication 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>Staffing Implications None</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments Potential impact on legal department.</p> <p>Equalities Implications This is a service for some of our most vulnerable children and young people.</p> <p>TOM Implications This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>	1,807	45				Low	Low	SP1
Total Children, Schools and Families Savings				329	0	0	0			
Replacements still to be submitted				(100)	0	0	0			

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SUMMARY OF EQUALITIES ASSESSMENTS

SAVINGS REFERENCE	CABINET	DEPARTMENT	SAVING	OUTCOME
2019-20 CS01	15 October 2018	Corporate Services	Amend Discretionary Rate Relief Policy	2
2019-20 CS02	15 October 2018	Corporate Services	Concessionary Travel	2
CSF2018-02	15 October 2018	Children, Schools and Families	NB: Replaced by CSF2018 (2) and (12) in December savings	See Dec. (2) & (12)
CSF2018-03	15 October 2018	Children, Schools and Families	Review Early Years Service	2
CSF2018-04	15 October 2018	Children, Schools and Families	Review school trades offer	2
CSF2018-05	15 October 2018	Children, Schools and Families	Children Social Care - delivery of preventative services through the Social Impact Bond	1
CSF2018-06	15 October 2018	Children, Schools and Families	Children Social Care - South London Family Drug and alcohol court commissioning	1
CSF2018-08	15 October 2018	Children, Schools and Families	Review Early Years Service	2
CSF2018-09	15 October 2018	Children, Schools and Families	Reduce some statutory education functions	2
CSF2018-10	15 October 2018	Children, Schools and Families	Reduce support for LAC/CSE/respite	2
CH87	15 October 2018	Community and Housing	Mascot Service	1
2019-20 CS03	10 December 2018	Corporate Services	Policy, Strategy and Partnerships - remove contribution	3
2019-20 CS04	10 December 2018	Corporate Services	Policy, Strategy and Partnerships - reduce strategic partner grant	3
2019-20 CS05	10 December 2018	Corporate Services	Registrars - reduce staffing	3
2019-20 CS06	10 December 2018	Corporate Services	Revenues and benefits - reduce staffing	1
2019-20 CS08	10 December 2018	Corporate Services	Insurance - reduce staffing	1
2019-20 CS11	10 December 2018	Corporate Services	Amend Discretionary Rate Relief Policy	2
2019-20 CS12	10 December 2018	Corporate Services	Increase in Empty Homes Premium for long term empty properties	1
2019-20 CS13	10 December 2018	Corporate Services	Improved collection of Housing Benefit payments and reduce bad debt provision	1
2019-20 CS14	10 December 2018	Corporate Services	Legal services - impose criminal litigation gap at 20k	1
2019-20 CS15	10 December 2018	Corporate Services	Legal services - reduce civil litigation legal support by 50%	1
2019-20 CS23	10 December 2018	Corporate Services	Client Financial Affairs - implement means assessed charging	2
2019-20 CS24	10 December 2018	Corporate Services	HR - realign/redesign HR services	1
2019-20 CS25	10 December 2018	Corporate Services	HR Support - charge for voluntary sector payroll	2
2019-20 CS26	10 December 2018	Corporate Services	Procurement savings	1
2019-20 CS27	10 December 2018	Corporate Services	Democratic services/Electoral Services	3
CSREP 2019-20 (3)	10 December 2018	Corporate Services	Revenues and Benefits - Increase in income from Enforcement Services	1
CSREP 2019-20 (6)	10 December 2018	Corporate Services	Legal Services - Reduce budget allocated to employment advice and support	2

SUMMARY OF EQUALITIES ASSESSMENTS

SAVINGS REFERENCE	CABINET	DEPARTMENT	SAVING	OUTCOME
CSF2018-07	10 December 2018	Children, Schools and Families	Reorganisation of School Admissions, School Improvement and the My Futures teams	3
CSF2018-11	10 December 2018	Children, Schools and Families	Reduction of SENDIS early intervention service	3
CSF2018-(2) & (12)	10 December 2018	Children, Schools and Families	Children's Social Care - reduction in staffing at Bond Road	3
CSF2018-(13)	10 December 2018	Children, Schools and Families	Review of CSF admin. Structure	1
ENV1819 - 01	10 December 2018	Environment and Regeneration	Leisure and Culture - Five year extension of GLL contract	1
ENV1819 - 02	10 December 2018	Environment and Regeneration	Parking Services - Operational efficiencies	1
ENV1819 - 03	10 December 2018	Environment and Regeneration	Parking Services - support the delivery of key strategic council priorities	2
ENV1819 - 04	10 December 2018	Environment and Regeneration	Parking Services - reduction in number of pay and display machines needed	2
ENV1819 - 05	10 December 2018	Environment and Regeneration	Future Merton	1
CH35 & 36	10 December 2018	Community and Housing	Housing related Support Services Review and Procurement	2
CH39	10 December 2018	Community and Housing	Extra Care Housing contracts	2
CH55	10 December 2018	Community and Housing	Promoting independence	3
CH72	10 December 2018	Community and Housing	Community Transport	2
CH88	10 December 2018	Community and Housing	Homecare monitoring system	1
CH89	10 December 2018	Community and Housing	Older People Day Activities	2
CH90	10 December 2018	Community and Housing	Out of Area Placements	2
CH91	10 December 2018	Community and Housing	Supported Living/Residential Review	2
CH92	10 December 2018	Community and Housing	Mobile working	2
CH93	10 December 2018	Community and Housing	Learning Disabilities Offer	2
CH94	10 December 2018	Community and Housing	MHCT Integration - pooled funding resourcing	2

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?	Amend discretionary rate relief policy (Reference 2019-20 CS01)
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues & Benefits
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)	Amend the discretionary rate relief policy for qualifying businesses/charities to reduce the overall amount contributed by Merton taxpayers by £75,000 per year.
2. How does this contribute to the Council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Some charities, sports clubs, education establishments and non profit making organisations will have a reduction in or will lose all rate relief
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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).

- It is for the Council to determine the qualifying criteria and at what level it wishes to set for the discretionary rate relief for qualifying organisations. The existing scheme is already known to be more generous than neighbouring LA's and the proposal will bring us closer in synch with them.

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)?

Page 66

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		No	Yes		The policy is discretionary and will be publicised in advance allowing organisations the opportunity to balance their own budgets accordingly. Relief can change annually, dependent on circumstances, and no amount is guaranteed. All organisations are advised that relief is only awarded for a year and a review will be undertaken before the next award period.
Disability		No	Yes		
Gender Reassignment		No		No	
Marriage and Civil Partnership		No		No	
Pregnancy and Maternity		No	Yes		
Race		No		No	
Religion/ belief		No		No	
Sex (Gender)		No		No	
Sexual orientation		No		No	
Socio-economic status		No	Yes		

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?
Some organisations will absorb the change, for example, private sports clubs, education establishments, charity shops, however it cannot be identified which organisations may reduce or stop services to residents.	Invite and consider “hardship” relief applications from organisations affected	Monitor number of hardship applications and number of claims awarded	April 19 to March 20	Existing	David Keppler	Business Rates section work plan

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	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 27.9.18

Page 67

Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service		Signature:	Date:
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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 for 2019 – 2022. The introduction of a flat charge of £10.00 for the issuing of Blue Badges to residents. (Reference 2019-20 CS02)
Which Department/ Division has the responsibility for this?	Corporate Services/Customer, Performance and Improvement

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
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>The proposal is to introduce a charge of £10.00 to be paid by any resident who successfully applies for, and is issued by the Council with, a Blue Badge under the Concessionary Travel scheme. This is a change from the current arrangement, whereby no fee is levied for any applicants for the scheme.</p> <p>The Council receives approximately 2000 applications per year, and issues approximately 1700 Blue Badges per year. Each Blue Badge entitles the holder to free parking in designated areas for a period of 5 years.</p> <p>The aims of introducing the charge are to recover some of the costs of administering the Blue Badge Concessionary Travel scheme and to discourage applications (and driving) by those who do not need the service.</p> <p>The Blue Badge Scheme Local Authority Guidance issued by the Department for Transport in 2014 states the regulations give local authorities the discretion to charge a fee on the issue of a badge. The fee cannot exceed £10.00.</p> <p>During an internal audit review in 2017 they stated -</p> <p>Local authorities are permitted to charge up to £10 for the processing of a blue badge. Merton's six immediate neighbouring boroughs, all currently charge a fee of £10 for every blue badge issued. Merton is the only local borough not charging a fee.</p> <p>They then made the following recommendation - "Approval must be sought to enable the application of the maximum fees allowable when issuing a Blue Badge. The fee must be set at the current recommended level as set by the Departments of Transport. The fee must be reviewed annually to ensure that it does not exceed the maximum set by the Department of Transport."</p> <p>The online tool, operated and administered by the Department for Transport already alerts applicants that</p>

	<p>there may be a charge in the event of a successful application. The criteria for the Scheme will not alter.</p>
2. How does this contribute to the council's corporate priorities?	Recovering the administrative costs of issuing Blue Badges will support the Council to continue to deliver services within its financial envelope.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Successful applicants to the scheme will be affected. Therefore residents of Merton who are impacted by these conditions and deemed eligible for a Blue Badge will be affected financially, in that they will need to pay a £10.00 charge in order to receive a Blue Badge once their application has been processed.</p> <p>The proposals will allow the Council to recover some of the administrative cost associated with the provision of this service. The reductions in funding facing the Council over the coming months and years would otherwise divert unnecessary costs to administer the scheme from other more vulnerable services.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None – the Council has responsibility for delivering this service.

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).

Concessionary Travel – audit recommendation following review of Blue Badge process and benchmark with neighboring Boroughs. Guidelines state a charge can be levied, up to a maximum of £10.00, for each successful application. Already stated on-line but charge not enforced. Limited impact as charge is minimal and covers each Blue Badge with a lifespan of 5 years. No impact on protected characteristics. The policies and charges applied by neighbouring London boroughs have been reviewed and taken into account. Guidance from Department for Transport on the appropriateness of levying fees for the issuing of Blue Badges has been reviewed and taken into account. In 2017 a review of the service was undertaken by Internal Audit which resulted in a series of recommendations.

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					None
Disability			Yes		A small charge may dissuade disabled people from applying for a Blue Badge
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity					None
Race					BAME residents tend to be on lower incomes or have higher unemployment rates and may be adversely affected by the introduction of a charge
Religion/ belief					None
Sex (Gender)					None

Sexual orientation					None
Socio-economic status					Residents on low incomes or who are unemployed may be adversely affected by the introduction of a charge. This may disproportionately affect residents in the East of the borough

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?
<p>Disabled people may be dissuaded from applying for a Blue Badge following introduction of a charge</p> <p>Disabled residents tend to be on lower incomes and may be adversely affected by the introduction of a charge.</p>	<p>The charge will only be applied when a Blue Badge has been successfully awarded. Clearer guidance and criteria will be provided to residents to increase confidence in making applications.</p> <p>Support disabled residents to get Welfare Benefit advice to ensure that they are claiming their full benefit entitlement.</p>	<p>Monitor number of completed applications received.</p> <p>Monitor number of completed applications received and benefit take up rates by disability</p>	2020	Existing	Sean Cunniffe	Yes
<p>BAME residents tend to be on lower incomes or have higher unemployment rates and may be adversely affected by the introduction of a charge.</p>	<p>Support residents to get Welfare Benefit advice to ensure that they are claiming their full benefit entitlement.</p>	<p>Monitor number of completed applications received and benefit take up rates by BAME residents</p>				
<p>Residents on low incomes or who are unemployed may be adversely affected by the introduction of a charge. This may disproportionately affect residents in the East of the borough</p>	<p>Support residents on low incomes to get Welfare Benefit advice to ensure that they are claiming their full benefit entitlement.</p>	<p>Monitor number of completed applications received.</p>				

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	Sean Cunniffe	Signature: <i>Sean Cunniffe</i>	Date: 28.09.2018
Improvement action plan signed off by Director/ Head of Service	Sophie Ellis	Signature:	Date:

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 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>

Page 76

	<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

Page 74

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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age			*	
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		*			
<input type="checkbox"/> Pregnancy and Maternity		*			
<input type="checkbox"/> Race		*			
<input type="checkbox"/> Religion/ belief		*			
<input checked="" type="checkbox"/> 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

Improvement action plan signed off by Director/ Head of Service

Rachael Wardell DCS CSF

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 CSF2018-03
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)
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>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>

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 for 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?
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 Provide information about alternative providers and their costs so parents/families can make informed decisions	Fee structure introduced and take up in the nursery by fee paying customers is stable	March 2020	existing	Allison Jones	Y

Page 85

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	<p>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.</p>

Page 87

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

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.

Page 92

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

9694. 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

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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
 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 CSF2018-08
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

Page 8

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.

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?
P S D Q 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
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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 104

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 Positive impact		Tick which applies Potential negative impact		
	Yes	No	Yes	No	
	Age			*	
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

Page 107

Equality Analysis

What are the proposals being assessed?	Proposed budget saving - Mascot (CH87)
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care Direct Provision

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
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)	<p>We are seeking to maximise the commercial opportunities to generate additional revenue via Telecare and other assistive technologies.</p> <p>Currently Telecare is provided or made available to ASC customers as part of a package of care or following hospital discharge. Mascot also has a large number of self funding customers who are happy to pay for a service which enables them to live at home for longer. In addition, we have contracts with a number of Housing Associations to monitor their tenants in a range of locations across the borough and beyond.</p> <p>We are currently reviewing these contracts and will seek to drive up the value, as well as securing more business from similar organisations.</p> <p>We will also have further promotional drives to acquire more self funding customers.</p> <p>Additionally, we will look at opportunities to bid for Telecare contracts in other London Boroughs, and continue to explore with health colleagues opportunities to manage Telehealth services locally.</p> <p>We will also seek opportunities with small businesses to manage calls and out of hours monitoring. Mascot provides an out of hours service to all Council departments.</p> <p>These developments will be enabled by the planned updating of Mascot's Telecare Hub, due to take place in late 2018. This will give officers more free time by being faster, more efficient in terms of running reports and allowing direct input to systems remotely. We have already created specialist installer posts at Mascot to enable other officers to support customers and staff will increasingly have time to develop the service in the ways listed above.</p> <p>No officer posts are at risk, and increasing income on a regular basis will provide further stability to the service.</p> <p>Our core business of supporting vulnerable people at home will continue to be the main priority and each new development will be monitored and reviewed to ensure that front line staff are supported in this.</p>
2. How does this contribute to the council's corporate priorities?	<p>Merton is committed to enabling it's residents to live well and age well, maximising their independence and wellbeing. A successful local Telecare service is a significant partner in this undertaking.</p> <p>The Adult Social Care Service Plan and TOM contribute to the council's overall priorities and will ensure</p>

Page 108

	<p>that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by Councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the Council being an enabler, working with partners to provide services.</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>Mascot currently provides support to around 1500 individuals in Merton, and works closely with colleagues across Community and Housing and other Council departments, as well as external partners such as Housing Associations and other Voluntary Sector groups.</p> <p>The staff group consists of 19 posts, the majority of whom are trained in all aspects of call handling, installing equipment and providing a mobile response to customers.</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>We will require the ongoing support of colleagues in IT to install and maintain the hub equipment, and continued close working with ASC colleagues such as Social Workers and OTs.</p> <p>In terms of marketing and promotion we will explore with the Council's Communications Team the most effective means to develop the service.</p>

Stage 2: Collecting evidence/ data

Page 109

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).

Telecare is developing at various rates across local authorities, but all Adult Social Care departments use Assistive Technologies to underpin and support packages of care for vulnerable people, and as part of a range of preventative measures which enable people to live well at home for longer. Mascot has been working in partnership with local housing providers for some years and we know that their reliance on Telecare to support tenants who are based in multiple sites has continued to grow.

The range of Assistive Technologies is growing all the time and we are confident that as this happens more opportunities will be available to support both individuals and groups.

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	✓			✓	
Disability	✓			✓	
Gender Reassignment	✓			✓	
Marriage and Civil Partnership	✓			✓	
Pregnancy and Maternity	✓			✓	
Race	✓			✓	
Religion/ belief	✓			✓	
Sex (Gender)	✓			✓	
Sexual orientation	✓			✓	
Socio-economic status	✓			✓	

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

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 /	

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)

OUTCOME 1

The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

OUTCOME 2

The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

OUTCOME 3

The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.

OUTCOME 4

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Page 12

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Interim Head of Commissioning	Signature: Richard Ellis	Date: 1 October 2018
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 1 October 2018



Equality Analysis

What are the proposals being assessed?	Withdraw notional rent subsidy for MVSC and Citizens Advice 2019-20 CS03
Which Department/ Division has the responsibility for this?	Corporate Services / Customers, Policy and Improvement

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, A/D Customers, Policy and Improvement
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>To achieve MTFFS savings it is proposed to withdraw notional rent funding for MVSC and Citizens Advice Merton and Lambeth (CAML) and charge them full market rents for the premises they occupy from 2020/21 to deliver a saving of £99k. Currently both of these organisations have Strategic Partner Grant funding until March 2019 and both organisations have applied for funding under the new funding round 2019-22.</p> <p>2019-20 CS03</p> <p>MVSC provide advice and support to the 650 or so voluntary sector groups in the borough. They provide advice on starting up, funding, governance and trouble shooting. They provide practical support on mergers and consortia e.g. Merton Accord. They provide training to volunteers and trustees. They provide the only volunteer brokerage service in the borough. They provide information and advice through a regular bulletin. They provide a voice and leadership role within the sector and are the main point of contact for the Council, the rest of the public sector and businesses wanting to fund the VCS through CSR.</p> <p>The Citizens Advice are the main provider of information and advice services in the borough. As well as general advice they also provide a casework service for more vulnerable residents. They assisted 32,000 residents in 2017/18 and the numbers have been steadily increasing. This is via web, phone and face to face. They provided assisted casework to 8,000 people. The bulk of the CAML service is provided by unpaid volunteering – 240 in 2017.18.</p> <p>MVSC and CAML both have lease agreements with the Council for offices that the Council owns. MVSC occupies offices at Vestry Hall and are not charged any rent. CAML occupy a shop front office at 7 Crown Parade, Morden and Kellaway House at 326 London Road Mitcham and again are not charged for the premises. Corporate Services fund an internal transfer to Property Services with E&R to cover the cost of the notional rent. The budget for this is currently £99k.</p> <p>To achieve a saving of £99k we could charge MVSC and CAML market rents. Alternatively we could look to</p>

	accommodate both organisations within the Civic Centre subject to feasibility.
2. How does this contribute to the council's corporate priorities?	Generates a £99k saving towards the MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The Council is the main funder for both MVSC and CAML. If the Council charged rent to both organisations for the offices they occupy there are three possible outcomes:</p> <p>(1) Both organisations will pay the rent using monies they receive from the Strategic Partner Grant programme. This is effectively a cut to their grant. In July 2017 Cabinet agreed to fund the Strategic Partner programme at its current level for the next 3 years. Potentially this proposal goes back on the decision made at Cabinet. Under this scenario both organisations would have to significantly reduce their services.</p> <p>(2) They find alternative funding to pay for the rent. This is highly unlikely as the funding environment for voluntary and charitable organisations is extremely challenging.</p> <p>(3) One or both organisations are forced to shut down.</p> <p>The biggest impact of a reduction in service capacity will be on service users. MVSC will not be able to provide the current levels of advice and support to the voluntary sector. CAML would have to restrict further their information and advice offer. This will also have an impact on demand for LBM services, in particular social care services, as the VCS performs a vital preventative role.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Shared with E&R in that property services provide the office accommodation and CS provide the rent to E&R.

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).

It is likely that the services provided by these two organisations will have to reduce. MVSC would have to reduce its support offer to the voluntary sector. The voluntary sector is a major asset in Merton and provides help, support and activities across the spectrum. Often these services support Merton's most vulnerable residents with the highest needs – older people, disabled people and those with long term illnesses, families and individuals living in poverty, vulnerable children etc. There would be an impact on voluntary organisations without MVSC's support. Also, the Council needs MVSC to support and develop the voluntary sector to provide early intervention and preventative services that the Council needs but can no longer afford to provide.

The impact of a reduction in CAML's service would be significant. They would have to lose at least one paid member of staff. Paid staff provides management and support to the volunteers. They would therefore not be able to deliver the level of service because they would have to reduce the number of volunteers being managed. This would mean a direct reduction in front line advice services. Clients of CAML are more likely to be vulnerable and from the poorest parts of the borough. 55% of services users are from BAME communities and 22% of clients are from Merton's two poorest wards – Cricket Green and Figges Marsh). The current location of the CAML main office in Mitcham is pivotal to provide easy access to face to face support.

Page 115

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		✓	✓		Older residents generally have higher needs and will therefore need more advice and support from the voluntary sector. The highest proportion of VCS organisations provide services related to Health and Wellbeing. The likely outcome is a reduction in service provision to these uses.
Disability		✓	✓		Disabled residents generally have higher needs and will therefore need

					more advice and support from the voluntary sector. The highest proportion of VCS organisations provide services related to Health and Wellbeing. The likely outcome is a reduction in service provision to these users.
Gender Reassignment		✓	✓		People undergoing gender reassignment are likely to have higher support needs, require specialist advice and face discrimination. The likely outcome is a reduction in service provision to these users.
Marriage and Civil Partnership		✓	✓		Some impact for people seeking advice and support on civil partnerships and marital issues if provision reduces.
Pregnancy and Maternity		✓	✓		Some impact for people seeking advice and support on pregnancy and maternity issues if provision reduces – in particular around employment contracts.
Race		✓	✓		BAME groups are over-represented across a range of needs in relation to employment, discrimination, housing, poverty etc. The take up of advice services and voluntary sector support is therefore significantly higher for these groups. A reduction in advice capacity and support to the VCS will therefore affect these users more.
Religion/ belief		✓	✓		Some impact for people seeking advice on issues relating to religion / belief if provision reduces, particularly around discrimination and hate crime.
Sex (Gender)		✓	✓		Some impact for people seeking advice on issues relating their gender if provision reduces, particularly around discrimination and domestic violence.
Sexual orientation		✓	✓		Some impact for people seeking advice on issues relating their sexual orientation if provision reduces, particularly around discrimination and hate crime.
Socio-economic status		✓	✓		Service users for advice services and VCS groups are significantly higher for the east of the borough as users with lower economic status have higher needs and therefore are over-represented in terms of service demand.

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?
<p>It is likely that both MVSC and CAML would have to reduce service delivery to afford to pay for market rents. Service users from groups with protected characteristics are over-represented because they generally have higher advice and support needs.</p>	<p>Advice and support to help both organisations access additional (grant) funding to reduce the shortfall. Monitoring of the impact in terms of service take-up from those with protected characteristics. However, there is a possibility that both organisations would not be able to increase income sufficiently to cover the rental costs.</p> <p>We could explore whether both organisations could move into alternative council accommodation e.g. at the Civic Centre. This would be dependent on a feasibility study. However, this would not be ideal as the majority of service users for both organisations are from the east of the Borough.</p>	<p>Additional grant revenue raised to cover the cost of the rental charges</p>	<p>Funding would need to be secured by March 2021</p>	<p>Existing resources.</p>	<p>John Dimmer, Head of Policy, Strategy and Partnerships</p>	<p>Subject to Cabinet and CMT approval this proposal will be added to the Customers, Policy and Improvement Service Plan.</p>

Page 117

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	John Dimmer, Head of Policy, Strategy and Partnerships	Signature: John Dimmer	Date: 5 Dec 2018
Improvement action plan signed off by Director/ Head of Service	Sophie Ellis, A/D Customers, Policy and Improvement	Signature: Sophie Ellis	Date: 5 Dec 2018

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118

Equality Analysis

What are the proposals being assessed?	Reduce the Strategic Partner Grant programme by 10% to save £78k from 2022/23 - 2019-20 CS04
Which Department/ Division has the responsibility for this?	Corporate Services / Customers, Policy and Improvement

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, A/D Customers, Policy and Improvement
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)	To achieve MTFS savings it is proposed to Reduce the Strategic Partner Grant programme by 10% to save £78k from 2022/23. The current Strategic Partner Grant programme funds information and advice services and also advice and support services for the Voluntary and Community Sector (VCS). 2019-20 CS04
2. How does this contribute to the Council's corporate priorities?	Generates a £78k saving towards the MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The immediate impact of a cut to the Strategic Partner Programme will be a decrease in advice and support provision to residents and a cut in support services to the VCS itself. The biggest impact of a reduction in service capacity will be on service users. There would be a reduction in the level of advice and support to the voluntary sector. There would also be a reduction in the support available to voluntary sector organisations in terms of advice, training and representation. This will also have an impact on demand for LBM services, in particular social care services, as the VCS performs a vital preventative role.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, responsibility lies with Corporate Services. However, a reduction in advice and support services provided by the voluntary sector could increase demand for other departments, in particular adult social care and childrens social care.

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).

A reduction in funding for the Strategic Partner programme will reduce the provision of services outlined below:

Citizens Advice Merton and Lambeth (CAML) – 32,000 residents contacted CAML in 2017/18 for help and advice. Assisted residents to gain c. £2 million in benefits.

Southwest London Law Centres (SWLLC) – managed 368 cases in 2017/18, the vast majority through pro-bono legal support. NB 1:3 clients are turned away due to capacity issues.

Springfield Advice and Law Centre (SLC) – 138 cases managed in 2017/18, the majority of service users with complex mental health needs. Mainly dealing with debt, benefits and housing issues.

Merton Community Transport (MCT) – transport for 258 service users in 2017/18

Merton Centre for Independent Living (MCIL) – assisted 165 service users across 365 cases delivering 1,345 advice sessions in 2017/18

Merton Voluntary Services Council (MVSC) – In 2017/19 239 advice sessions delivered, 32 organisational health checks completed, 50 e-bulletins going out to 1000 VCS organisations, regular INVOLVE information sessions, 900 volunteers supported.

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		✓	✓		Older residents generally have higher needs and will therefore need more advice and support from the voluntary sector. The highest proportion of VCS organisations provide services related to Health and Wellbeing. The likely outcome is a reduction in service provision to these uses.

Disability		✓	✓		Disabled residents generally have higher needs and will therefore need more advice and support from the voluntary sector. The highest proportion of VCS organisations provide services related to Health and Wellbeing. The likely outcome is a reduction in service provision to these users.
Gender Reassignment		✓	✓		People undergoing gender reassignment are likely to have higher support needs, require specialist advice and face discrimination. The likely outcome is a reduction in service provision to these users.
Marriage and Civil Partnership		✓	✓		Some impact for people seeking advice and support on civil partnerships and marital issues if provision reduces.
Pregnancy and Maternity		✓	✓		Some impact for people seeking advice and support on pregnancy and maternity issues if provision reduces – in particular around employment contracts.
Race		✓	✓		BAME groups are over-represented across a range of needs in relation to employment, discrimination, housing, poverty etc. The take up of advice services and voluntary sector support is therefore significantly higher for these groups. A reduction in advice capacity and support to the VCS will therefore affect these users more.
Religion/ belief		✓	✓		Some impact for people seeking advice on issues relating to religion / belief if provision reduces, particularly around discrimination and hate crime.
Sex (Gender)		✓	✓		Some impact for people seeking advice on issues relating their gender if provision reduces, particularly around discrimination and domestic violence.
Sexual orientation		✓	✓		Some impact for people seeking advice on issues relating their sexual orientation if provision reduces, particularly around discrimination and hate crime.
Socio-economic status		✓	✓		Service users for advice services and VCS groups are significantly higher for the east of the borough as users with lower economic status have higher needs and therefore are over-represented in terms of service demand.

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?
<p>Residents from the groups with Protected Characteristics have higher needs and are over-represented in terms of take-up of advice and support from the voluntary sector. A cut in provision will therefore have a disproportionate negative impact on these groups. For example, clients of Citizens Advice are more likely to be vulnerable and from the poorest parts of the borough. 55% of services users are from BAME communities and 22% of clients are from Merton's two poorest wards – Cricket Green and Figges Marsh).</p>	<p>A 10% funding reduction will have an impact. However, the timing of the reduction in 2022/23 allows time for the voluntary sector to prepare for this change and seek alternative funding sources. They would have 3 years to identify alternative funding either from the public sector or the private sector. The Council is supporting the Merton Giving initiative to seek funding for the voluntary sector from local businesses in Merton and High Net Worth Individuals living in the borough. Whilst this might not cover all of the £87k funding reduction it is reasonable to assume that other sources of funding might cover some of this funding decrease.</p>	<p>Additional funding raised from alternative sources.</p>	<p>Funding would need to be secured by March 2023</p>	<p>Existing resources</p>	<p>John Dimmer, Head of Policy, Strategy and Partnerships</p>	<p>Subject to Cabinet and CMT approval this proposal will be added to the Customers, Policy and Improvement Service Plan.</p>

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	John Dimmer, Head of Policy, Strategy and Partnerships	Signature: John Dimmer	Date: 5 Dec 2019
Improvement action plan signed off by Director/ Head of Service	Sophie Ellis, A/D Customers, Policy and Improvement	Signature: Sophie Ellis	Date: 5 Dec 2019

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?	Reduce the establishment in Merton Registration Service by 1 FTE (CS 2019-20 CS05)
Which Department/ Division has the responsibility for this?	Corporate Services / Customer, Policy and Improvement

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
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)	Following the Home Office’s decision to cease the Nationality Checking Service, Nationality Document Return service and the Settlement Checking Service it is proposed to reduce the establishment by one FTE through voluntary redundancy. If this cannot be achieved compulsory redundancy will be applied with those within the affected position. 2019-20 CS05
2. How does this contribute to the council’s corporate priorities?	Helps the Council balance the budget and reflects required resource for this work.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton registration Service staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Home Office dictate what services are managed through the Registration Service. We have no say on this. It is our responsibility to interpret their requirements and manage the service.

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).

Have analysed the workflow following the decision by the Home Office to cease and remove a number of services from the Registration Service.

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					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)			Yes		If a volunteer cannot be established we will have to consider compulsory redundancy within a staff group entirely made up of women.
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?
Compulsory redundancy of a female employee	Follow agreed HR processes for redundancies	No appeals against selection	31.03.2019	Existing	Sean Cunniffe	No

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	Sean Cunniffe, Head of Customer Contact	Signature: <i>Sean Cunniffe</i>	Date: 21.11.2018
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	Sophie Ellis, Assistant Director of Customers, Policy & Improvement	Signature:	Date:
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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?	Reduction in Staffing within Revenues and Benefits (CS 2019-20 CS06)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	David Keppler Head of Revenues and Benefits
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)	Reduction in staffing within Revenues and Benefits (approximately 4 FTE). - 2019-20 CS06
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Depending on the review on staffing levels there may be an impact on the level of service provided, there could be a reduction in performance in housing benefits administration with claims taking slightly longer to process. There may be an impact on advice and support provided to residents
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None Review of staffing structure within the section taking into account impact of universal credit, business rates retention, collection rates for all debt and welfare benefits. There will be service impacts as approximately 7% staffing reduction

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).

- Reduction in staffing within Revenues & Benefits will where it can be achieved through natural wastage
- Analysis of workload through implementation and roll out of Universal Credit
- Advice and support provided by voluntary sector

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)?

Page 129

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			Yes		It is possible that claims for housing benefit may take longer to process or the amount of advice and support we provide reduces due to reduced resources

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?
Potential discriminatory practice in the selection for redundancy	None as processes and procedures already exist and it is anticipated that the saving will be achieved through natural wastage or voluntary redundancies.	Achievement of saving	2020/21	Existing	David Keppler	Not required
Monitoring of housing benefit performance to ensure claims are paid within a reasonable timeframe	Monitoring of claims and identifying reductions in speed of paying initial claims	Performance indicators / daily staff work queues	2020/21	Existing	David Keppler	Not required
Ensure that any gaps in advice and support are met and delivered by voluntary sector organisations	Discussions with voluntary organisations regarding advice and support available across the borough			Existing	David Keppler	Not required

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	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 15.11.18
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

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 (CS 2019-20 CS08)
Which Department/ Division has the responsibility for this?	Corporate services/ Resources

Stage 1: Overview	
Name and job title of lead officer	Nemashe Sivayogan
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)	Delete half an Insurance Officer post (CS 2019-20 CS08)
2. How does this contribute to the council's corporate priorities?	Deals with claims made against the Council
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	External claimants and internal Service Departments relating to an insurance claim.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Our external insurance partners share this 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).

Officers have considered cutting other posts within the division, but believe in the short to medium term that this post as the least impact as it is a vacant post.

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				*	
Disability				*	
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity				*	
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?
N/A						

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

Page 34

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	Nemashe Sivayogan Head of Treasury and Pensions	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Roger Kershaw AD Resources	Signature:	Date:

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?	Amend discretionary rate relief policy (2019-20 CS11)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues & Benefits
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)	Amend the discretionary rate relief policy for qualifying businesses/charities to reduce the overall amount contributed by Merton taxpayers by £75,000 per year. - 2019-20 CS11
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Some charities, sports clubs, education establishments and non profit making organisations will have a reduction in or will lose all rate relief
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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).

- It is for the Council to determine the qualifying criteria and at what level it wishes to set for the discretionary rate relief for qualifying organisations. The existing scheme is already known to be more generous than neighbouring LA's and the proposal will bring us closer in sync with them.

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		No	Yes		The policy is discretionary and will be publicised in advance allowing organisations the opportunity to balance their own budgets accordingly. Relief can change annually, dependent on circumstances, and no amount is guaranteed. All organisations are advised that relief is only awarded for a year and a review will be undertaken before the next award period.
Disability		No	Yes		
Gender Reassignment		No		No	
Marriage and Civil Partnership		No		No	
Pregnancy and Maternity		No	Yes		
Race		No		No	
Religion/ belief		No		No	
Sex (Gender)		No		No	
Sexual orientation		No		No	
Socio-economic status		No	Yes		

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?
Some organisations will absorb the change, for example, private sports clubs, education establishments, charity shops, however it cannot be identified which organisations may reduce or stop services to residents.	Invite and consider “hardship” relief applications from organisations affected	Monitor number of hardship applications and number of claims awarded	April 19 to March 20	Existing	David Keppler	Business Rates section work plan

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

Page 137

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	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 9.11.18

Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service		Signature:	Date:
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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?	Increase Empty Homes Premium for long term empty properties (2019-20 CS12)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues & Benefits
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)	Increase the empty home premium for long term empty properties – will an additional £97,000 council tax income. - 2019-20 CS12
2. How does this contribute to the Council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents in the borough who own long term empty properties. A property is classed as long term empty once it has been empty and substantially unfurnished for two years. Currently the premium is 50% of the council tax and from April 2019 this premium will increase to 100%.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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).

- An analysis of current data shows that approximately 155 – 170 properties fall into this criteria and are charged the existing premium. As at the end of September 18 there were 166 properties charged the premium.
- The legislation allows a premium of 200% from April 2020 for properties empty for 5 years and 300% from April 2021 for properties empty for 10+ years.
- The change in legislation is aimed at reducing the number of empty properties.

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					.
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
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?

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

Page 141

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 12.11.18
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

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?	Improved collection of HB overpayments and reduction of Bad Debt Provision (2019-20 CS13)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues & Benefits
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)	Improved collection of HB overpayments and subsequent reduction Bad Debt Provision - 2019-20 CS13 Through continued existing approach to recovery
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Housing benefit claimants and ex housing benefits claimants.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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).

- An analysis of recent years data, including the total value of overpayments raised, invoices issued, payments and subsidy received and overpayments recovered from on-going benefits.
- There is no change to the existing recovery processes or procedures

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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age				
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			Yes		Housing benefit overpayments will only apply to residents on lower income or state benefits. Overpayments are generally incurred when the claimant fails to advise of a change in income or circumstances. Set levels of recovery from on-going benefit are applied using DWP levels. Payment arrangements are agreed with claimants to recover overpayments, income

					and expenditure assessments are undertaken to assist with affordability and the council has the discretion to write off all or parts of overpayments where circumstances are exceptional. – however, it should be noted that this is not a new policy or approach to the recovery of this debt.
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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?

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

Page 145

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 14.11.18
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

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?	CS 2019-20 CS14 & 2019-20 CS15
Which Department/ Division has the responsibility for this?	Corporate Governance – legal

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
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)	Reduce budget allocated to Council departments to carry out criminal and civil litigation by 50% 2019-20 CS14 and 2019-20 CS15 . The proposal will reduce the resource available to carry out criminal enforcement or civil claims and departments will have to decide to manage demand or commit unfunded resource on one off cases on the merits.
2. How does this contribute to the council's corporate priorities?	Reduced cost
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The Council's enforcement teams will need to decide which cases to prosecute or fund from elsewhere. Departments will need to consider funding to issue or defend proceedings on a case by case basis.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The decision to take any legal proceedings is made by other departments of the council.

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).

Data from comparative council's and work volume. Enforcement case numbers.

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		X		X	There is no identified impact as legal resource will continue to be available.
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

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?
n/a						

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

Page 48

9. 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	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	Facilities Management – Client Financial Affairs (CS2019-20 CS23) NB: Proposed new budget savings for Infrastructure & Technology division. Savings reference numbers CS16, 17,18,19,20,21, & 22 are new savings in 2020/21 to 2022/23 financial years, which relate to proposed operational changes in how some current services will be delivered in the future. These have been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Technology Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries - Assistant Director Infrastructure & Technology
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)	CS25 – Implement a ‘means assessed’ charging scheme for Appointeeships undertaken by the Client Financial Affairs team., - 2019-20 CS23
2. How does this contribute to the council’s corporate priorities?	Reviewing the current arrangements for how this service could be delivered in the future will ensure that we continue to provide an efficient and cost effective solution in order to meet the requirements of the Council’s wider MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	I&T07 – External clients currently receive a free service irrespective of the value of assets they have, and therefore the proposal is to introduce a graduated charging mechanism based on the value of the individual client’s assets and their ability to pay for the appointeeship services provided.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Page 149

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).

Following a detailed analysis of information available on the CFA team's client database, in respect to factors such as age, gender and ethnicity, it has been determined that no one particular client group would be negatively impacted by this proposal. This is due to the fact that the proposed charges will be means tested and based purely on the value of an individual's assets and their ability to pay.

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		X		X	None.
Disability		X		X	None.
Gender Reassignment		X		X	None.
Marriage and Civil Partnership		X		X	None.
Pregnancy and Maternity		X		X	None.
Race		X		X	None.
Religion/ belief		X		X	None.
Sex (Gender)		X		X	
Sexual orientation		X		X	None.
Socio-economic status		X	X		The proposal to 'means test' client's assets may disadvantage some particular individuals who have been prudent and have savings set aside. However, this is also an issue because those clients that theoretically could afford to pay are currently receiving a free service and therefore being subsidised by the authority.

7. If you have identified a negative impact, how do you plan to mitigate it?

There may be a negative impact for disability and socio-economic reasons

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. 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 may be a negative impact for disability and socio-economic reasons	We will adopt a means tested approach to implementing charges based on the client's ability to pay.	As part of existing management and monitoring arrangements of each individual clients financial resources	As an part of the new charging arrangement	Existing team resources	Jacky Greenfield	Yes

Page
Not

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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 2 Assessment

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Technology	Signature: Mark Humphries	Date: 26/11/18
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

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?	Aligning the service to make the necessary savings 2019-20 CS24
Which Department/ Division has the responsibility for this?	Corporate Services/HR

Stage 1: Overview	
Name and job title of lead officer	Kim Brown – HR Lead
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)	To realise the savings there will be a restructure and realignment of the service to meet customers needs. The proposal includes the deletion of vacant posts and there are no risks of redundancy. - 2019-20 CS24
2. How does this contribute to the council's corporate priorities?	Assists with Council achieving a balanced budget and at the same time ensure services are delivered.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Schools, the workforce, members and the London Boroughs of Sutton and Kingston. Provides the ability to deliver services. A reduction in reports.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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).

List the type of evidence: data in relation to customer numbers, analysis of vacant posts and the impact this would have on service delivery. What impact has this evidence had on what you are proposing? It demonstrates that the service can be delivered but in relation to service level agreements we must be clear and define the service and expectations.

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					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status					

Page 5

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?

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

Page 56

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	Kim Brown HR Lead	Signature:	Date:22/11/2019
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	Charge for Voluntary sector payroll 2019-20 CS25
Which Department/ Division has the responsibility for this?	Corporate Services/HR

Stage 1: Overview	
Name and job title of lead officer	Kim Brown – HR Lead
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)	Resources need to be allocated to provide this service and as HR are required to make savings this is not sustainable. The sector will be charge for the delivery of the payroll service and SLAs will be drafted for each organisation. 2019-20 CS25
2. How does this contribute to the council's corporate priorities?	Assists with Council achieving a balanced budget and at the same time ensure services are delivered.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Voluntary groups
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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).

List the type of evidence: data in relation to customer numbers, associated costs.

What impact has this evidence had on what you are proposing? It demonstrates that organisation needs to charge for the service if this does not happen it will impact on other services where customers are charged such as the Schools.

Stage 3: Assessing impact and analysis

Page 1
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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					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			x		Voluntary groups provide services to residents in the East of the borough that may be passed to service users – although this may be negligible.

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?
Voluntary groups provide services to residents in the East of the borough that may be passed to service users	The organisations can buy-in to community accountancy services offered through Merton Voluntary Services.	Buy back of service from HR or buy from Community accounting service.	April 2019		Kim Brown	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

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Kim Brown HR Lead	Signature:	Date:22/11/2019
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	Procurement savings - Review of contract arrangements 2019-20 CS26
Which Department/ Division has the responsibility for this?	Corporate Services/HR

Stage 1: Overview	
Name and job title of lead officer	Kim Brown – HR Lead
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)	Review contract arrangements and seek to realise savings through negotiation. - 2019-20 CS26
2. How does this contribute to the council's corporate priorities?	Assists with Council achieving a balanced budget and at the same time ensure services are delivered.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	External provider
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Other boroughs

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).

List the type of evidence: data in relation to customer numbers, associated costs.
 What impact has this evidence had on what you are proposing? It demonstrates that savings may be realized through reviewing contract arrangements.

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					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status					

Page 1 of 2

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?

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

Page 163

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	Kim Brown HR Lead	Signature:	Date:22/11/2019
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	2019-20 CS27
Which Department/ Division has the responsibility for this?	Corporate Governance

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
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)	Reduce management cost by merging the democratic services team with the elections team and deleting one head of service post. 2019-20 CS27
2. How does this contribute to the council's corporate priorities?	Increase internal efficiency
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Proposal to merge democratic services and elections team under one manager. will impact on two teams which currently have 2 team manager roles. No perceived external impact on support to councillors or the electoral process. Risk of reduced availability of support for scrutiny and the elections team at a senior level.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared.

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).

There is no identified impact on any protected characteristic.

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		x	x		Deletion of a post could impact on protected groups age and sex
Disability		x		x	
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x	x		
Sexual orientation		x		x	
Socio-economic status		x		x	

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?
	HR policies will mitigate					

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

Page 106

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 Evans	Signature:	Date:22/11/2018
Improvement action plan signed off by Director/ Head of Service	Paul Evans	Signature:	Date:22/11/2018

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?	Increase in Enforcement Income (CSREP 2019-20 (3))
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues & Benefits
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)	Increase in income from Enforcement Service to be achieved through the increase in number of warrants being generated from ANPR contraventions - CSREP 2019-20 (3)
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This will have limited impact on external customers. The proposals assist the Council with making a balanced budget.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Page 15

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).

- Increase in income from Enforcement Service – following the implementation of ANPR there has been an increase in the number of warrants issued following road contraventions. No impact on external customers or protected characteristics.

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					.
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
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?

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

Page 169

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 15.11.18
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

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?	CSREP 2019-20 (6)
Which Department/ Division has the responsibility for this?	Corporate Governance – legal

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
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)	Reduce budget allocated to employment advice and support CSREP 2019-20 (6) The council uses considerably more employment support than comparative council's and a reduction in 50% of this should not have an impact.
2. How does this contribute to the council's corporate priorities?	Reduced cost
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Departments will need to consider funding to use legal employment advise and support. Potential staff reduction if capacity isn't required by other partners.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The decision to take any legal proceedings is made by other departments of the council.

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).

Data from comparative council's and work volume. Employment advice resource used.

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		x	x		Potential impact from staff reduction
Disability		x		x	
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x	x		Potential impact from staff reduction
Sexual orientation		x		x	
Socio-economic status		x		x	

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?
Potential impact due to possible staff reduction	Follow HR policies					

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

Page 172

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	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	CSREP 2019-20 (6)
Which Department/ Division has the responsibility for this?	Corporate Governance – legal

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
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)	Reduce budget allocated to employment advice and support CSREP 2019-20 (6) The council uses considerably more employment support than comparative council's and a reduction in 50% of this should not have an impact.
2. How does this contribute to the council's corporate priorities?	Reduced cost
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Departments will need to consider funding to use legal employment advise and support. Potential staff reduction if capacity isn't required by other partners.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The decision to take any legal proceedings is made by other departments of the council.

Page 17 of 17

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).

Data from comparative council's and work volume. Employment advice resource used.

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		x	x		Potential impact from staff reduction
Disability		x		x	
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x	x		Potential impact from staff reduction
Sexual orientation		x		x	
Socio-economic status		x		x	

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?
Potential impact due to possible staff reduction	Follow HR policies					

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

Page 75

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	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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 CSF2018-02 & CSF2018-12
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>These savings relate to the financial year 2018-19 The LA will delete a management post in the Children with Disabilities Team. 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>There will be a reduction of 3 family workers and one family group co-ordinator at Bond Road Family Centre. This will allow us to secure £127,000 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 60 families. It will also lead to a reduction of about 25-30 Family Group Conferences in 2018-19.</p> <p>As part of our Early Help offer we administer and provide support to schools and other agencies who complete early help assessments. 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</p>

Page 176

	<p>some of the more vulnerable families in the borough, the reduction in capacity will necessarily impact on 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

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.
<input checked="" type="checkbox"/> Gender Reassignment					
<input checked="" type="checkbox"/> Marriage and Civil <input checked="" type="checkbox"/> Partnership					
<input checked="" type="checkbox"/> Pregnancy and Maternity					
<input checked="" type="checkbox"/> Race					
<input checked="" type="checkbox"/> Religion/ belief					
Sex (Gender)		*	*		Women who are the main users of Bond Road and CSC services generally will be impacted. This will be a minor impact as service re design should support access to services through for instance group work.
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

APPENDIX 9 (a)

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. The impact will be minimised by service design that means that the most vulnerable continue to receive a service and group work delivery is explored.	Oct 2018	Existing resources	Gordon Murray	Y
There will be a loss of 1 Family Group Co Ordinator and this will mean less families will be able to access this service. It could lead to more children at risk of entering care.		We will role out a family finding model and train more staff in effectively helping families to develop resources to replace the FGC provision.	April 2019	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 some gaps 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

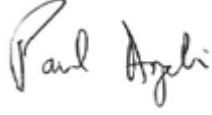

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Page 181

Assessment completed by	Paul Angeli AD CSC &YI	Signature: 	Date: 17/11/18
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell DCS CSF	Signature: 	Date: 22/11/2018

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 CSF 2018-07
Which Department/ Division has the responsibility for this?	CSF/Education

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>There will be a reduction in posts across School Admissions, School Improvement and the My Futures teams. These deletions will require restructuring in each of the teams. The reductions in the School Admissions and School Improvement teams will increase the workload of the remaining staff and in one team increase the role and responsibility of a team manager. The reductions in the My Futures team will in effect lead to a reduction of provision to vulnerable young people between the ages of 15 and 19. The service works with young people at risk of being or who are NEET (Not in Education Employment and Training). The proposals reduce the capacity of the service to work with about 40 young people. The above proposals will allow us to secure £70,000 savings.</p> <p>The proposal includes a reduction in the contribution the Council makes to the Safeguarding Partnership. It is hoped that other contributing partners who currently make a much smaller contribution will make up the shortfall but otherwise there will need to be a reduction in the support that is offered across the partnership which may impact on the training offer. This will secure savings of £30,000.</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>Schools, service users and partners will be directly impacted by different parts of 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 in relation to vulnerable NEET adolescents particularly. 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 contribution to the Safeguarding Partnership will result in an impact on partners who will need to contribute more to offset the potential loss of support needed across the partnership.</p>

Page 182

<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 My Futures team works closely with the YOT, SENDIS and other social care teams in relation to vulnerable young people who are either vulnerable to or are NEET. It could have a negative impact on higher level threshold services.</p> <p>School Improvement and admissions teams are not shared with other departments.</p> <p>The Safeguarding Partnership is a joint partnership between the Council, Police and Health as the statutory partners and has close links with schools.</p>
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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, which include information about young people’s primary needs, the type of referrals received by the team and from whom and tracking of young people who are NEET or at risk of being NEET. The team works closely with other services including schools, YOT, social care to ensure that young people are provided with appropriate advice, support and guidance in order to access the right course, apprenticeship or work opportunities with training. The savings will impact on the ability of the team to work as effectively with a range of young people.

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 young people at risk of or who are NEET in need of services will be impacted by these changes as there will be fewer resources for this cohort this will impact specifically on the age group 15-19 years.

Disability		*	*		The proposals relate to NEET young people of whom a significant minority are children with SEND. We will try to mitigate this risk by prioritising this group and reducing service aimed at earlier intervention across the cohort.
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity				*	
Race				*	
Religion/ belief				*	
Sex (Gender)		*	*		There are more male young people in the high risk NEET groups We will try to mitigate this risk by prioritising this group and reducing service aimed at earlier intervention across the cohort.
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.

Page 104

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 a negative impact on provision for young people who are at risk of or who are NEET	Y	We will prioritise those young people who are most vulnerable or at risk for other reasons e.g. SEND, high risk male NEET	On Going	Existing resources	Keith Shipman	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

Page 185

Assessment completed by	Jane McSherry, Assistant Director of Education
Improvement action plan signed off by Director/ Head of Service	

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 2018-11
Which Department/ Division has the responsibility for this?	CSF/Education

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>The LA will delete posts within the SENDIS 0-25 Early Intervention Team which includes Short Breaks assessment and delivery. This deletion will require a restructuring of the team and will lead to a reduction in the offer to vulnerable children with SEND and their families. The service works with children and young people from 0-25 to provide early intervention and support regarding the SEN and disabilities pathways and these CYP predominantly have complex SEND. This will impact on approximately 130 children and families. This will allow us to secure £47,000 savings.</p> <p>We are proposing to implement an online EHCP Hub which will provide a better standard of service to customers and reduce the unnecessary spend on printing and postage. 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>The SENDIS 0-25 Early Intervention Team works with resident families who have children born with complex SEND and those entering the borough from elsewhere in the UK and oversees who are of statutory school age where it is clear that the Child has SEND but no assessment in place. They liaise with schools and other professionals to ensure that children are able to access appropriate education. They also assess families for short breaks and support health professional with their complex pathway planning. Reducing this team will impact on service users as we will need to prioritise those at highest risk of not engaging with education who are of statutory school. This is likely to impact on younger children and their families.</p> <p>It is likely this will also impact on other services both internal to the Council e.g. children's social care, Early Years' service family support as well as external partners e.g. health as there will be less early help resource to offset risk. This constitutes a 30-50% reduction in the service.</p>

	The EHCP Hub will provide a web-based hub which will be a more flexible and accessible resource for parent/carers and for other services both internal and external to the Council. It will also make it easier for all relevant stakeholders to monitor and track the progress of the assessment and improve timeliness.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The SENDIS 0-25 Early Intervention Team works closely with colleagues in health and social care. Delivery of services for children with SEND is a shared council function. Overall responsibility for delivery remains with the department.

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 which include information about children's primary needs, the type of referrals received by the team and from whom. Referrals can come from a variety of sources including: health professionals (including health visitors and pediatricians); schools, social workers and the families themselves. The team work with families who have arrived from overseas and who need support with translators etc. Assessments for short breaks would include information to identify need, vulnerability and risk, this assessment and monitoring of enables the team to ensure the package of support provided meets needs and represents the best use of Council resources. The savings will impact on the ability of the team to work as effectively with a range of families.

Page 187

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. The service covers children and young people with SEND from 0-25
Disability		*	*		The proposals relate to children with SEND. This will impact on children and their families and partners.
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity				*	
Race					
Religion/ belief				*	
Sex (Gender)		*	*		There are more male than female children and young people presenting with SEND
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 a negative impact on provision for children and young people with SEND and their families	Y	The impact will be reduced by targeting those most at risk of missing their statutory education	Ongoing	Existing resources	Karla Finikin	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

Page 189

Assessment completed by

Jane McSherry, Assistant Director of Education

Improvement action plan signed off by Director/ Head of Service

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 CSF2018-13: Review of CSF Admin Structure
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care/Youth Inclusion and Education.

Stage 1: Overview

Name and job title of lead officer	Rachael Wardell, Paul Angeli Jane McSherry.
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>With changes to the structure of the department, the implementation of MOSAIC and a focus on reduced education and social care core functions we will redesign our administrative workforce across what will be a smaller directorate while dealing with increasing demands.</p> <p>CSF has various business, finance and performance support functions across a number of numerous services. These functions are carried out either by dedicated business support staff or are integrated within other roles. The aim of the review is to understand whether the current set up is efficient, cost effective and delivers good value to the department.</p> <p>The review will cover all roles which carry out functions related to business, finance and performance support .</p> <p>The work will cover roles across both divisions (Education and Social Care & Youth Inclusion), although it is recognised that a review has recently been completed for SC&YI. The findings and outcomes of this review will be taken into consideration, so as not to duplicate this work. However, further changes are not ruled out.</p> <p>A reduction of 10-12 posts from a total of 65FTE is anticipated.</p>
2. How does this contribute to the council’s corporate priorities?	<ul style="list-style-type: none"> • 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. • The desired outcomes of the review are: • More joined up provision of performance information and data across the department • Reduced duplication of work • Increased efficiency and effectiveness of the business, finance and performance support functions

	<p>across CSF services</p> <ul style="list-style-type: none"> • Release capacity for other work or deliver financial savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Less resource and flexibility to meet increasing demands may lead to a risk of decreased timeliness of response to customers and potentially reduced support for vulnerable children and young people, although the primary impact is likely to be (initially) on colleagues and partners who will have to undertake more 'self service' and may experience reduced response times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This is wholly a Children's Schools and Families workforce.

Stage 2: Collecting evidence/ data

Page 197 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 know the staff in this cohort likely to be affected by any reduction in the number and distribution of business support roles. Understanding of equality and diversity impact of any proposal to reduce the numbers of posts forms part of the HR process of service redesign. We have not been able to identify and quantify the predicted impact on colleagues, external stakeholders and service users, as the underlying principle is to seek to be more efficiently organised, rather than to reduce any service provision, but an evaluation of impact forms part of the review.

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				*
Disability				*
Gender Reassignment				*
Marriage and Civil Partnership				*
Pregnancy and Maternity				*
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?

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	Rachael Wardell, Director CSF	Signature:	Date: 23-11-2018
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 23-11-2018



Equality Analysis – ENV1819 - 01

– Leisure & Culture Development Team

Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	To make Leisure Centre Contract Savings at the time of the opening of the new Morden Leisure Centre (MLC) and the demise of the existing Morden Park Pools (MPP) by way of a Change to the existing Leisure Management Contract with Greenwich Leisure Limited (GLL) (ENV1819 – 01)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Public Space Division
Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
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>Outcome: To achieve leisure management contract savings</p> <p>Aims: To open a new MLC, close & demolition the existing MPP</p> <p>Proposals:</p> <ol style="list-style-type: none"> 1) The new Morden Leisure Centre (MLC) is due to be completed in the Autumn of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum.
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation of services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers, community organisations, schools, other departments, stakeholders etc. as we open a new leisure centre and close the existing MPP. The main terms of the contract pricing structures, membership, etc. will not change, rather a new suite of leisure opportunities will be provided generating a saving on the leisure management contract.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No

Stage2: Collecting evidence/data

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

Type of evidence

The range and type of facilities to be included in the new MLC has already been fully considered and consulted upon with the community through formal and informal consultations, planning applications and will continue to occur as the plans and designs implemented. This will include local interest groups, disability organisations, schools, those from ethnic minority communities and faith groups.

Stage 3: Assessing impact and analysis

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age	√			√	The facility mix for sports & leisure opportunities will be increased for all. The service contract will remain as is in making this saving.
Disability	√			√	
Gender Reassignment	√			√	
Marriage and Civil Partnership	√			√	
Pregnancy and Maternity	√			√	
Race	√			√	
Religion/ belief	√			√	
Sex	√			√	
Sexual orientation	√			√	
Socio-economic status	√			√	

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

No negative impact identified above.

Stage4: Decision

9. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)

Outcome 1 - ✓	Outcome 2 -	Outcome 3	Outcome 4
<p>Outcome 1 – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>		<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	<p>Outcome 2 – Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>
<p>Outcome 3 – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>		<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p> <p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>	

Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it must be removed or changed.
Note: If your EA is assessed as outcome 3 , explain your justification with full reasoning to continue with your proposals?	Include information as to why you suggest going ahead with your proposals despite negative impact being identified.

Stage 5: Making adjustments – Improvement Action Plan

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

This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
No negative impacts identified,						

Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.

Included as part in the existing Leisure & Culture Development Team's transformation and service plans.

11. How will you share lessons learnt from this assessment with stakeholders and other council departments?

We will share any learning from this with others through one to one support, advice and guidance as appropriate and time allows.

Stage 6: Monitoring

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.

How will you monitor the impact of the proposal once it has been implemented?

Monitoring will be done through the leisure management contract monitoring processes within existing business practices

How often will you do this?

Quarterly through formal meetings, otherwise through day to day working and business operations.

Stage: 7 Reporting outcomes (Completed assessments must be attached to committee reports and a summary of the key findings included in the relevant section with in them)**Summary of the assessment**

- What are the key impacts – both negative and positive?
 - What course of action are you advising as a result of this assessment?
 - Are there any particular groups affected more than others?
- Do you suggest to proceeding with your proposals although a negative impact has been identified?

Summary of the key findings:

None.

Stage 8: Sign off by Head of Service

Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 24 Sept 2018
Improvement action plan signed off by Head of Service	Anita Cacchioli, Head of Public Space Division	Signature: A Cacchioli	Date: 24 Sept 2018
Department	Environment & Regeneration		

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?	A review of the Permits section of Parking services and a review of the staffing levels of this team as a result of process efficiencies to be delivered following the procurement of a new permits system, capable of delivering online self service for customers (ENV1819 - 02)
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

Stage 1: Overview

Name and job title of lead officer	Ben Stephens, Head of Parking
<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>The Permits team are responsible for fulfilling customer orders for permits for use within the Controlled Parking Zones (CPZ), Providing appropriate staff with permits for use in the course of their statutory duties, Co-ordinating permit requests and orders with the implementation of new CPZ's, and processing requests for bay suspensions and dispensations for utility, domestic removal and filming requests</p> <p>The Permits team consists of 1 Supervisor (ME11), and 6.5 admin assistants (ME7). There are also 2 additional admin assistants (ME7) on fixed term contracts, currently employed in the permits team, as a result of increased customer contact resulting from the introduction of the Diesel Levy.</p> <p>Parking Services are currently in the process of procuring a new permits system as the current system supplied by Imperial Civil Enforcement Solutions (Imperial) has been in place for some years now, and is a dated system by todays standards.</p> <p>The new system to be introduced will enable Parking Services to provide a virtual permit solution to customers, as well as allowing customers to self serve on a number of matters e.g. advising of a change in vehicle, thus reducing the number of activities currently undertaken by staff, and therefore reducing the amount of customer contact currently experienced by this team.</p> <p>It is parking services intention to reduce the staffing levels of the permits team by 2 FTE administrative assistant roles from 1 April 2019, and then following the introduction of the new permits system, a further 2</p>

	FTE administrative roles from 1 April 2020.
2. How does this contribute to the council's corporate priorities?	The introduction of a new permits system supports the councils priorities in encouraging a customer channel shift away from customer contact to online self service. The reduction in staffing levels would support the councils financial priorities and ensuring that we are receiving value for money and being as cost efficient as we can.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	As the new permits solution will enhance the service for our customers while reducing the need for them to contact us, this proposal would only affect staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for this is not shared with other departments or teams.

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).

It is unlikely that this proposal would impact on any of the equality groups.

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					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status					

7. If you have identified a negative impact, how do you plan to mitigate it?

Any reduction in staffing levels will involve statutory consultation with the staff affected with support and guidance provided to them by HR and their Unions throughout the process.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

9. 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?

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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [1](#) Assessment

The Council are currently seeking to channel shift customer contact to more online, self service avenues.

The introduction of a new permits system will present an opportunity for the parking services team to provide customers with a faster, self-serve service, resulting in a reduction in the amount of customer contact to the permits team.

A reduction in the amount of customer contact to the permits team will of necessity result in a review of the staffing levels required for this area, with a proposed reduction of 2 Administrative Assistant (ME7) roles from 1 April 2019, and a further reduction of an additional 2 Administrative Assistant (ME7) roles from 1 April 2020.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	A review of the charges levied by Parking Services for on street pay and display charges, off street pay and display charges and permit charges to help deliver key strategic council priorities including public health, air quality and sustainable transportation. (ENV1819 -03)
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Ben Stephens, Head of Parking
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)	There has been no increase in the cost of parking, either on-street, off-street or in relation to the cost of the varying types of permits issued by Parking Services for 9 years. As a result of the high demand for parking in town centres in conjunction with the high levels of air pollution, it has become imperative that a review is undertaken of the charges levied with the aim of rationalising the cost of parking, while also encouraging residents and visitors to use more sustainable forms of transport.
2. How does this contribute to the council's corporate priorities?	While there are an extensive list of benefits accrued from parking management, and how they contribute towards the councils corporate priorities, the external nature of these benefits ensures that they are diffuse in impact and difficult to quantify, however, the main benefits which parking schemes actively seek to deliver, and which have been identified through research are: <ol style="list-style-type: none"> 1. Reduced congestion 2. Improved road safety 3. Improved air quality 4. Ensurance of good access and accessibility 5. Promotion of the local economy 6. Maximisation of the productive use of land resource 7. Promotion of health and wellbeing through travel choice 8. Providing funding for parking and wider transport scheme improvements
3. Who will be affected by this proposal? For example who are	Any increase in the cost of parking, either in terms of pay and display parking or permit parking, will impact on residents of the borough, businesses within the borough, and visitors to the borough, across all socio-

the external/internal customers, communities, partners, stakeholders, the workforce etc.	economic groups.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The management of on and off street parking is the responsibility of Parking Services, and actions taken by Parking services contribute towards the Air Quality Action Plan (AQAP) which is the responsibility of the Regulatory Service Partnership team.

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).

The Council acknowledges that convenient parking should be provided for residents to enable them to park near their homes, where practicable, and parking provision is also necessary to meet the needs of people who have no other alternative other than to use their vehicle e.g. individuals with disabilities. There are also areas where public transport is either not available or no very convenient.

Local authorities are not permitted to use parking charges solely to raise income. When setting charges, a local authority must instead focus on how the charges will contribute to delivering the Council's traffic management and key sustainability objectives.

The November Cabinet report set out in detail the traffic management approach to parking charges, specifically the contribution appropriate tariffs can make in contributing to the objectives set out in the Public Health Agenda, and Air Quality Action Plan. Mayor Transport Plan and the council Local Implementation Plan.

Building on these principles, a number of key factors were considered in the review of on and off-street parking and permits, which included:

- (i) Ease of access to public transport:
- (ii) Air Quality hotspots
- (iii) Areas of high congestion
- (iv) Enforcement requirements

The review also considered the relative cost of owning a car and also transport cost. A recent RAC survey set out cost of car ownership. There are a number of instances where charges have been reduced or removed totally, particularly in respect of Electric Vehicles, and evening parking when demand in some car parks is low. But in the context of owning and running a car in London, the challenges facing London and benchmarking data the charges remain affordable, even if some charges in isolation may be seen as significant.

There is a significant difference in transport infrastructure and accessibility dependent on where a resident lives within the Borough. For example Wimbledon is considered to be better served, Colliers Wood and South Wimbledon, which in turn is better served than for example in Mitcham. This is presented in the form of a 'Public Transport Accessibility Levels' as set out by TfL and formed part of the review.

It is therefore easier in principle for a person living in Wimbledon Town Centre to use alternative sustainable or active modes of transport, compared to residents in the east of the borough, where the 'need' to own a car could be argued as being higher. It is of course accepted that in some cases cars are needed for special purposes, particularly those with physical mobility issues. But in a high number of cases using public transport or active transport is a very viable option, which drivers 'choose' not to 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	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Disability	X		X		Positive Impact : Improved air quality will positively impact on all equality groups. Negative Impact : Any increase in parking charges has the potential to negatively impact on those with a disability as they are more likely to have less income. However, any increase in charges is offset by eligibility for a Blue Badge which provides free on street parking at many locations, including on single and double yellow lines.
Gender Reassignment	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Marriage and Civil Partnership	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Pregnancy and Maternity	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Race	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Religion/ belief	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Sex (Gender)	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Sexual orientation	X				Positive Impact : Improved air quality will positively impact on all equality groups.
Socio-economic status	X		X		Positive Impact : Improved air quality will positively impact on all equality groups. Negative Impact : Any increase in parking charges has the potential to negatively impact on those on lower incomes, however in mitigation, it is recognised that the poorer areas of the borough do not have as good transport links as the more affluent areas of the borough, and in recognition of this, any increases in these areas would be less.

7. If you have identified a negative impact, how do you plan to mitigate it?

Disability - Negative Impact - Blue Badge holders are allowed to park for free on-street, providing their blue badge is on display, and resident blue badge holders are issued with a free annual visitors permit for use by their visitors and carers.

Socio-economic status – Negative Impact - There is a significant difference in transport infrastructure and accessibility dependent on where a resident lives within the Borough. For example Wimbledon is considered to be better served than, Colliers Wood and South Wimbledon, which in turn is better served than for example in Mitcham. As such it is easier in principle for a person living in areas of very good transport to use alternative sustainable modes of transport, compared to other areas where accessibility is less good, where the 'need' to own a car could be argued as being higher. The cost of a first permit issued to an address in Mitcham, Haydons Road or Raynes Park would range from £70 - £90 (excluding the diesel levy), compared to the cost of a first permit issued to an address in Wimbledon would range from £110 - £150 (excluding the Diesel levy). The current charge for the first permit in a household is £65.

Stage 4: Conclusion of the Equality Analysis

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

Page
209

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 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan
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9. 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?
Economic – Disability	Any rise in permit prices is mitigated by the Blue Badge scheme for disabled persons, providing them with free parking at on street locations. Blue Badge holders also receive 1 free annual visitors permit for their guests and carers to use.	Customer feedback	01/10/2018	Existing	Ben Stephens	
Economic – Socio Economic	While there will be an increase in the cost of permits issued to residents in the less advantaged areas of the borough, those residents in the poorest areas will pay less for their permits in comparison to residents in more advantaged areas with better transport links	Customer Feedback	01/04/2018	Existing	Ben Stephens	

Page 210

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 6: Reporting outcomes**10. Summary of the equality analysis**

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome **2** Assessment

- There has been no increase in the cost of parking, either on or off street in the last 9 years. As a result of recent government findings relating to air pollution and the negative impact air pollution has to life expectancy, it is incumbent upon enforcing authorities to take steps to encourage residents and businesses to seek to utilize more sustainable forms of transport, and to encourage residents and businesses to choose less polluting
- Enforcing authorities have very few means by which they can influence a residents choice of travel, however, the pricing structure of permits is one means by which an authority can influence this.
- While an increase in the cost of on and off street parking and permits could impact economically on the most disadvantaged residents within the borough, the proposal to band the cost of permits, offering a lower price to those living in the most disadvantaged areas of the borough, would mitigate an impact on the required price increase to these residents.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	Parking Services are proposing a review of the number of Pay and Display machines on and off street, with the aim of rationalising their numbers and locations and becoming a cash free borough over the next 4 years. (ENV1819 – 04)
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Ben Stephens, Head of Parking
<p>1 Page 21 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>Parking Services are reviewing the cost and operation of on and off street pay and display machines with the intention of becoming a cashless parking borough over the next 4 years. The removal of these machines will planned and considered so that any proposed machine removals can be managed and monitored so as not to impact on the current provision of pay and display parking.</p> <p>Currently, there are 426 pay and display machines in operation serving the on and off street pay and display locations throughout the borough. Pay and display tickets can only be purchased using coins as these machines do not accept notes or debit/credit cards, and the machines do not give change.</p> <p>The initial phase of this removal will aim to remove between 50 – 70 machines, all of which are machines which are under used, or in locations where it can be rationalised for one machine to serve a number of pay and display locations within its proximity, as opposed to the current practise of one machine per location. In these instances, and in the off street parking locations, the rationalisation of this may involve relocating machines so they are accessible for all customers and equidistant to the locations they serve.</p> <p>Many of the pay by phone providers work in conjunction with local businesses and retailers, facilitating payment for on street parking via services such as allpay, for those motorists who do not have a smartphone or mobile phone, or would simply prefer to pay cash. Retailers benefit from this as they receive a percentage of the parking fee paid, and this in turn feeds into the local economy.</p>

	<p>There are a number of costs involved in maintaining the on and off street pay and display machines including and not necessarily limited to their maintenance, ensuring they are stocked with pay and display tickets, ordering new chips for them following any change in tariffs, accidental damage, deliberate damage by those seeking to steal the money inside the machines, staff costs, and the costs levied by the company that undertake the regular collections from each of these machines.</p> <p>In addition, there are further costs involved in installing new machines during the implementation of new Controlled Parking Zones (CPZ).</p> <p>A review of machine usage has identified a number of locations where the weekly cash collection is less than £25 per week.</p> <p>Currently the London Borough of Merton operate a pay by phone service, allowing customers to pay for on and off street parking using an app on a smart phone, or by calling the service provider direct from their mobile phone and using their automated phone service. A recent review of the usage of this service has shown that there is currently a 50/50 split between customers using this service, and those still using coins to purchase time, with the average value of the pay by phone transactions being significantly higher than the average cash transaction.</p> <p>There have been a number of thefts and attempted thefts from some existing machines, and as a result of this a number of pay and display machines have been closed down, and site notices erected at these locations advising that these locations are now pay by phone only. These signs direct those seeking to pay with coins to alternative locations.</p> <p>While there will be increased transactional costs as a result of increased usage of the pay by phone service, this will be offset by the savings identified above.</p>
2. How does this contribute to the council's corporate priorities?	The removal of pay and display machines will contribute to the councils corporate priorities in that it will reduce the authorities expenditure.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The removal of Pay and Display machines will effect residents and visitors to the borough. In addition, the removal of the pay and display machines will impact on staff in that with less pay and display machines in operation, there will be less need for officers to maintain and service them.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	While the maintenance and upkeep of the pay and display machines falls within the remit of parking services, when planning CPZs, the Traffic and Highways team identify locations where pay and display bays will be installed.

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).

Research undertaken by Deloitte shows that 82% of the UK population currently own a smartphone, and 95% of UK households own a mobile phone.

It is accepted that there is still a proportion of the population that do not own mobile phones, and as the research undertaken by Deloitte shows, smart phone ownership being approx. 54% of the population aged between 54 and 65.

The removal of pay and display machines and the provision of pay and display parking is highly dependent on customers being able to book and pay for their parking either using a smart phone app, or by having the ability to call the service provider from the parking location. For on street locations, most pay by phone service provider's work in conjunction with small, local businesses, allowing those without smartphones or mobile phones to pay for their parking at a local shop, similar to the all pay system.

As a result of thefts in 2017/18, a number of on street pay and display machines were closed, and signage at these locations advises customers that they can only use pay by phone parking at these locations, and if they are seeking to make coin payments, they are directed to alternate pay and display locations. To date, Parking Services have not received any complaints about this.

With this in mind, Parking Services are in the process of reviewing the provision and location of pay and display machines in our car parks, with it being expected a series of works will be undertaken to relocate machines while we seek Disabled Parking Accreditation.

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			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Disability				X	Blue Badge holders are already entitled to parking benefits at on street locations and are not required to pay for their parking
Gender Reassignment			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Marriage and Civil Partnership			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Pregnancy and Maternity			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Race			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Religion/ belief			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Sex (Gender)			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Sexual orientation			X		Those aged 54 and over are less likely to own a smartphone or mobile phone
Socio-economic status			X		Those aged 54 and over are less likely to own a smartphone or mobile phone

7. If you have identified a negative impact, how do you plan to mitigate it?

As identified above, the removal of on and off street pay and display machines is most likely to impact on those aged 54 and over, as they are least likely to own a smart phone or a mobile phone. The majority of pay by phone suppliers recognise this, and they work in partnership with local businesses and other suppliers, such as all pay, allowing customers without access to a mobile phone to enter a local business and pay with cash for their parking there.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Page 218

Stage 5: Improvement Action Pan

9. 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?
Lack of smartphone/mobile phone ownership	Provision for cash payments with local retailers/businesses	Customer feedback	01/04/2020	Exiting	Ben Stephens	

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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

- The continued maintenance and use of on street pay and display machines is becoming less cost effective as mobile solutions are being used more frequently and customer uptake shows that there is a growing trend for customers wanting to pay for their parking via a mobile device, instead of paying by cash.
- On street machines require regular cash collections and there has been an increase in the number of thefts and attempted thefts from pay and display machines across London.
- Provision can be made for those without mobile phones or smart phones to pay for their parking at local retailers and shops

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	Increased council income from highways advertising on bus stops and council information panels (ENV1819 – 05)
Which Department/ Division has the responsibility for this?	E&R / Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Tara Butler, Deputy FutureMerton manager
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)	Proposing to re-procure the highways advertising contract during 2019-20 and raise income to the council. Highways advertising takes place on bus stops and council information panels across Merton (not Transport for London roads). The new contract will also be responsible for maintaining the bus stops and advertising panels, reducing the council's outgoings and liabilities for street furniture.
2. How does this contribute to the council's corporate priorities?	Increased resilience by increasing income and reducing the council's liabilities for maintaining bus stops on the council's public highway
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Proposal will benefit the council by increasing income from corporate advertising and reducing the council's liabilities
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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).

Considered the impact of re-procuring the highways advertising contract on people with protected characteristics. Conclusion that there will be no harm and that the end result (having a new highways advertising contract) is likely to be a benefit from (a) advertising opportunities for council services that are focused on helping people with protected characteristics (e.g. council initiatives directed towards older or school aged people); these advertising opportunities would be widely visible in the public realm. (b) increased income to the council making the council more financially resilient.

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	X				Increased visibility of council services via highways advertising including those that benefit people of different ages (e.g. social services for older people; "start-well")
Disability	X				Increased visibility of council services via highways advertising including those that benefit people with disabilities
Gender Reassignment	X				Increased visibility of council services via highways advertising including those that promote cohesive communities or target hate crime (e.g. Safer Merton services)
Marriage and Civil Partnership					Neutral / no positives or negatives
Pregnancy and Maternity	X				Increased visibility of council services via highways advertising that benefit people that are pregnant (e.g. services that have been commissioned by the council's Public Health team)
Race	X				Increased visibility of council services via highways advertising that benefit

					people of different heritage (e.g. services that target the improvement of health issues which are more prevalent in people with particular heritage)
Religion/ belief	X				Increased visibility of council services via highways advertising including those that promote cohesive communities or target hate crime (e.g. Safer Merton services)
Sex (Gender)	X				Increased visibility of council services via highways advertising including those that promote cohesive communities or target hate crime (e.g. Safer Merton services)
Sexual orientation	X				Increased visibility of council services via highways advertising including those that promote cohesive communities or target hate crime (e.g. Safer Merton services)
Socio-economic status					Increased visibility of council services via highways advertising including those that promote cohesive communities or target hate crime (e.g. Safer Merton services)

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?

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

Page 224

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	Tara Butler / Deputy FutureMerton manager	Signature:	Date: 21 November 2018
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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?	CH 35/36 Housing Related Support Services Review and Procurement
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	Steve Langley, Head of Housing
<p>Page 1 of 5</p> <p>2. 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>Housing Related Support (HRS) is a non-statutory support service for vulnerable Adults and young people. HRS superseded the previous Supporting People (SP) funding regime, introduced in 2003. There are 16 HRS funded organisations schemes operating within Merton, providing services through around 32 contracts. These services are a range of accommodation based and floating support type services. The 2018/19 HRS budget is £1.86m. The HRS programme funds support services for vulnerable adults and young people to enable them to sustain their tenancies and maximise independence. Services also include assistance in finding and settling into a new home following a crisis such as homelessness or a period in hospital or residential care.</p> <p>The current contracts have evolved from the original SP funding regime without recommissioning or effective performance evaluation. This situation combined with recent legislative and regulatory changes mean that contracts are not in line with best practice. The current operating system cannot be demonstrated to be meeting the relevant regulatory and statutory guidance, needs of service users, or delivering value for money.</p> <p>The purpose of the project is to review existing service provision, identify gaps and utilise the data to inform a new set of contract specifications to support the re-procurement of services aligned with the Council’s Community and Housing strategic priorities. The objective of the project is to deliver successful procurement of contracted services that demonstrate effective outcomes for service</p>

	users, effective performance management framework and value for money services.
2. How does this contribute to the council's corporate priorities?	The HRS project proposals will support the Councils' performance of its statutory duties under the Homelessness Reduction Act 2017 (HRA 2017) and Care Act 2014 by maximising the resources to prevent homelessness and demand on statutory services, by enabling vulnerable people to sustain their accommodation. The proposals also contribute to the corporate priority of reviewing its processes to improve them and provide value for money.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The Housing Related Support (HRS) programme funds support services for vulnerable adults and young people to enable them to remain living independently in their own homes. Services also include assistance in finding and settling into a new home following a crisis such as homelessness or a period in hospital or residential care. Stakeholders in include current and potential future service providers. There are currently 16 providers delivering services through multiple contracts for over 1000 service users. The providers relevant to delivery of services to the groups affected by the proposals) are:</p> <ul style="list-style-type: none"> • Ability HA • Anchor Trust • Central & Cecil • Comfort Care • Evolve HA • Hanover HA • Hestia Hsg & Support • Housing for Women • Clarion Housing • Kingston Churches HA • Spear • Metropolitan Care • Millat Asian HA • LBM Supported Living • Sanctuary Housing • Wimbledon YMCA <p>Current and potential future users of HRS funded services are:</p> <ul style="list-style-type: none"> • People with mental health needs (accommodation and non-accommodation)

	<ul style="list-style-type: none"> • Older people (accommodation and alarm call teleservices) • Single homeless • Young people at risk • People with learning disabilities • Frail elderly • People with physical disabilities • Teenage parents • Women at risk of domestic violence • Generic floating support <p>The benefits to service users will be that services will be targeted at those that HRS was intended to support, with a focus on clearer objectives, outcomes and transforming lives. The new programme will ensure that services do not become 'silted up' by limited move-on which restricts access to those potential service users that need services but are unable to access them.</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>Stakeholders may include other services including Adult Social Care, Children Schools and Families Directorate, Care Looked After Team and external voluntary organisations who may refer potential service users to the service.</p>

page 227

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).

BAME Groups

The HRS service is available to adults of all ages, gender, race, belief, disability and sexuality. In terms of ethnicity it would be expected that the profile of service users broadly reflects Merton's ethnicity data profile. Current service user equalities and diversity reporting has not been required under existing contracts, however under the new contract procurement arrangements providers will report on equalities data as part of the wider service performance monitoring. This will enable the Council to assess the data, identify any trends and take the appropriate steps to ensure that the services are meeting the needs of the population. Ensuring that reasons

for any under or over-representation of specific groups in the services is understood and is subject to further evaluation will be key to ensuring the service focuses on delivering effective outcomes for service users, and maintains a strategic focus on emerging trends in Merton.

Older Persons

Merton has 22,350 people aged 65-84 years old (10.7% of the total population). By 2025 this is predicted to increase to 24,350 (11.2%). An estimated 3,650 people aged 85 years and over (1.7% of the total population) currently live in Merton. By 2025 this is predicted to increase to almost 3,950 (1.8%).

Of the current beneficiaries of the service approximately 65% are in older person's services category (655). These services represent around 9% of the £1.85m HRS budget, reflecting the very limited need for HRS services from this group. This low level of service demand reflects the fact that all of these service users are residents of housing associations, many of which provide services for their older residents as part of their own landlord functions, through housing management, tenancy sustainment and support services. HRS funds elements of the Associations' warden alarm call systems and warden or visiting support worker costs.

In addition the Associations are able to claim IHM funding for enhanced housing management services for vulnerable or older persons. It is therefore not expected that these demographic projections will have a significant impact on the need for HRS service because the needs of older persons are met through existing services. More significant needs are likely to arise in the areas of health and adult social care needs of an increasing older population. Were the need for HRS older persons to increase in future the service delivery and funding model would be reviewed and appropriate changes made to ensure future needs were met.

Young People

Young people and teenage parents are the other age related service category groups potentially affected by the proposed changes. There are 34 accommodation units funded in these categories. Although 28 accommodation units are designated as young persons' accommodation other HRS services have young people within their service user profiles. 6 units of accommodation are designated as the teenage parents' scheme.

The funding for the 34 units of accommodation represents just over 6% of the HRS budget. This low level of service demand reflects the fact that these service users are residents of housing associations, which provide services for their residents as part of their own landlord functions. Associations are able to claim IHM funding from the Council for enhanced housing management services for people with support needs. It is not expected that the proposed changes will adversely affect this service user group.

Since 2006 there has been a decline in under 18's conceptions from 41.1 per 1000 to 16.5 per 1000 in 2016. This is lower than

London (17.1) and England (18.8). Merton has the 16th lowest numbers of under 18 conceptions in London with 49 teenage pregnancies. Were the need for HRS support specifically for young people and teenage parents to increase in future, the service delivery and funding model would be reviewed and appropriate changes made to ensure future needs were met.

Women

On of the services subject to procurement is the Women's Refuge. Research data shows that:

- 1 in 20 people in Merton are affected by DVA
- The annual direction of DVA reports to the police is upwards with 1483 reports made during 2015/16
- The majority of victims are White European with incidents mainly occurring within the family home
- Merton sees peak referrals during the months of August and December with Saturdays being the peak reporting day
- Above 20% of all DVA calls has been influenced by the presence of alcohol and 2% of all calls feature drugs as an influencing factor
- The victim split in Merton varies from the national average with some 35% of reports coming from male victims

HRS review proposals will ensure that there is no reduction in bedspace provision and will seek to increase this where possible, depending of successful tender. The Council will continue to follow best practice and guidance eg London Councils' briefings and the Ministry for Housing Communities and Local Government (MHCLG) Review guidance.

Consultation

Consultation was carried out with Providers through market engagement events, one to one meetings and circulation of outline proposals and updates. Through the consultation and engagement activities Providers were able to set out their issues, perspectives, aspirations, and suggestions for improved service delivery for service users. This co-working with Providers was central to producing this EIA and the new contract specifications.

Consultation was also carried out with the following internal staff; Head of Strategy & Partnerships, C&H Directorate; Housing Strategy Manager; Public Health Team; Looked After Children's Team; Head of Older People and Disabilities; Head of Revenues & Benefits. This valuable input from across the Council ensured a focus on the diverse needs reflected in the local population and these Merton-wide perspectives informed the drafting of the EIA and new contract specifications.

Evidence Base

- HRS Providers' consultation event 08/08/18. Domestic Violence & Abuse (DVA) Market Warming event 17/10/18.
- HRS Consultation circular sent to providers 22/10/18.
- Service category provider workshop feedback 08/08/18. DVA consultation group 17/10/18. Feedback from consultation circular 22/10/18.
- Individual meetings with provider organisations August to October 2018.
- Performance monitoring workbooks and bespoke customer profile reports submitted by providers.
- Merton data on DVA trends.
- Joint Needs Strategic Assessment - The Merton Story – health and wellbeing in Merton in 2018.
- Paying for supported housing: House of Commons Briefing Paper Number 6080 (W. Wilson, 2018).
- London Councils Refuges Roundtable Background Briefing: 17/07/18.
- Ministry for Housing Communities and Local Government (MHCLG) Roundtable: DVA Services Review and Future Funding 08/10/18.
- Funding Supported Housing: Policy Statement and Consultation (Department for Communities and Local Government, Department for Work and Pensions, 2017).
- Developing your local housing offer for health and care: Targeting outcomes (Housing LIN, CIH 2016).
- Supported housing: Understanding need and supply (NHF, 2015).
- Safeguarding Adults: A National Framework of Standards for good practice and outcomes in adult protection work (ADSS, 2005).

A key issue identified as part of the review was lack of information in respect of current and recent service user profiles to assist with evaluation of service impact, access and outcomes. Under the new contract arrangements data will be collected and reviewed by the Council.

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	✓		✓		Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes. Final funding model may result in ending of funding for generic older persons services, which could be funded through residents' service charges and Intensive Housing Management (IHM), or where appropriate support services are available through other community support services. Providers of designated young people's services may have their funding reduced, where services being funded do not reflect the purpose for which HRS was provided. Reduction in funding could also result where the required support is able to be funded through Intensive Housing Management (IHM), or where appropriate support services are available through other community support services.
Disability	✓		✓		Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes. Final funding model may result in ending of funding for generic older persons who are more likely to have a disability.
Gender Reassignment	✓			✓	Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and should enable more frequent throughput enabling a wider range of people to access the service over time.
Marriage and Civil Partnership				✓	Services are for single person households. Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and should enable more frequent throughput enabling a wider range of people to access the service over time.
Pregnancy and Maternity	✓			✓	Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and

					should enable more frequent throughput enabling a wider range of people to access the service over time.
Race	✓			✓	Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and should enable more frequent throughput enabling a wider range of people to access the service over time.
Religion/ belief	✓			✓	Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and should enable more frequent throughput enabling a wider range of people to access the service over time.
Sex (Gender)	✓		✓		Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and should enable more frequent throughput enabling a wider range of people to access the service over time. One of the services is a Women's Refuge and there is a potential impact in that under the procurement process an alternative provider could be contracted and funding could reduce.
Sexual orientation	✓			✓	Services to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and should enable more frequent throughput enabling a wider range of people to access the service over time.
Socio-economic status	✓		✓		Overall recipients of HRS services are more likely to feature in lower socio-economic groups.

7. If you have identified a negative impact, how do you plan to mitigate it?

Introduce provider equalities monitoring data in new contract and monitoring framework.
 Annual review of provider equalities data and report on findings.
 HRS to fund qualifying OPS services where there is evidence of likely detriment or failure to sustain a tenancy.
 Ensure procurement of services does not result in reduced bedspaces for women that are victims of domestic violence and abuse

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

9. 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?
In order to enable the Council to effectively monitor the equalities impact of the HRS service Providers will submit equalities monitoring data.	New contracts to require providers to produce equalities monitoring data.	New contract specifications incorporate requirement for annual equalities monitoring report submission.	12/2018	Existing	Steve Langley	Yes
Provider submission of equalities monitoring data will enable the Council to assess equalities data relating to the impact of, usage or barriers to services for different groups.	Review of provider equalities data and report on findings. Assess service impact, usage and access to services.	Annual review of impact of service, usage and access for different groups.	03/2020	New – subject to agreed resource allocation for new HRS service.	Steve Langley	Yes

Final funding model may result in ending of funding for generic older persons services. This group is more likely to have a disability	In exceptional cases where there is evidence of likely significant detriment to an individual, or a likely demand on statutory services if HRS was not provided, HRS would be able to fund targeted visiting support on an ad hoc basis.	Assessment of HRS referrals on behalf this client group and records of referral outcomes.	03/20	Existing	Steve Langley	Yes
Final contract configuration could result in reduced funding for the Women's Refuge.	HRS proposal will ensure that there is no reduction in bedspace provision and will seek to increase this where possible, depending of the successful tender. The Council will continue to follow best practice and guidance eg London Councils' briefings and Ministry for Housing Communities and Local Government (MHCLG) Review guidance.	Service profile resulting from procurement of contracts will be assessed	03/20	Existing	Steve Langley	Yes
Overall recipients of HRS services are more likely to feature in lower socio-economic groups.	These services will be targeted at the service users that HRS was intended to support, with a focus on clearer objectives and outcomes that will benefit service users overall. This should enable a wider range of people to access the service.	Review of performance metrics and throughput.	03/20	Existing	Steve Langley	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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [add](#) Assessment

Overall Benefits of the Proposals

The services are to be re-procured under a new performance management framework with a focus on delivering effective customer outcomes, and should enable more frequent throughput enabling a wider range of people to access the service over time.

The HRS review has highlighted a number of areas where service quality, access and value for money can be improved. Although financial savings are anticipated as a product of the change process, this does not mean a reduction in delivery of services that HRS was intended to fund. The new service with an improved performance management framework will enable better services to be delivered to a wider section of the community. These services will be targeted at the service users that HRS was intended to support, with greater emphasis on making a difference and transforming lives. This will be achieved by defining clearer objectives and outcomes that providers will be required to deliver against. The new programme will ensure that services do not become 'silted up' by limited move-on which restricts access to those potential service users that need services but are unable to access them. The new framework will increase the potential for more services users to receive targeted support, at the time they need it, and for the appropriate duration. Where outcomes have not been achieved within a reasonable timeframe the review process will assist in identifying different interventions to be delivered, or alternative service provision. New service access and exit processes will ensure better throughput of service users with clearer focus on delivering tangible outcomes to enable them to sustain accommodation and maximise independence.

This new approach combined with improved equalities reporting will enable the Council to assess how the service is meeting the needs across a wide range of groups in the community.

Disability

Potential impact identified is that the final funding model may result in ending of funding for generic older persons services. This group is more likely to have a disability. Providers charge either all or part of support costs to residents. Reduction in HRS funding may lead to providers increasing charges to residents.

The support services that older persons generally receive are either services not intended to be funded by HRS or should be payable by residents through their services charges. Many providers deliver their own tenancy support, concierge services, and or contract

support services through the not for profit sector to support older persons. Voluntary support and preventative health services are also available for older persons. Intensive Housing Management (IHM) funding is available to providers and covers support services including some services that HRS funds. The availability of this funding will be communicated to providers. In exceptional cases where there is evidence of likely significant detriment to an individual, or a likely demand on statutory services if HRS was not provided, the Council would be able to fund targeted visiting support on an ad hoc basis.

Age

Potential impacts identified are that the final funding model may result in the reduction or ending of funding for generic older persons services, and that providers of designated young people’s services may have their funding reduced.

The support services that older persons generally receive are either services not intended to be funded by HRS or should be payable by residents through their services charges. Many providers provide their own tenancy support, concierge services, and or contract support services through the not for profit sector to support older persons.

Intensive Housing Management (IHM) funding is available to providers and covers support services including some services that HRS funds. The availability of this funding will be communicated to providers. In exceptional cases where there is evidence of likely significant detriment to an individual, or a likely demand on statutory services if HRS was not provided, the Council would be able to fund targeted visiting support on an ad hoc basis.

Current support to young people’s services includes floating support and a 6-unit service is designated for teenage parents. However the services delivered are similar services to the other services delivered by the provider and there is no expectation that the service will cease to be available.

Where there is evidence of a future increase in need for additional HRS support services the Council would consider enhanced targeted visiting support for service users. Evaluation of current usage and funding under the HRS service will enable appropriately priced contract Lots to be subject to the Tender process. The procurement process is not expected to impact on the availability of the units for this customer group

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Shawn Scott, Project Manager	Signature:	Date: 02/11/2018
Improvement action plan signed off by Director/ Head of Service	Steve Langley, Head of Housing	Signature:	Date: 02/11/2018

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH39 Extra Care Housing contracts
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
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>The proposal was set out as part of the 2014 medium term savings plan for the department with a target of £450k. This was later reduced to a target of £100k following an assessment of the impact this would have on the services. Further work has been undertaken since then, including discussions with the two extra care housing providers and a refresh of the data regarding the social care eligibility of the residents of the two schemes and this found that higher proportion of residents have an eligible social care need that are met by this contract.</p> <p>As a result of that further work, it has been established that the original and revised targets are no longer attainable. The majority of the contract costs now relate to the delivery of eligible social care. The current contracts are also subject to re-procurement.</p> <p>The target has therefore been reduced to £57k. The changes will be targeted on contract efficiencies and non-statutory support hours; eligible social care needs will not be affected. Providers will seek alternative resources to provide this support. We will ensure that new specification requires providers to seek other support for residents. Impact will be reviewed as part of each service users annual review</p>
2. How does this contribute to the council's corporate priorities?	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 66 residents of the two schemes (Pantiles House and Trellis House) of which 54 are Merton social care service users.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The two providers (subject to re-procurement)

Page 238

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).

The proposal is based on discussions with the two providers regarding what efficiencies could be achieved without affecting the care provided to eligible service users.

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 schemes are for those aged 55+
Disability		✓	✓		The schemes support older people with disabilities
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓	✓		Majority of the customers are white however staff are trained to cater for all groups irrespective of their ethnic background. White (51); Black or Black British (8); Asian or Asian British (5) and Mixed (2)
Religion/ belief		✓	✓		The changes might support to attend religious events
Sex (Gender)		✓	✓		Facilities at both schemes are designed to cater for all customers irrespective of their gender. Staff are trained to support all genders however staff support of a specific gender is available if required as per the care plan or requested by a customer. Currently there are 43 females and 23 males.
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Those with lower incomes have less opportunity to seek their own support

7. If you have identified a negative impact, how do you plan to mitigate it?

The changes will be targeted on contract efficiencies and non-statutory support hours. Eligible social care will not be affected. Providers will seek alternative resources to provide this support. We will ensure that new specification requires providers to seek other support for residents. Impact will be reviewed as part of each service users annual review.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. 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?
Service Users will have reduced access to support that is outside of their statutory care needs	Working with providers to identify alternative sources of support	Contract monitoring	March 2020	Existing	John Morgan	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.

Page 24

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

The proposal will be achieved through contract efficiencies and reductions in support hours that are beyond the council's statutory duty to meet eligible need. These support needs can be met in other ways, such as contact with the voluntary sector and by accessing mainstream services.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Interim Head of Strategy & Partnerships	Signature: Interim Head of Commissioning	Date: 31 10 18
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 31/10/18

Equality Analysis

What are the proposals being assessed?	CH55 –Promoting Independence
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director Adult Social Care
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>The aim of this proposal has been to support people to remain independent and well. To support them to achieve their desired outcomes by enabling them to remain in their own homes, close to their friends, families, support networks and local communities. This proposal has been achieved by a number of initiatives that help people maintain their wellbeing, to access early help and to recover when they become unwell or temporarily lose independence. There has also been an ongoing focus on supporting people to achieve their desired outcome to stay in their own homes and to reduce dependency on residential care.</p> <p>The work includes:</p> <ul style="list-style-type: none"> - Increased access to home care re-ablement for eligible residents on discharge from hospital, - Belter co-ordination around Reablement with our community health provider - improving assessment practice and support planning, - working with the voluntary sector to provide earlier interventions (eg Fresh Start project focussing on people with low level hoarding issues/ wellbeing grant programmes as part of the wider prevention agenda). - Re launching the Strategic Grants programme (in collaboration with the voluntary sector) <p>There was a small drop in the number of people supported with care packages by Adult Social Care between March 2017 and March 2018 from 2,941 to 2,861. The movement between years for each care group was: Older People -4.1%, Learning Disability +4.1%, Physical Disability no change, Mental Health +6.7%.</p> <p>Long stay nursing placements fell by 6%, long stay residential placements fell by 5.2% and actual home care hours increased by 1% (all between March 17 and March 18). The 2018/19 data will be added when available.</p> <p>The actions for this saving were taken during 2018/19. There is therefore a full year effect benefit in 2019/20. The saving shown for 2019/20 is this full-year effect not additional actions.</p>

Page 242

2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Partnership working with health, the voluntary sector and social care providers.

Stage 2: Collecting evidence/ data

Page 243

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).

Consultation on this saving was undertaken in 2015. Overall a majority of respondents agreed with the councils approach to making the savings and also a focus on investing in prevention and recovery. However, the consultation also raised concerns about the savings being too much and the risk to potentially vulnerable people. There was less support for reviewing packages of care to seek savings, with 47% of respondents disagreeing or strongly disagreeing with this approach. Since then, the emphasis has changed from reviews to supporting people to recover independence and getting packages of care right at the beginning of care.

On an operational level the evidence considered has been to:

- looked at local information about trends, needs and best practice;
- reviewed national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- considered the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;

- reviewed and monitored contracted services to check if fit for purpose as well as negotiate rates to ensure value for money
- redesigned or remodelled the way we commission services to achieve better outcomes for customers in the most cost effective way;

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		✓	✓		Needs might be met differently than the past or as expected
Disability		✓	✓		Needs might be met differently than the past or as expected
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Needs might be met differently than the past or as expected
Race		✓	✓		Needs might be met differently than the past or as expected
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A
Socio-economic status		✓	✓		Needs might be met differently than the past or as expected

7. If you have identified a negative impact, how do you plan to mitigate it?

Decisions are made case by case and are reviewed by a team manager or a manager more senior than this. Statutory needs will be met in line with the Care Act 2014. Where support plans were funded by ILF, the shortfall in funding is made up from core budgets.

Support plans are reviewed annually.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Page 245

Stage 5: Improvement Action Plan

9. 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?
Needs might be met differently than the past or as expected	Ensuring that assessments and support plans are effective and adequate through supervision and Outcome Forum scrutiny	Activity levels are monitored monthly and trends considered.	March 2020	existing	John Morgan	Yes
	Investment in the voluntary sector		March 2019	Existing		
Funding for former ILF clients is less than actual care costs and the funding is reducing each year	Since the closure of the ILF, the former clients needs have been met under the Care Act 2014. The shortfall in ILF funding is therefore made up from core placement budgets	Individual support plan reviews	Ongoing	Existing	John Morgan	n/a

Page 246 Stage 6: Reporting outcomes

246 20. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 3 Assessment
<p>Service users, their families and carers may experience a different response to assessed need than they might expect. However, the support that is offered will be aimed at maximizing their independence.</p> <p>Support that does not meet statutory assessed needs may no longer be provided. They will be supported to understand any changes in their care. Older People are more likely to be affected as they are the majority of our service users.</p> <p>Assessment and Support Plans will be subject to senior manager scrutiny to ensure consistency and that statutory needs are met.</p> <p>The Placements budget is 80% of the services budget and therefore the reduction in resources will inevitably impact on the money available to meet care needs.</p>

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, interim Head of C&H Strategy & Partnerships	Signature:RE	Date: 31/10/18
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Stage 7: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director Adult Services	Signature: JM	Date:31/10/18
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Equality Analysis

What are the proposals being assessed?	CH 72 To review all aspects of Community Transport in Merton
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
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 Page 248 e)c)	<p>We would like to review the quantity and type of Community Transport provided to people in Merton who receive services from Adult Social Care, and those who access activities as part of a preventative strategy. Our aim is to test that the amount spent on transport is actually required; as resources are constantly being tested we need to ensure that as much as possible of our budget is spent on actually providing care and support rather than ancillary services, of which the largest is transport. We are aware also that as services change over the next few years we will require a service which is flexible enough to support this. One aim of increasing community engagement for people with a disability is to increase the support provided to train people to travel independently. However we understand that there will always be a need for people to receive specialist transport in order to access certain activities necessary for their wellbeing, and for these people we need to ensure that their journeys are as short and comfortable as possible.</p> <p>We are determined also to reach a point where all partners and stakeholders agree on the most sustainable model going forward; there has been concern for some years as to how cost effective the current arrangements are. There is also a need to review how our voluntary sector partners receive support from Merton for activities such as Lunch Clubs, and to make this process transparent. Our view is that if after robust examination the model is not altered much, then that will achieve reassurance for those involved in supported transport in Merton.</p>
2. How does this contribute to the council's corporate priorities?	<p>The Adult Social Care Plan and Target Operating Model contribute to the Council's overall priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly. It is part of a wider review of the Learning disability offer as set out in the refreshed TOM.</p> <p>Merton is also working towards implementing a suite of policies which will improve air quality in the borough.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers,	Service users and their families, potentially staff in Environment and Regeneration and Direct Provision, and colleagues in Voluntary sector organisations. We are mindful also of how operations in Children's Schools and Families would be impacted by major changes to arrangements in ASC, and will work closely with

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>them. All people who use services and their families will be included in the review of transport. If specific changes are proposed after the review we will consult specifically with those involved. It is not our intention to prevent individuals from attending agreed activities in the community, but we may end up using different methods to achieve this. For example people might have a lift from a volunteer to get to their lunch club rather than be collected by a Council minibus. We are aware that changes to people's daily lives can be upsetting and will ensure that people are supported through this.</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>As stated, all Council departments will be involved, and the review will be led by E&R, who will commission independent experts to oversee the process. When the review is complete a Corporate decision will be taken with regards to implementing the proposals.</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).

Community transport is currently provided to people with disabilities and older people in Merton. Specialist transport is also provided to children and young people with disabilities and special educational needs, and those might be affected if significant changes were proposed for Adult Services. These groups and their families, as well as staff involved in providing transport would be most affected by changes. Consultation will take place throughout the review and as and when specific proposals are made, consultation will take place with those directly affected.

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	x		x		We are seeking to ensure that transport arrangements are the most suitable, cost effective and sustainable which should be of benefit to all
Disability	x		x		

Page 24

					service users. However some individuals might have changed arrangements, and we know that discussing changes to daily arrangements causes concern and worry to people. They will be supported through this and through any subsequent changed arrangements. As above.
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race				X	
Religion/ belief				X	
Sex (Gender)				X	
Sexual orientation				X	
Socio-economic status				X	

7. If you have identified a negative impact, how do you plan to mitigate it?

Page 250
We will work closely with service users and their families to minimise any negative impact. Any changes proposed will be worked through with staff members who are familiar to the people concerned. We are not proposing changes which will leave people unable to attend their usual activities, but may well come up with alternative means to get there.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. 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?
Service users and families can be upset and anxious when changes to their daily arrangements are suggested.	Consultation to be carried out on specific proposals in plenty of time and by staff or agencies who are familiar to the people concerned. We are not proposing measures which will prevent people attending activities, but may suggest alternative means of travel.	By implementing any changes successfully with no changes to the individual's activities.	The review will begin in 2019 and proposals worked through from late 2019/20	External consultant/ group	Andy Ottawa y-Searle	Yes

Page 251

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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

The proposal is for a review of the transport arrangements to seek a more financially and environmentally more sustainable solution. We do not

know at this stage what changes that review will propose. However, we recognise that change, whether actual or prospective, can create anxiety. Those who are most vulnerable and/or who might face change will need to be supported through the process once the options become clear. At that point, this assessment will need to be re-visited.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Andy Ottaway-Searle – Head of Direct Provision	Signature: AOS	Date: 5/11/18
Improvement action plan signed off by Director/ Head of Service	Andy Ottaway-Searle – Head of Direct Provision	Signature: AOS	Date: 5/11/18

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH88 - Home Care Monitoring System
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
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>The aim of this proposal is to roll out a home care monitoring system for all home care providers to ensure that we can monitor the delivery of home care visits. This monitoring will enable us to check on a regular basis if the customers commissioned care hours are met in line with the agreed support plans as well as improve the reliability of the service. We also aim to ensure that we only pay for visits that are carried out and do not over pay for shortened or missed visits.</p> <p>Merton already uses a home care monitoring system called CM2000, and we have plans to re-commission a system. The current system is only currently used by some of our home care providers. We have and aim to re-procure this system in line with procurement regulations, some providers are now utilising this system and we aim to implement the system for the majority of home care providers when the new system is in place.</p> <p>The primary aim is to provide a monitoring tool for home care visits to ensure that residents receive their assessed care hours to ensure that their care package and agreed outcomes are met A secondary benefit, however, is that the council will save money by not paying for missed or significantly shortened visits.</p> <p>With the fragility of the home care market, it is important that we have the tools to provide assurance about the delivery of care to vulnerable residents.</p>
2. How does this contribute to the council's corporate priorities?	It is consistent with the departmental TOM and the council's drive for efficiency
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The main impact is on home care providers that we contract with, who will have to use the system procured. Service users may see a small impact in that we may require access to their landline for the care worker to make call a Freephone telephone number, or to install a tag or sensor at their front door, depending on the system procured. The main impact for the residents is that they will receive the agreed support package and that their agreed outcomes will be met.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Contracted Home Care providers. Provider of the chosen monitoring system.

Page 253

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).

The council has operated a home care monitoring system for over a decade and therefore has good knowledge of the benefits and impacts.

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 should improve the reliability of home care visits and the settlement of complaints regarding missed or late calls. Whatever system is deployed will make allowance for those service users. without landlines, object to their use, or do not wish to cooperate with the solution chosen.
Disability	✓			✓	
Gender Reassignment	✓			✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

Negative impact / gap in information identified in the Equality Analysis	There will be minimal impact of service users and their families. The main impact will be the use of their landline for Freephone calls or attached of a tag to their door/hallway etc depending on the technological solution procured.
Action required to mitigate	The implementation will respect the choices of individual service users who may not like the solution chosen
How will you know this is achieved? e.g. performance measure / target	
By when	March 2021
Existing or additional resources?	N/A
Lead Officer	Phil Howell, Head of Older People & Disabilities
Action added to divisional / team plan?	To include in 2019/20 and 2020/21 service plans.

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)

OUTCOME 1



The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

OUTCOME 2



The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

OUTCOME 3



The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.

OUTCOME 4



The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Page 256

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Interim Head of Commissioning	Signature: Interim Head of Commissioning	Date: 22 Oct. 18
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 22/10/18

Equality Analysis

What are the proposals being assessed?	CH89 Older People’s Community Activities
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	John Morgan
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>Less people are choosing to attend formal day centre provision and are instead opting to attend community and Voluntary sector activities. Merton has a vibrant voluntary and community sector and there are currently 20 Lunch-social clubs/cafes throughout the borough providing a service for older people from different minority ethnic backgrounds. Over 765 meals (which includes social activities) are provided per week in these schemes and they are hugely popular and well attended. There is also substantial capacity within these lunch-clubs to provide further places and there is capacity for 1100 meals per week.</p> <p>For Older people the borough also has 1 internal day provision and contracts extra capacity within woodlands day centre. As less people are choosing to attend these formal day centre we currently having increasingly vacancies within these provisions which are not been utilised. he proposal seeks to assess and analyse the demand and supply of activity aimed at supporting older people to access community activity. This will objectively look at the supply of building based and non-building based activity, its utilisation and the limitations on providing what people expect and need within the current model. It will provide the department with the rationale, future demand profile and capacity requirements future commissioning intentions of both external and in-house building based provision. It will also provide detail on which a ‘Community Activity Market Position Statement can be produced. This aims to provide interested parties and organisation with the information on which they can build their business planning.</p> <p>It is envisaged that this will include a rationalisation and reduction of the current level of building based ‘day centre’ activity. This is based on current demand statistics and will include consideration of the effect of 2018/19 reductions in contracted day centre services; which is covered in a separate EIA for that specific proposal.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal supports the corporate objectives of improving sustainability and improving effectiveness and also increased independence for residents. Based on the current demographic and demand trends it is clear that older people, in the majority, do not use building based day centres to engage in meaningful daytime activity. However, there is evidence of growing trends in use of alternative community, building based, spaces such as libraries. It is important to ensure the needs of vulnerable older people are met whilst ensuring that people are able to and encouraged to engage in activity in their local community. The local authority and more specifically Adult Social Care has a responsibility for market shaping under the</p>

Page 257

	<p>Care Act 2014 and as such our commissioning and market development should reflect trends in demand for a range of provision.</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 style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 258</p>	<p>Predominantly this proposal will broadly affect older people (people aged 65+) living in the borough. This population is set to grow over the next 10-15 years. The majority of older people will not be affected as they are unlikely to need or choose day care. The impact will be on those that might choose this option but as shown above Merton has a vibrant voluntary provision currently in place.</p> <p>This may impact or affect people in terms of the range and choice of available community activity at the point they wish to engage with these services. More specifically the proposal will affect, directly, the individuals who currently use building based day centre activities, either provided by the local authority or a third party supplier.</p> <p>Currently the number of users who attend:</p> <p style="padding-left: 40px;">Eastways (internal day centre) is 30 spaces per day and there are 20 places been used on average per day</p> <p style="padding-left: 40px;">Woodlands (external commissioned day centre) is 23 but we are funding 40 places and the excess is not utilised</p> <p>This proposal will also, to varying degrees, directly and indirectly impact on carers of individuals who access day services or access community facilities for part of their day, which in turn provide carers with a break from their caring role.</p> <p>(Does not look like this needs to be here??)</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 lead is Community & Housing, Adult Social Care. However, the proposal has shared responsibility for mitigation with the voluntary and community sector as well as culture, leisure and library services.</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).

- Demand and utilization data for both internal and external building based day centre services
- Evidence, demand and utilization of alternative community provision use
- Data relating to 'self-funding' clients of current provision/activities; though this is acknowledged a significant gap in respect of detailed data
- Demographic information and trend analysis, specifically around older people, dementia, age related disability
- Range and availability of voluntary and community organisation led day activities in the borough

The evidence and data suggests that the proportion of older people who use formal day services in the borough is relatively small and expected to be a smaller proportion over time. Where individuals use formal services their use is repeat use within a week/month rather than one off attendance. Therefore, the assumption is that proposals will affect a small number of people but across a number of days in any given week. The evidence (predominantly anecdotal) suggests that formal day services have a role in sustaining the ability of carers to continue in their caring role. There is also some supplementary 'soft' evidence that use of day services delays, reduces or in some cases avoids the need for further formal service intervention, for example a package of domiciliary care or change of accommodation and support for individuals.

There is counter evidence that the demand trend for formal day services has reduced dramatically in recent years, of which some could be down to the inflexibility of service provision to accommodate people around the times of day, days of the week and weekends and that more people have exercised choice and control in finding alternatives to traditional 'formal' day services.

The evidence would suggest the impact is limited to age predominantly, there is no clear evidence that the impact is disproportionate to other protected characteristics though disability, gender and socio-economic status will be key considerations in the mitigation.

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 services focus is on adults over the age of 65. The negative impact is the potential change to current make up and provision of service in regard to dedicated building based day centre services. However, the positive impact (and negative impact mitigation) is that market shaping will be in keeping with expectation and build on demonstrable demand trends for alternative community based day activities and Merton already has in place a vibrant and well utilised voluntary sector provision which has capacity to increase its current numbers.
Disability					There will be some association with age related disability, cognitive impairment and disability in general for a number of people directly affected. On this basis the same rationale as above is identified
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					We will review fully the current user profile and establish the proportions/split of and impact on male and female users of services. Equally consideration of the gender of carers will be taken into account wherever possible
Sexual orientation					
Socio-economic status					We will include consideration of the socio-economic status of individuals directly affected, for example the proportion of people who contribute to the cost of their care, those who self fund and those who are nil contribution. This is relevant to the means testing and financial assessment of contributions. It may also be possible to understand wider factors such as home ownership status.

7. If you have identified a negative impact, how do you plan to mitigate it?

Commissioning intentions and decisions will take into account views of individuals who currently use services, potential future users of day activity services and a wider range of stakeholders, including providers. The intention is to use this engagement alongside financial and utilisation data and trends to develop a range of community based provisions that continue to meet the core needs of people who currently use services.

In rationalising buildings based services it is not to say they will not exist. This proposal is more about ensuring we have sufficiency of supply of the right type of activities and providers of day activities generally in order to match that supply with anticipated future demand.

The mitigation will be to support providers to develop activity and events that cater for individual needs within local communities and that wherever possible older people in the borough are able to access and enjoy ordinary community facilities to support their independence, social support and benefit their health and wellbeing

Stage 4: Conclusion of the Equality Analysis

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

8.
Page
261

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 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

9. 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?
People's day activities needs may be met differently	Liaise with direct provision and external providers to ascertain the numbers of self-funding clients services support	We will have obtained clear data on self-funders	Feb 2019	existing	PH	NO
	Research day activity options		Sept 2019			
	Consult on the options		Sept 2019			


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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 2 Assessment
<ul style="list-style-type: none"> The proposal affects older people and their carers as current users or beneficiaries of day activity. There is some identified potential negative impact, though the proposal also identifies potential positive impact on the same characteristics given this is aimed at providing day activities in ways which meet with expectations and the likely demand trends Mitigation will include engagement with a range of stakeholders to help inform commissioning and market shaping. This engagement will support the intent that people should be able to engage in activities in their community that provide the leisure, learning or social opportunities and provide the opportunity for carers to continue to take short breaks from the caring role

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell Interim Head of Adult Social Care – Operations & Commissioning	Signature: 	Date: 5 th November 2018
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Analysis

What are the proposals being assessed?	CH90 Out of Area Placements
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
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 c) Page 264	<p>The aim of this proposal is to reduce the council’s dependency on Out of Area placements for adults with mental ill health and/or learning disabilities. An ‘Out of Area’ placement is defined as not being in or near Merton.</p> <p>Given the size of the borough, some placements in neighbouring boroughs is inevitable. This is around the complexity of some of the residents who we work with. However, at present we are not supporting enough people to remain close to their families, friends and familiar neighbourhoods because there are insufficient suitable housing options in the borough for those people that need support and care to live independently.</p> <p>At present only 13% of the mental health residential care bed capacity in Merton is utilised by Merton residents. The rest are used by other authorities. 4 out of the 6 registered MH homes had no London placements. 73% of residential MH placements are out of borough. This suggests that local provision does not meet local need. More work is require on supported living placements (we are awaiting the benchmarking data), but a similar dependency on out of borough placements is expected. Out of borough placements can be appropriate, eg where a specialist placement is needed, but the level suggest that we are not currently offering a local choice. This puts people at a distance from family and support networks. It also makes it more difficult to sustain professional social work support and to ensure that people are supported to regain independence.</p> <p>We are working with South London Mental Health Partnership. By working with this partnership across South London, we believe that there is an opportunity to improve outcomes for mental health service users at less cost. This will be achieved by better commissioning and market management, as well as ensuring that people are in the least restrictive setting that supports their needs. Less restrictive and more independent settings cost less on average, although not necessarily in every case. The aims of the South London programme are to ensure that support is the most appropriate, least restrictive, close to home and based on clear outcomes. This approach is in line with the principles of the Adult Social Care Target Operating Model (TOM).</p>

	<p>Approximately 64% of Learning Disability residential placements are out of borough, with approx. 40% being out of London. Meanwhile, other local authorities make as many LD residential placements in Merton as we do. Approximately 40% of mental health placements are out of London, with approx. 23% in other London boroughs. Data in relation to supported living is subject to a current London wide exercise.</p> <p>We will consult on options with service users, their families, care and housing providers to create new capacity and options in or near the borough; we want a local offer to be our first offer.</p> <p>We will also consult on options to offer repatriation back to their Merton for those currently placed out of area where that is appropriate and desirable. In the case of adult mental health, we will work with service users and their families to review whether their needs can be met in a less restrictive, less institutionalised and more independent setting, providing further support where needed to help towards this objective.</p> <p>Changes to the care and support of any individual will be subject to full discussion and consultation with them and, as appropriate, their family. The timing of any changes will be by agreement and following any necessary support to develop independent living skills.</p> <p>The proposal is also about increasing the local offer for those transitioning into adulthood, with local housing with support and access to adult education, employment and volunteering opportunities.</p> <p>Discussions have taken place with learning disability and housing providers along with the voluntary sector. There is an opportunity in relation to people with learning disabilities to work with the sub-regional Transforming Care Partnership and the CCG to try to align health and care commissioning and market development activities.</p>
2. How does this contribute to the council's corporate priorities?	<p>The approach of the South London Mental Health Complex Care programme is aligned with the councils' aim to live well and age well, maximising their independence and wellbeing.</p> <p>The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.</p>
3. Who will be affected by this proposal? For example who are	Mental Health and Learning Disability staff, service users and their families, providers and the voluntary sector.

the external/internal customers, communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>South London & St George's Mental Health Trust.</p> <p>South London Mental Health Partnership and its Complex Care Programme.</p> <p>South West London Transforming Care partnership</p> <p>Wandsworth & Merton Clinical Commissioning Group</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).

- The proposal has been based on benchmarking of London wide commissioning of residential care beds carried out of behalf of London ADASS by Care Analytics Ltd.
- It is also based on a review of health investment in mental health, a local review of integrated arrangements with SWLStG MHT and the early findings of the South London MH Partnership Complex Care Programme.

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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age	✓		✓	
Disability	✓		✓		
Gender Reassignment	✓		✓		
Marriage and Civil Partnership	✓		✓		
Pregnancy and Maternity	✓		✓		
Race	✓		✓		
Religion/ belief	✓		✓		
Sex (Gender)	✓		✓		
Sexual orientation	✓		✓		
Socio-economic status	✓		✓		

7. If you have identified a negative impact, how do you plan to mitigate it?

Service users may receive a different response to their needs, and may be asked to change their location to a different setting that is closer to home, is less restrictive and is able to support them to be more independent. Some may have been in their current location for a number of years and may find the change difficult. The project will work at the level of each individual, assessing their capacity for greater independence. Key workers will support them to be part of decision making about their care and support, and they will be supported to make changes over time. In the most complex cases, change may take place over years, with several key steps along the way.

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

- Page 268
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. 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?
Service users needs may be met differently and/or in a different location	Individuals will be supported to understand and to be involved in any change. Change will happen at the pace of each individual	Project monitoring at case level. Reviews at case level	March 2021	TBC	Richard Ellis	yes
	Options will be developed and consulted on as appropriate					

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 6: Reporting outcomes

Page 269

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

The project will result in changes for service users, potentially including moving accommodation in the case of some mental health service users. However, this can be managed as a positive experience that increases their independence and quality of life. The aim is to increase the local offer and thereby opportunities to live independently and remain close to family and friends.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, interim Head of Strategy & Partnerships	Signature: RE	Date:31/10/18
Improvement action plan signed off by Director/ Head of Service	Richard Ellis, interim Head of Strategy & Partnerships	Signature: RE	Date:31/10/18

Equality Analysis

What are the proposals being assessed?	CH91 Residential/Supported Living Review
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle
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 c) Page 270	<p>We are reviewing the in-house Residential and Supported Living accommodation currently used by Merton for people with a Learning Disability. Our aim is to ensure that we fully understand the needs and wishes of the people we support, and can provide and commission the most appropriate accommodation locally, working with a range of partners.</p> <p>There is a wider review of Learning Disability services which will overlap with this piece of work. One of the main aims of that work is to ensure that there is a wider range of living opportunities in and close to Merton, as currently the majority of such placements are out of borough. These placements can be expensive and are more difficult to monitor in terms of quality and outcomes.</p> <p>We are also aware that some of the residential provision, both in-house and commissioned, is based in properties which need investment and updating. There are people living in residential homes who could be living more independently with the right support.</p> <p>Residential homes will always be required, particularly for people with high support needs, and we will need to make sure that they are in good condition with scope for the necessary aids and adaptations.</p> <p>Increasingly though Merton, along with other local authorities, has developed Supported Living as the preferred option for disabled people. This model provides more independence and community integration for the individual, as well as giving them the security of a tenancy. There are usually cost advantages for the Council, as tenants claim Housing Benefits to pay their rent while Social Services pay for the support staff. We have also found that Housing Associations are more willing to develop this type of property than residential homes.</p> <p>The opportunity to move to a flat of one's own can be a great incentive especially for younger people who wish to live as independently as possible. Experience shows that these tenants increasingly develop their own networks of activities within the local community with support and guidance from staff and get to rely less on organised day care. We also need to provide for a group of older people who are currently living with elderly carers and will need support, often at very short notice when that person is no longer able to provide care.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service Plan and Target Operating Model contribute to the Council's overall priorities and will ensure that the savings targets required are achieved in line with the Corporate Business Plan and

	<p>the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly. It is part of a wider review of the Learning Disability offer as set out in the refreshed TOM, and fit's the Council's aim of working to provide a good local housing offer.</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>Service users and their families may be affected if we agree with partners that a specific home needs updating, or changes purpose from residential care to supported living. If that arises we will assess the impact and consult specifically with all those involved. No-one will be left without accommodation and we would expect all moves to be positive. However we recognise that changes to people's living arrangements are extremely sensitive and needed to be handled carefully. This will be an initial scoping of the subject, with more detailed work to follow.</p> <p>Residential and Supported Living providers will be involved in our review and subsequent planning and may change some properties and/or schemes following this.</p> <p>Staff at in-house residential and Supported Living sites might be affected if the review leads to a change of use on those sites. All staff will be consulted with and supported through any changes.</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>We will work with colleagues in Housing Needs and also in Environment and Regeneration as we look at developing new sites and possibly changing the use of existing sites.</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 gained evidence and experience from providing and commissioning a range of both residential and supported living services in Merton and beyond. We will be working with local and national housing providers, as well as partners in the voluntary sector who all specialise in supporting people with disabilities. A major part of the review will be consulting with people with disabilities and their families, both through existing fora such as the Learning Disability Partnership Board, carers groups and self advocacy groups.

Stage 3: Assessing impact and analysis

Page 19
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	x			x	As a result of the review we hope to seek a wider range of accommodation offers for older people in the L D group.
Disability	x			x	As above we are seeking a wider range of more independent units closer to Merton, whilst improving residential services for those who need this provision.
Gender Reassignment				x	
Marriage and Civil Partnership				x	
Pregnancy and Maternity				x	
Race				x	
Religion/ belief				x	
Sex (Gender)				x	
Sexual orientation				x	
Socio-economic status				x	

7. If you have identified a negative impact, how do you plan to mitigate it?

There will potentially be concern from some people and their families if plans are made to make changes to where they live. We will make any such changes carefully and will fully involve people in the planning.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Page
273

Stage 5: Improvement Action Plan

9. 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?
Concern from individuals and carers to possible changes to their living arrangements.	Careful and well planned consultation, high quality alternative accommodation offers, ongoing support.	Successful moves to new properties or upgraded/improved living situation.	This work will begin in 2018/19 and go through to 2023	There might be some external specialist support brought in at points in the review.	Andy Ottawa y-Searle	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 6: Reporting outcomes

Page 274

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

The aim of the proposal is to promote better outcomes through promoting and developing independent living models. A better local offer would give people more options
We recognise, however, that people find change difficult. Therefore, there will be a focus on supporting people through transition into adulthood into local independent living.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Andy Ottaway-Searle, Head of Direct Provision	Signature: AOS	Date: 1 October 2018
Improvement action plan signed off by Director/ Head of Service	Andy Ottaway-Searle, Head of Direct Provision	Signature: AOS	Date: 1 October 2018

Equality Analysis

What are the proposals being assessed?	Mobile Working (CH92)
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	Phil Howell – interim Head of Adult Social Care
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>The aim of the proposal is to increase efficiency and productivity within the directorate through enabling more mobile, remote and flexible working across our workforce.</p> <p>The objective is to build a capable network of workplaces that extend beyond the traditional office base of the Civic centre and make best use of technology, infrastructure, estates and working practices to promote and enable staff to carry out their work duties in the borough.</p> <p>The proposal may lead to more efficient use of estates, offices and desk space; a reduction in duplication of IT resources, productivity gains in respect of time spent on processes and the removal of ‘waste’ processes within working practices. Productivity gains will relate to increased efficiency of the workforce meaning either less staff resource is required to do the same level of work or the same levels of staff can increase the volume of work completed. This may lead to customers experiencing quicker, smarter and more efficiency services.</p>
2. How does this contribute to the council’s corporate priorities?	Improving efficiency and empowering the workforce. Improving the customer experience by reducing processing and waiting times and improving the timeliness of interventions.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The workforce of Community & Housing directly.</p> <p>Indirectly the proposal will affect partners, internal and external customers and other stakeholders as they will benefit from the improved efficiency of the directorate.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The lead is C&H though the development and enhancement of mobile and flexible working will rely on partnership and engagement with corporate resources in particular, ICT, Infrastructure and HR

Page 275

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).

HR Equality and Diversity data for C&H workforce is set out below:

		% ethnic minorities	% female	% disabled	16-24	25-39	40-49	50-64	65+
COMMUNITY & HOUSING	Adult Social Care	48.7%	86.7%	5.2%	1.8%	15.8%	27.3%	52.1%	3.0%
	Housing Services	45.5%	66.7%	4.4%	0.0%	8.3%	20.8%	70.8%	0.0%
	Libraries, Heritage and Adult Education Service	27.9%	72.7%	2.4%	6.8%	45.5%	20.5%	27.3%	0.0%
	Provider Services	45.7%	73.8%	4.8%	0.8%	17.5%	31.8%	46.0%	3.9%
	Public Health Team	36.4%	73.3%	0.0%	13.3%	26.7%	33.3%	26.7%	0.0%
COMMUNITY & HOUSING Total		44.1%	79.1%	4.4%	2.4%	19.6%	28.6%	46.8%	2.7%

Page 276

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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

					satisfaction and empowerment across age groups.
Disability					Any mobile working policy and set up must consider the reasonable adjustments and workplace adaptations required to accommodate members of the workforce who have disabilities, physical or sensory impairments to ensure they are able to carry out their work the same as anyone else. The use of a wider range of ways of working will need to mitigate risk of disadvantage through such adaptations and adjustments
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					The gender breakdown across the directorate as whole shows that 79.1% of the workforce is female. This suggests a ratio of 3:1. However, it is suggested there is no negative impact to consider against this characteristic
Sexual orientation					
Socio-economic status					The use of more mobile and flexible shows evidence that time spent travelling on public transport or in owner vehicles can significantly reduce and provides benefits in terms of the cost of coming to work. However, the workforce at the lower end of the directorate pay spectrum carry out roles which are often time dependent and in fixed locations and are 'customer facing', for example day centre staff. Staff in these roles may benefit less from a mobile and flexible working approach

Page 277

7. If you have identified a negative impact, how do you plan to mitigate it?

Put in place clear policies and guidelines. Audit all teams to understand capabilities and limitations on mobile working. Organise the infrastructure and ICT requirements against each team, and individually tailored solutions where required.

Put in place management approaches, policies and guidelines for managing through change and managing remote working.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

9. 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?
Audit the directorate to understand the opportunities and limitation on mobile and flexible working	Understanding which staff, functions and teams will least benefit from mobile working and ensure protected characteristics within this specific staff group are not overly disadvantaged	Clear understanding of which teams and staff will move to mobile working	Feb 2020	existing	PH	NO
Reasonable adjustment for workers with disabilities	Ensure the reasonable adjustments and adaptations required are in place across the mobile working arrangements, with specific regard to OH adaptations and policies in respect of lone and remote working	Clear policy and guidelines in place that include management guidance for supporting individuals with disabilities to adopt mobile working practices	Feb 2020	Existing and potential additional (through HR/ ICT/OH)	PH	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 6: Reporting outcomes**10. Summary of the equality analysis**

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

- The proposal is aimed at having a significant positive impact on the workforce and those we interact with through our work
- The proposal aims to benefit the corporate agenda of improved efficiency, productivity and customer experience
- There is potential for some impact on protected characteristics though it is felt there is sufficient mitigation and actions taken to limit disproportionate affect.
- We recognize that not all solutions suit all staff.

Stage 7: Sign off by Director/ Head of Service

Page 280	Assessment completed by	Phil Howell Interim Head of Adult Social Care – Operations & Commissioning	Signature: 	Date: 8th November 2018
	Improvement action plan signed off by Director/ Head of Service	John Morgan Asst Director ASC	Signature: JM	Date: 15/11/18

Equality Analysis

What are the proposals being assessed?	CH93 - Learning Disability Offer
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	John Morgan- Assistant Director- Adult Social Care.
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>The proposal is to review of our offer to adults with Learning Disabilities (LD) to ensure that we can meet the needs of those transitioning into adulthood and those of current service users and their carers within the resources we expect to be available. This review will be conducted in consultation with service users, their families and carers.</p> <p>This review will look at the whole pathway of learning disability services from:</p> <ul style="list-style-type: none"> • Transition from Children’s services to adult social care including working with Children and parents earlier to prepare for transition • Using a Strengths Based Approach to social work where we see the person for what they are and what skills they have and work with them to achieve a more fulfilling life • New residents moving into Merton with an LD • The support offered by the Community Learning Disability Team • The range of care and support service for people to meet assessed needs (the LD offer), including activities, education and employment • Housing options ,including tenancies and shared lives • Building on the existing relationships with the voluntary sector, around pathways and networks • Access to health and wellbeing services aimed at prevention and early intervention <p>It will aim to support more residents of Merton with a learning disability to remain living independent lives within Merton close to friends, families and local support networks. We aim to ensure that when individuals do require support, this is available in the local community, reducing the need for out of borough placements.</p> <p>Savings will be achieved by reduced dependency on residential placements and out of area placements in residential and supported living care. Out of area placements tend to be more expensive and are more difficult to monitor. We do not plan to disturb established care and support packages if they are working successfully, but will continue to review on a person centred basis.</p>

Page 281

	<p>The overall aim of the review is to understand current and future needs relating to learning disability and plan the resources, pathways and services that meet those needs and the expectations of younger people transitioning into adulthood and the expectations of an ageing learning disability population.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>This proposal supports the corporate objectives of improving sustainability and improving effectiveness. The local authority and more specifically Adult Social Care has a responsibility for market shaping under the Care Act 2014 and as such, our commissioning and market development should reflect trends in demand for a range of provision.</p> <p>This proposal is a long-term review of the learning disability offer in its entirety within Merton with the aim of ensuring people with a learning disability, living in the borough, can be independent and active participants in their community and have access to the same opportunities as others.</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>This proposal will affect people with learning disabilities and their carers. Merton provides a package of care to 501 people with a learning disability. On 2016/17 there were 691 Merton residents 18+ who were registered with a Learning Disability with their GP. Not all have current interaction with Adult Social Care. Therefore it is assumed the review will directly and indirectly affect the learning disability as a whole, not just those who currently interact with formal statutory services.</p> <p>This proposal will also, to varying degrees, directly and indirectly impact on carers of individuals with learning disabilities, many of whom would qualify as protected under the characteristic of age. There are significant numbers of the current population of adults with a learning disability who are in their 40's and 50's and supported by elderly relatives and family carers. Equally the carers of younger adults and current children/young people who will transition to adulthood.</p> <p>The proposal will need the engagement and involvement of a range of stakeholders, these include;</p> <ul style="list-style-type: none"> • individuals with a learning disability • Family and carers • elected members • Service providers • Statutory services and partners • Local area committees • Housing, leisure, cultural services. • Merton CCG and SWLStG MH
<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 lead is Community & Housing, Adult Social Care. However, the proposal has shared responsibility for mitigation with local health partners, the voluntary and community sector, service providers as well as culture, leisure and library services.</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).

- Joint Strategic Needs Assessment, census and disability population profile sources of data.
- Current Mosaic Client Record Management information
- Continuing Healthcare and GP registration of LD population
- Current utilisation of the full range of services provided to people with a learning disability, including those who access Direct Payments, Personal Health Budgets.
- Merton local authority in-house provision, detailed knowledge of service user profiles.
- Transition and Preparation for Adulthood data sets
- Children & Young People with an Education Health and Care Plan.

Page 183
 There is cross reference to published information, for example, in the local Autism Strategy.

At this stage in the assessment, this is a non-exhaustive list of evidence and data that will be used to inform detailed proposals as they are developed as part of the review. Initially however this is to ensure the impact and affected individuals are considered base on available data sources that give further information about the characteristics of the affected group(s)

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					<p>Recognising that two of the key groups affected is the older adults learning disability population and young adults who will be or have recently made the transition to adult services. The positive impact is the outcome of the review is to design a system of support and service provision that meets the expectations and needs of people with Learning Disabilities.</p> <p>The potential negative impact is any change to current services or provision of support that requires change. This also encompasses any de-commissioning decisions that may result from the review.</p>
Disability					<p>This is the predominant protected characteristic that is affected by this review.</p> <p>Positive impacts include improvements and increased life chances and access to a broader range of health and wellbeing opportunities as well as formal service provision that is fit for purpose for a future generation of people with a Learning Disability and services that are better able to support carers. It is intended that the proposal supports improved health outcomes and reduced health inequalities for people with Learning Disabilities. It is also intended to positively impact on people who are currently placed out of borough, owing to a gap in supply of the appropriate services, enabling them to live in Merton</p> <p>Negative impact may potentially be as a result of changes to the current model of services and provision which as a result mean an individual's care and support changes or is re-provided</p>
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					

Sex (Gender)				<p>We will review fully the current user profile and establish the proportions/split of and impact on male and female users of services. Equally consideration of the gender of carers will be taken into account wherever possible</p>
Sexual orientation				
Socio-economic status				<p>We will include consideration of the socio-economic status of individuals directly affected, for example the proportion of people who contribute to the cost of their care, those who self fund and those who are nil contribution. This is relevant to the means testing and financial assessment of contributions.</p> <p>It is well documented that individuals with a learning disability have difficulty in securing paid employment opportunities and this can impact on socio-economic wellbeing. It is therefore envisaged that the proposal will focus on individual who have low income, rely on state benefits and experience barriers to employment.</p>

7. If you have identified a negative impact, how do you plan to mitigate it?

Commissioning intentions and decisions will take into account views of individuals who currently use services, potential future users of services and a wider range of stakeholders, including providers. The intention is to use this engagement alongside financial and utilisation data and trends to develop a range of community based provisions that continue to meet the core needs of people who currently use services. The overarching aim of this proposal is to develop an improved offer for people with Learning Disabilities living in Merton.

This proposal is more about ensuring we have sufficiency of supply of the right type of housing, accommodation and service provision to support people in the borough and not rely on out of borough placements, even where the needs are complex and challenging to services.

The mitigation will also be sought in full engagement and consultation with stakeholders to coproduce within the learning disability community. This coproduction will be taken forward into service design and commissioning plans. The Council will continue to meet its statutory responsibilities, in full, for people with a learning disability, their families and carers.

Stage 4: Conclusion of the Equality Analysis

Page 286

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 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

9. 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?
Future demand and demographic profiling	Work with CSF to develop the dataset for transition planning and preparation for adulthood, including financial profiling	This will be the dataset referred to and owned by the preparation for adulthood board	April 2019	existing	JM/JMcS	NO
Develop housing and support options	Develop a housing strategy that incorporates the needs of people with a learning disability	Housing Strategy agreed	March 2020	Additional	SL	Yes
Develop an educational and employment offer	Review the national evidence of best practice as a first step to developing the local offer		March 2019	Existing	AH	Yes
Clear data and up to date review/re-assessment of all out of borough placements	Reviews to be undertaken to ensure the current needs are reflected in in-borough commissioning intentions	Measured reductions in out of borough placement	April 2020	existing	JM	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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 2 Assessment	
<ul style="list-style-type: none"> The proposal affects people living with a learning disability and their carers as current users or beneficiaries of services in the borough. There is some identified potential negative impact, though the proposal also identifies potential positive impact on the same characteristics given this is aimed at improving the offer of services, support and opportunities to people with a learning disability. There is potential for some service provision to be considered for de-commissioning, change of purpose. Equally, there is impact on the wider market shaping proposals and this will be articulated in a, Learning Disability specific, Market Position Statement Mitigation will include engagement with a range of stakeholders to help inform commissioning and market shaping. This engagement will support the intent that people should be able to live in their community and access the leisure, learning or social opportunities as well as statutory services and support as they require. 	

Stage 7: Sign off by Director/ Head of Service				
Page 288	Assessment completed by	Phil Howell Interim Head of Adult Social Care – Operations & Commissioning	Signature: 	Date: 5 th November 2018
	Improvement action plan signed off by Director/ Head of Service	John Morgan, Asst Director	Signature:JM	Date: 15/11/18

Equality Analysis

What are the proposals being assessed?	CH 94 Integration
Which Department/ Division has the responsibility for this?	Community & Housing – Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director ASC
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>The proposal forms part of our commitment to integrating health and social care in relation to physical and mental health to support people to Live Well and to Age Well.</p> <p>The aim is to achieve efficiencies in management, administration and commissioning.</p> <p>This will be through developing an integrated pathway that includes a single point of access and triage, to make best use of responsive services. We will develop a joint approach to re-ablement and recovery.</p> <p>It may also be by jointly commissioning similar and allied services to achieve better outcomes with a focus on recovery and maximising independence. It may also incorporate pooling budgets to focus resources where they will have the greatest impact on health and wellbeing. The proposals may involve combining roles across health and social care that are currently separate, which may mean a reduction in posts.</p> <p>The aim is to deliver better outcomes for the adult population with less resources across health and social care, housing and public health. It will follow from the Adult Social Care Green Paper and the NHS Ten Year Forward plan that are due to be published in the new year.</p>
2. How does this contribute to the council's corporate priorities?	Living Well and Ageing Well
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>People with health and care needs may get a different and more cohesive response, which should provide a more positive experience.</p> <p>There may be reductions in posts and changes in employer, role and locations for staff.</p> <p>The proposal is about working with health partners, but may also impact on commissioned providers and the voluntary sector.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Shared with Merton CCG and local health providers

Page 289

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).

The proposal is part of the ongoing integration of health and social care. That programme is based on a wide range of data and research, including national research on best practice and health outcomes, and local data such as the Joint Strategic Needs Assessment.

Stage 3: Assessing impact and analysis

Page 299
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	X			X	The proposal should have a positive impact on those who use health and care services, which will include all people with these protected characteristics. There may be a negative impact on staff with the reduction of and changes in posts. Women are a high proportion of the health and social care workforce.
Disability	X			X	
Gender Reassignment	X			X	
Marriage and Civil Partnership	X			X	
Pregnancy and Maternity	X			X	
Race	X			X	
Religion/ belief	X			X	
Sex (Gender)	X		X		
Sexual orientation	X			X	
Socio-economic status	X			X	

7. If you have identified a negative impact, how do you plan to mitigate it?

Changes or reductions in posts will be subject to staff consultation at group and individual level. Where posts are removed, redeployment will be an option for staff affected.

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** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. 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?
Loss of employment where management posts are shared	Consultation and offer of redeployment	Project monitoring	March 2022	Existing	TBC	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 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

The proposal is aimed at producing positive impacts by creating a more seamless and efficient offer across health and care. Staff may be affected by changes in roles and loss of employment.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Head of Strategy & Partnerships	Signature: RE	Date: 29/11/18
Improvement action plan signed off by Director/ Head of Service	John Morgan, Asst Director ASC	Signature: JM	Date: 29/11/18

Second Draft Service Plans

Attached are our 20 Second Draft Service Plans in departmental order.

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

Final plans will be completed on the 30 January 2019 and presented to Cabinet on 18 February 2019, and Full Council on 6 March 2019.

These plans will form part of our 2019/23 Business Plan.

Also included are 3 Second Draft Commissioning Plans for our commissioned services, which are also subject to review as the process continues.

Index of Departmental Service and Commissioning Plans

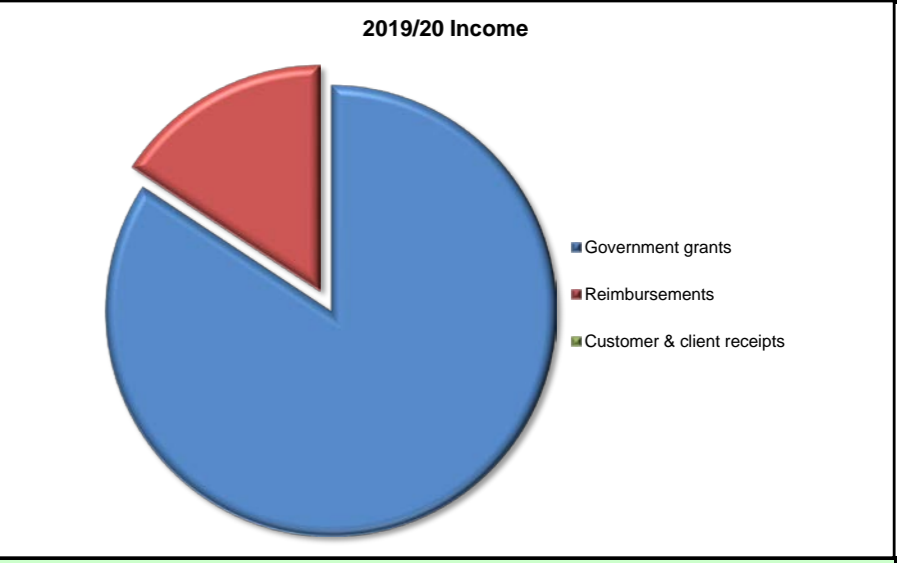
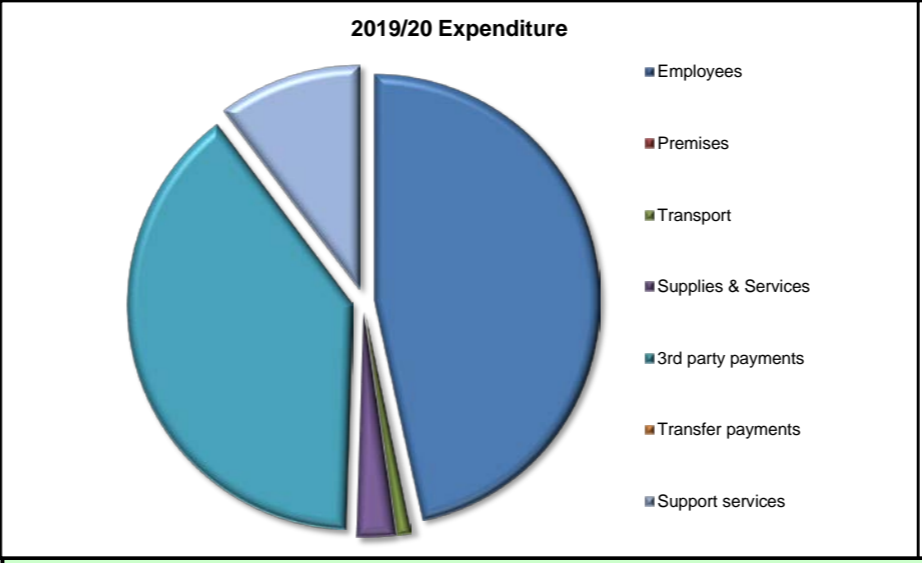
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Corporate Governance	Development & Building Control
Education	Housing Needs & Enabling	Customers, Policy and Improvement	Future Merton
	Libraries	Human Resources	Leisure & Cultural Development
	Merton Adult Education*	Infrastructure & Transactions	Parking
	Public Health	Resources	Parks & Green Spaces*
		Shared Legal Services	Property
			Regulatory Services Partnership
			Safer Merton
			Transport
			Waste Management and Cleansing *

**Commissioning Plan*

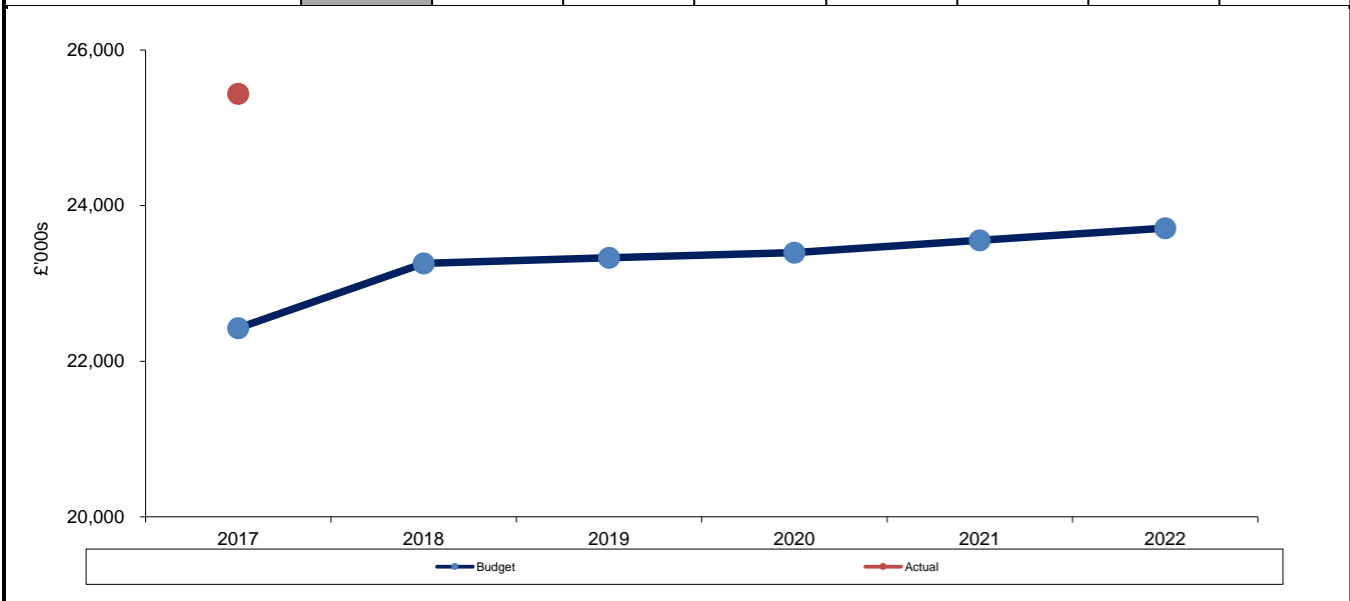
Children Schools & Families

Children's Social Care & Youth Inclusion	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23			
Enter a brief description of your main activities and objectives below	Population growth - Care leavers	30		40-60							
	Population growth - Child Protection Plans	60		60							
	Increase in 0-19 population	900		3,210							
	UASC - increased numbers and impact on resources	15		30-32							
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, children with disabilities, care leavers & young offenders, as well as wider services for families.	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE subject to change as a result of restructures)	216	220	213	213	213	213				
CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances.	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)					2022/23 (P)
Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model.	% children subject of a timely safeguarding assessment	N/A	93	93				High	Monthly	Business critical	Safeguarding issues
	Average duration for care and supervision (s31) applications	31	26	26				Low	Quarterly	Quality	Safeguarding issues
	% CYP on Child Protection Plan for 2nd or subsequent time	13%	16	16				Low	Monthly	Quality	Safeguarding issues
	% NEET aged 16-17	1.6%	3	3				Low	Monthly	Outcome	Social exclusion
	Number YJS first time entrants	47	50	50				Low	Monthly	Outcome	Social exclusion
	% LAC (2.5 years or over) in same placement for 2 years	N/A	65	65				High	Monthly	Outcome	Safeguarding issues
	% LAC experiencing 3 or more placements moves	N/A	11	10				Low	Monthly	Outcome	Social exclusion
	% fostered LAC in independent agency FC placements	N/A	40	40				Low	Quarterly	Business critical	Increased costs
	Number of in house foster carers recruited	11	15	15				High	Quarterly	Quality	Increased costs
	Care Leavers who are ETE (17-21 year olds)	N/A	70	70				High	Quarterly	Outcome	Social Exclusion
	% of care leavers in touch (17-21 year olds)	N/A	90	90				High	Quarterly	Outcome	Social exclusion
	% of care leavers (aged 19-21) in suitable accommodation	N/A	91	91				High	Quarterly	Outcome	Safeguarding issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	23,903	27,022	24,385	2,902	24,620	24,686	24,843	25,000
Employees	10,918	11,461	11,375	204	11,462	11,463	11,465	11,466
Premises	55	74	57	(4)	58	58	59	60
Transport	244	273	238	18	241	244	247	251
Supplies & Services	795	1,042	668	1,175	673	682	691	700
3rd party payments	9,592	11,751	9,495	1,509	9,650	9,703	9,845	9,987
Transfer payments	0	1	0					
Support services	2,299	2,420	2,552		2,536	2,536	2,536	2,536
Depreciation	0		0		0	0	0	0
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	1,477	1,584	1,127	(187)	1,289	1,289	1,289	1,289
Government grants	1,126	909	1,086	141	1,086	1,086	1,086	1,086
Reimbursements	205	401	41	(175)	203	203	203	203
Customer & client receipts	146	274	0	(152)				
Reserves								
Capital Funded								
Council Funded Net Budget	22,426	25,438	23,258	2,715	23,331	23,397	23,554	23,711
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2019/20	Reduced costs/offer through the national centralised adoption initiative - £30,000. Reorganisation of the Children with Disability (CWD), Fostering & Access to Resources (ART) teams & review of the Common and Shared Assessment service £130,000. Delivery of preventative services through the Social Impact Bond - £45,000. South London Family Drug and Alcohol Court commissioning - £45,000. Reduction in staffing at Bond Road - £71,000.
2020/21	Delivery of preventative services through the Social Impact Bond - £45,000. South London Family Drug and Alcohol Court commissioning - £45,000. Radically reduce support for LAC/CSE/respice - £200,000. Review of CSF admin structure - estimate for education - £150,000
2021/22	
2022/23	



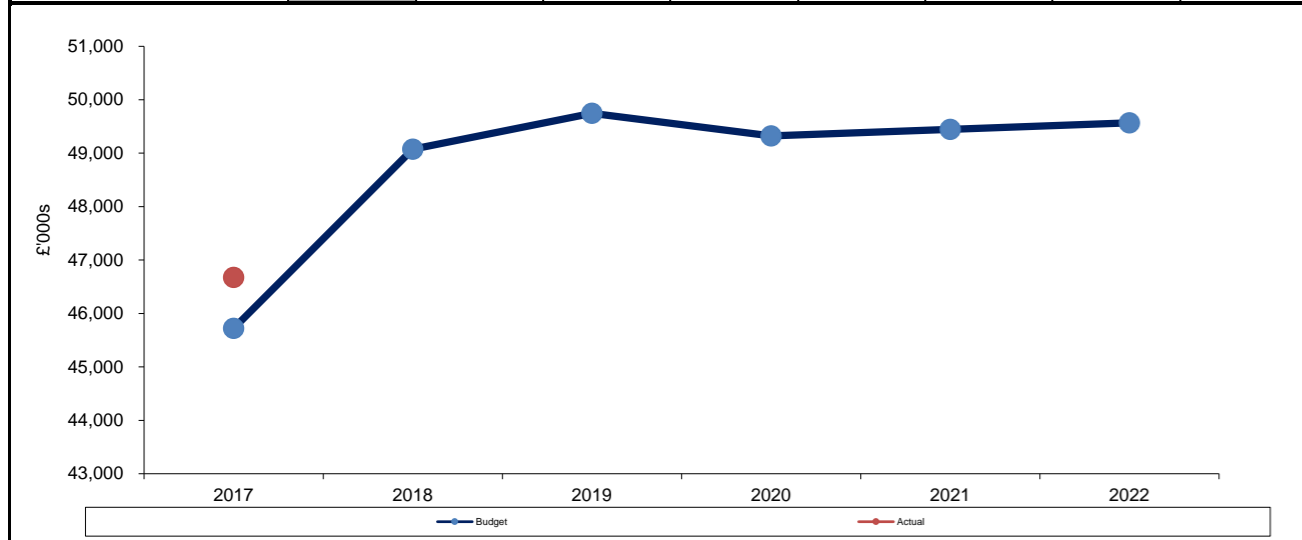
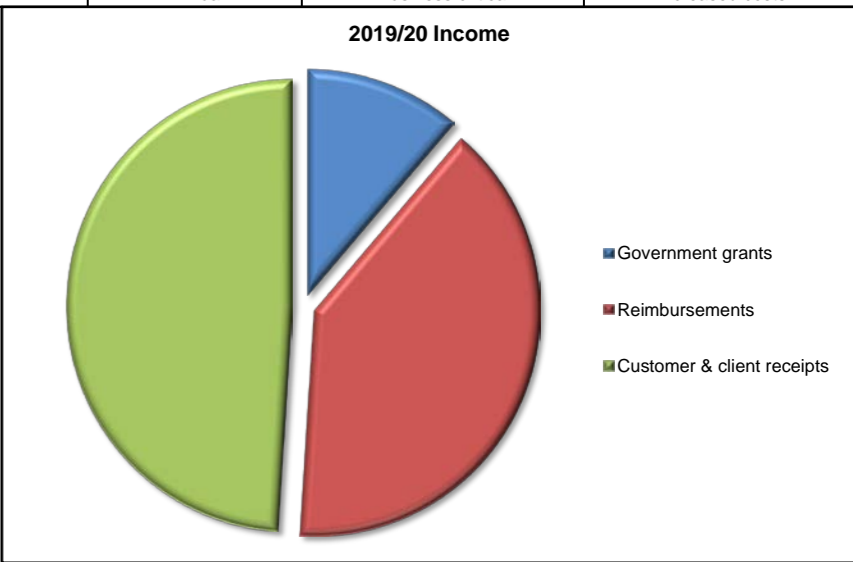
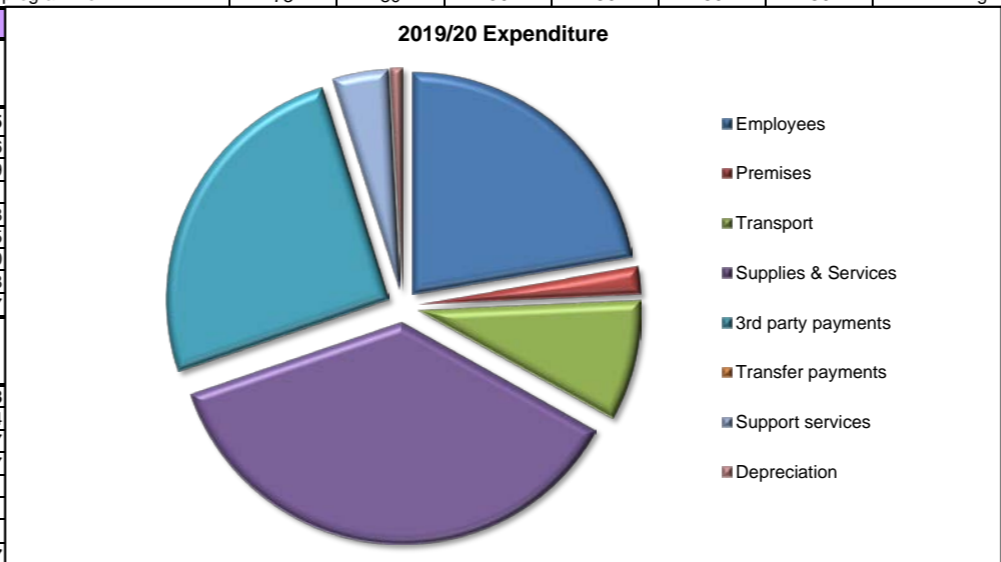
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Well Being Model CSC & CYPWB/TOM		Improved effectiveness		
Start date	2016-17	Project Details:	The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.	4	3	12
End date	2019-20					
Project 2		Continuous Improvement and Inspection Readiness		Improved effectiveness		
Start date	2013-14	Project Details:	Delivery of key priorities: Early Help, Think Family and Neglect. To improve data quality, filing & retention, case records & management oversight.. Embed SMART targets & strengthen reporting to provide improved and easily accessible information.To continually improve the day to day management across our services, delivery of improvement plans and embedding our revised QA framework. Continue to utilise all data sources to inform best practice sources include; JTAI's,YJ,EY's,SEND, QA framework and Ofsted Action Plan.	4	3	12
End date	2018-19					
Project 3		MOSAIC (CYPWB & TOM) Phase 1 and 2.		Improved efficiency (savings)		
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements, management information & reporting for both case management and inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim project is delivering improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP .	3	3	9
End date	2018-19					
Project 4		Workforce development		Improved staff skills and development		
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.	4	3	12
End date	2019-20					
Project 5		Innovation work streams		Improved effectiveness		
Start date	2016-17	Project Details:	Regionalisation of Adoption. The government requires Local Authorities will establish regional arrangements for some elements of adoption services. Merton is part of the developing Pan London Approach approved by Cabinet (Sept 2016). The Social Impact Bond (SIB) will provide upfront social capital to deliver services, designed to keep young people out of care, using the Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. The Council will repay the investors for their initial investment plus a return for the financial risks taken. 48 referrals to be provided within the first 3 years of the contract. Longer term savings to the council will be made through avoidance of care costsLeanne to provide narrative. The Family Drug and Alcohol Court (FDAC) is a specialist problem-solving court approach to improving outcomes for children involved in care proceedings. it offers an alternative way of supporting parents overcome the sunstance misuse, mental health and domestic abuse which have put their chidren at serious risk of harm. The Transforming Families (TF) is moving to the next phase in its Maturity Model development and is planning to bid as part the 'Earned Autonomy' initiative.	3	2	6
End date	2019-20					

Education	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Kelly Braund: Cabinet Member for Children's Services	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Early Years population (0-3) (mid year 2016 based BPO)	12531	12522	12413	12386	12390	12405	Children and Young People's Plan			
Enter a brief description of your main activities and objectives below	Primary age Population (4-11)	23069	23184	23065	22895	22704	22476	SEN and Disabilities Strategy			
	Secondary age population including post-16 (12-18)	14863	15269	15671	16254	16884	17426	School Expansion Strategy			
	Children & Y/P with EHCP (NB 17/18 is Jan 17 and so on)	1264	1486	1740	1900	2050	2150				
	Expansion for secondary school (total across all schools)	2 foe (cumulative)	6 foe (cumulative)	8 foe (cumulative)	Review	Review	Review				
	Increased demand for special school places (total across all schools)	40	60 more SEN places by 19-20			60 further SEN					
Special Education Needs & Disabilities Integrated Service (SENDIS)	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
building early help capacity in schools & settings, families & the community focus on safeguarding, early intervention & prevention as well as direct support for families implementing the requirements of the Children and Families Act ensuring that families are central Specialist placement provision for pupils with SEN.	Staff (FTE subject to change as a result of restructures)	286	285	275	262	262	262				
Early Years Services	Performance indicator (LBC2020 indicators highlighted in purple)	Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)					2022/23 (P)
ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families Developing the work force to deliver holistically to vulnerable families and young children	Merton pupil average Attainment 8 score	50.2	51	51	52	53	54	High	Annual	Outcome	Reputational risk
	Merton pupil Average Progress 8 score	0.5	0.51	0.51	0.51	0.51	0.51	High	Annual	Outcome	Reputational risk
	% outcome of Ofsted school inspections good or outstanding	93	91	91	93	95	95	High	Monthly	Outcome	Inspection outcomes
	% secondary school attendance	95.2	95.6	95.6	95.6	95.6	95.6	High	Annual	Outcome	Increased costs
	% primary school attendance	96.1	96.2	96.2	96.2	96.2	96.2	High	Annual	Outcome	Breach statutory duty
	% of new EHCP requests completed within 20 weeks	42.25	55	65	75	85	85	High	Quarterly	Outcome	Safeguarding issues
	% Good or Outstanding children's centres per Ofsted	100	100	100	100	100	100	High	Quarterly	Outcome	Inspection outcomes
	% reception year surplus places	7.7	8	8	10	10	10	Low	Annual	Business critical	Parental choice
	% secondary school Yr7 surplus places inc. Academies	9.6	5	5	5	5	5	Low	Annual	Business critical	Parental choice
	% reaching the expected standard at Key Stage 2 in reading, writing and maths	66	58	58				Low	Annual	Outcome	Inspection outcomes
	% spend on approved capital programme	73	80	80	80	80	80	High	Annual	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	51,714	51,809	54,557	5,968	55,119	54,741	54,863	54,985
Employees	12,495	11,631	12,546	(422)	12,275	11,925	11,926	11,926
Premises	1,186	950	1,133	(216)	1,102	1,111	1,120	1,129
Transport	4,211	4,614	4,251	853	4,874	4,936	4,999	5,061
Supplies & Services	17,435	16,251	20,136	656	20,192	20,088	20,133	20,178
3rd party payments	13,605	15,674	13,971	5,097	13,990	13,995	14,000	14,005
Transfer payments	10	10	0	0	0	0	0	0
Support services	2,464	2,371	2,212		2,228	2,228	2,228	2,228
Depreciation	308	308	308	0	457	457	457	457
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	5,993	5,135	5,483	97	5,373	5,418	5,418	5,418
Government grants	724	(101)	553	(62)	604	604	604	604
Reimbursements	2,152	2,336	2,134	142	2,137	2,137	2,137	2,137
Customer & client receipts	3,117	2,900	2,796	17	2,632	2,677	2,677	2,677
Interest								
Reserves								
Capital Funded								
Council Funded Net Budget	45,721	46,674	49,073	6,065	49,746	49,323	49,445	49,567
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Primary Schools		1,045	832	(4)	1,900	1,900	1,900	1,900
Secondary Schools		3,083	5,193	0	2,944	0	0	0
Special Schools		1,542	2,388	0	4,852	3,718	1,250	0
Other		366	709	0	0	0	0	0
		6,036	9,122	(4)	9,696	5,618	3,150	1,900



2019/20
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 -£49,000.
Review schools trade offer, raise charges or consider ceasing services from 2020 - £30,000
Reorganisation of Admissions, My Futures & School Improvement Teams. And reduction to contribution to MSCB (Safeguarding Partnership) - £100,000.
Reduction of SENDIS early intervention service and reduction of spend associated with the introduction of web based EHCP Hub - £72,000.
2020/21
Review schools trade offer, raise charges or consider ceasing services from 2020 - £60,000.
Review Early Years service: radically reduce some services and/or consider withdrawing the Early Years offer - £150,000.
Radically reduce some statutory education functions - £200,000.
Review of CSF admin structure - estimate for education - £150,000
2021/22
2022/23

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Education							
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk	
				Likelihood	Impact	Score	
Project 1		Project Title:	Well Being Model - CSC & CYPWB/TOM		Improved effectiveness		
Start date	2016-17	Project Details:	The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.		4	3	12
End date	2019-20						
Project 2		Project Title:	Improving pupil outcomes at KS5 & School Improvement through partnership with schools(Edn TOM)		Improved effectiveness		
Start date	2018-19	Project Details:	Rigorous support for all all schools, including support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Targeted improvement plan for secondary schools, focusing on academic outcomes (A levels) in the 6th form. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Implementation of programmes to focus on Ofsted outstanding judgement for identified schools. The embedding of strengthened school to school support through the schools' partnership - 'Attain'. Brokerage of school to school support through National Leaders of Education, Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.		2	3	6
End date	2020-21						
Project 3		Project Title:	Transforming Early Years (EY's TOM)		Improved effectiveness		
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded early education places for 2, 3 and 4 year olds responding to national policy and the new national funding framework and Merton's local priorities to include new 30 hour offer and support for children with SEND. Deliver the reshaped Children's Centre and early help services and programmes in accordance with local service practice standards and evidence based practice. Continue to secure good and above outcomes for all directly managed Ofsted inspected services. Maximise opportunities for external funding through ongoing review of charging structures and use of buildings by external agencies. Develop an "e strategy" and associated action plan for early years transactional services. Continue to promote use of self serve and publicise the range of directories managed within the service in partnership with key stakeholders. (Directories of Local Services)		2	3	6
End date	2019-20						
Project 4		Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)		Improved customer experience		
Start date	2013-14	Project Details:	Continue to strengthen collaboration between parents forum and partner agencies. further strengthen the Education, Health & Care Plan, and widen the Local Offer. Preparation for adulthood pathways are being developed by ASC, CWD and SEN Teams. Procurement for an SEN recording and reporting system is in the first stage. Addressing new statutory duty for age 19-25 a joint commissioning group across Health and Social Care has been developed to strengthen the tri-parite panel to support and process cases within available funding streams. Develop and deliver the Education TOM & CYPWB Model across CSF Services. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans. Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.		3	3	9
End date	2019-20						
Project 5		Project Title:	Impelentation of EHCP Hub		Improved effectiveness and customer expereince		
Start date	2018-19	Project Details:	Securing an on line system for the EHC assessment process to enable professionals to submit reports and parents and young people to access real time information about the progress and status of the assessment. This will lead to greater efficiencies in terms of reduced paper based reports and printing, reduced posting of lengthy documents, less need for telephone responses to queries and more timely completion of the statuory process. the EHCP Hub will also provide an on line management of the Annual Review process agan reducing printing and process and streamlining the system. the Hub will also provide capacity to assist wiht data returns to the DfE etc whcih are currently manually completed. it will provide a case work function where officer records can be kept reducing the risk of the current paper based and excel spreadsheet records.		4	3	12
End date	2020-21						
Project 6		Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)		Infrastructure renewal		
Start date	2015-16	Project Details:	Continue liaison with the Education and Skills Funding Agency and Harris Federation and manage related projects to deliver the opening and permanent build for the new Harris Academy Wimbledon School by September 2020, and review need for any further secondary school expansion required to ensure the council provides sufficient secondary places to meet growing demand. Complete agreed expansion of Cricket Green Special Schools to provide additional in-house SEN places in Merton, and on the basis of evidence from strategic needs assessment of SEN provision, obtain capital support on a 'spend to save' basis and implement proposals and capital projects.		4	3	12
End date	2021-22						
Project 7		Project Title:	Workforce development		Improved staff skills and development		
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.		4	3	12
End date	2019-20						
Project 8		Project Title:	SEN Transport commissioning review		Improved efficiency (savings)		
Start date	2019-20	Project Details:	Work with C&H and E&R departments to review the most efficient means of commissioning SEN transport, including 'make or buy' review of in-house buses and review of most efficient mix between taxi and bus commissioning. Review of SEND Transport policy including use of Personal Budget to reduce Merton commissioned transport dependence		4	3	12
End date	2021-22						

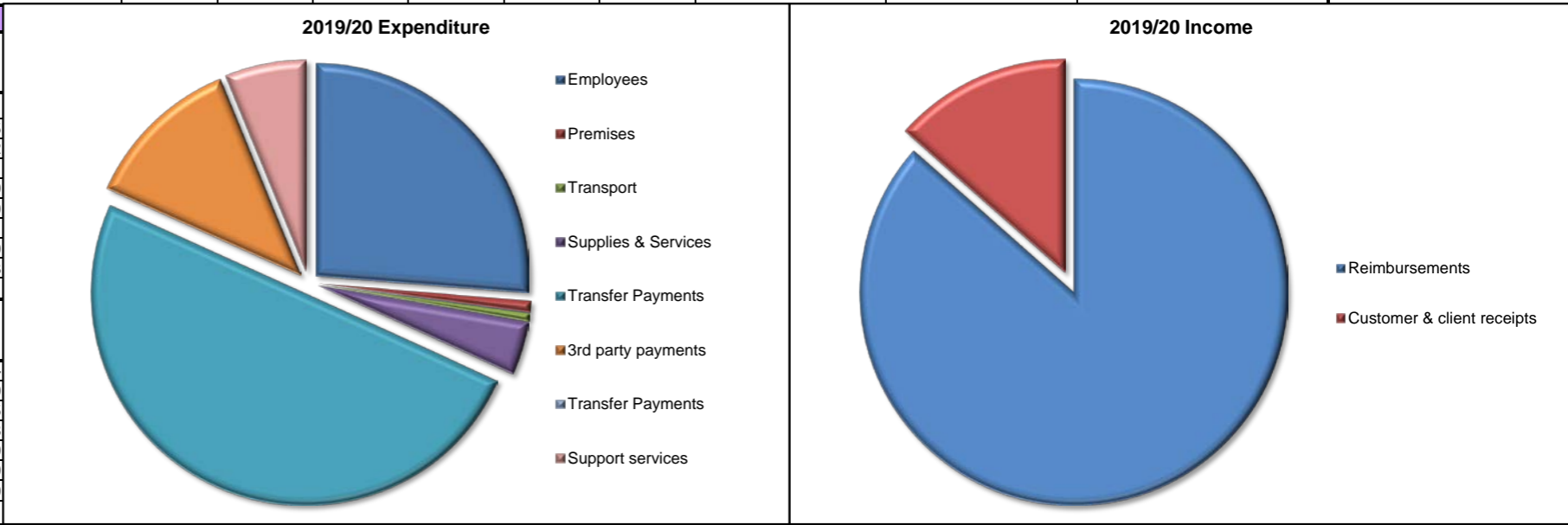
Community & Housing

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Adult Social Care							
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk		
			Likelihood	Impact	Score		
Project 1		Project Title:	Adult Social Care Customer Journey: Pathways		Improved customer experience		
Start date	2019-20	Project Details:	Reorganisation and alignment of the Adult Social Care access points and pathways within the context of the Care Act Principles of Wellbeing and Prevention and within the context of the principles of Merton Health and Care Together. The former being the main driver for better management of demand for more formal adult social care services. The latter has emphasis on whole system integrated working in order to provide 'Right Care, Right Time, Right Place'. Refresh the skills and knowledge of all ASC staff in relation to the Care Act. Develop a training and development plan in line with the needs of the department as it revises its Target operating Model.		4	2	8
End date	2020-21						
Project 2		Project Title:	Commissioning , Market Capacity & Capability		Improved sustainability		
Start date	2019-20	Project Details:	Following an ADASS led Peer Review. Develop the commissioning, contract management and quality assurance functions necessary to ensure Merton has sufficient supply of diverse and sustainable care provider markets to meet the care and support needs of borough residents either through direct commissioning activity or indirect market shaping activity. This project will also incorporate current commissioning and procurement activity for a range of services provided by third party suppliers		4	2	8
End date	2021-22						
Project 3		Project Title:	Learning Disability Offer		Improved efficiency (savings)		
Start date	2019-20	Project Details:	A review of our offer to adults with Learning Disabilities to ensure that we can meet the needs of those transitioning into adulthood and those of current service users and their carers within the resources we expect to be available. The project will review all aspects of the local learning disability pathways into Adult Social Care, through transition and preparation for adulthood; the role of the Community Learning Disability Team and the commissioning of services aimed at meeting the needs of people with a learning disability. This will require continual engagement and consultation, which we will look to enlist the support of a local strategic engagement partner. A full review of housing, accommodation and support for people with Learning Disabilities will aim to reduce the use of out of borough placements and support people to remain living in Merton, connected to their community and supported to live the life they want.		5	3	15
End date	2022-23						
Project 4		Project Title:	Merton Prevention Offer		Improved efficiency (savings)		
Start date	2019-20	Project Details:	A review of the current preventative offer ensuring that we are investing in interventions that deliver improvements in health and reduced demand. This project is in conjunction with Public Health initiatives and will involve the voluntary and community sector as critical partners. The Wellbeing Programme of grant funded prevention and early intervention will be recommissioned and commence in April 2019 as a three year programme. We will review day activities and opportunities for older people, including the role of day care, lunch clubs and similar activities and access to transport.		2	2	4
End date	2021-22						
Project 5		Project Title:	Merton Health & Care Together		Improved effectiveness		
Start date	2018-19	Project Details:	This is the emerging integrated care model within the context of national policy requirements to move towards integrated services. The promised ASC funding Green Paper and NHS Five Year Forward View are expected to reinforce this. Good progress is being made on front line integration and we are also engaged in regional and sub-regional developments. A recent roundtable discussion with the Merton CCG, CEOs across the Acute Hospitals, SWL&ST Georges Mental Trust and our community provider CLCH make a firm commitment to working with Merton in identifying opportunities for joined up care ensuring the best outcomes for Merton residents. The local authority and Merton & Wandsworth CCG are the co-owners of the programme of work, the Programme Board is representative of the Merton health and care economy including statutory, voluntary and community partners		3	3	9
End date	2022-23						
Project 6		Project Title:	Community Transport		Improved efficiency (savings)		
Start date	2019-20	Project Details:	We will work with colleagues in E&R and CSF to review the council's approach to community transport, reframing the offer of transport within Adult Social Care and ensuring it is delivered in the most efficient and effective way. This review will take into account the clean air strategy for the borough, the effective use of resources when planning community transport and the flexibility of transport provision to support people to be independent and travel independently around the borough.		5	2	10
End date	2020-21						
Project 7		Project Title:	Market Management		Improved effectiveness		
Start date	2019-20	Project Details:	In line with our Care Act 2014 market shaping duties we will review our approach to commissioning and delivering care at home and re-ablement, residential and nursing care and supported living. The reviews to seek to ensure that we are able to secure continuity of supply of appropriate quality at an affordable price.		4	3	12
End date	2019-20						

Page 303

Housing Needs and Enabling Services		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below		Housing advice, options, private tenants & landlords advice		11000	11250	11250	11250	11250	11250				
To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector. To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council. The purpose of this service is to - Prevent and relieve homelessness in accordance with statutory housing law - Provide homes to people in housing need - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of homes with private landlords - Provide care and housing support to vulnerable adults - Carry out a statutory duty to enforce Environmental Health (Housing) legislation - Provide mandatory grant assistance for improvements and adaptations - Commission and monitor Housing Related and Floating support - Relationship management between the council and stock transfer housing associations		Housing register applicants		9600	10250	10700	11150	11600	12000				
		Housing options casework		1000	1350	1500	1500	1500	1500				
		Demand for temporary accommodation		435	400	400	410	420	430				
		Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
		Housing Needs Staff (FTE)		19.50	20.00	20.00	20.00	20.00	20.00				
		Environmental Health (Housing)		5.03	5.03	8.03	8.03	8.03	8.03				
		TOTALS		24.53	25.03	28.03	28.03	28.03	28.03				
		Performance indicator (LBC2020 indicators highlighted in purple)		Actual Performance (A) Performance Target (T) Proposed Target (P)			Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
				2017/18(A)	2018/19(T)	2019/20(P)					2020/21(P)	2021/22(P)	2022/23(P)
		Homelessness / HRA Prevention and Relief		465	450	450	450	450	450	High	Monthly	Business critical	Increased costs
		No. of households in temporary accommodation		180	230	230	230	230	230	Low	Monthly	Business critical	Increased costs
		Highest no. of families in B&B		1.8	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
		Highest no. of adults in B&B		2.4	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
		Social housing lets		347	320	305	305	305	305	High	Quarterly	Outcome	Increased waiting times
		Rent deposit - new tenancies		70	40	40	40	40	40	High	Annual	Outcome	Increased waiting times
		No. of enforcement/improvement notices		64	70	80	80	80	80	High	Quarterly	Outcome	Reduced enforcement
		Number of Disabled Facilities Grants approved		90	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

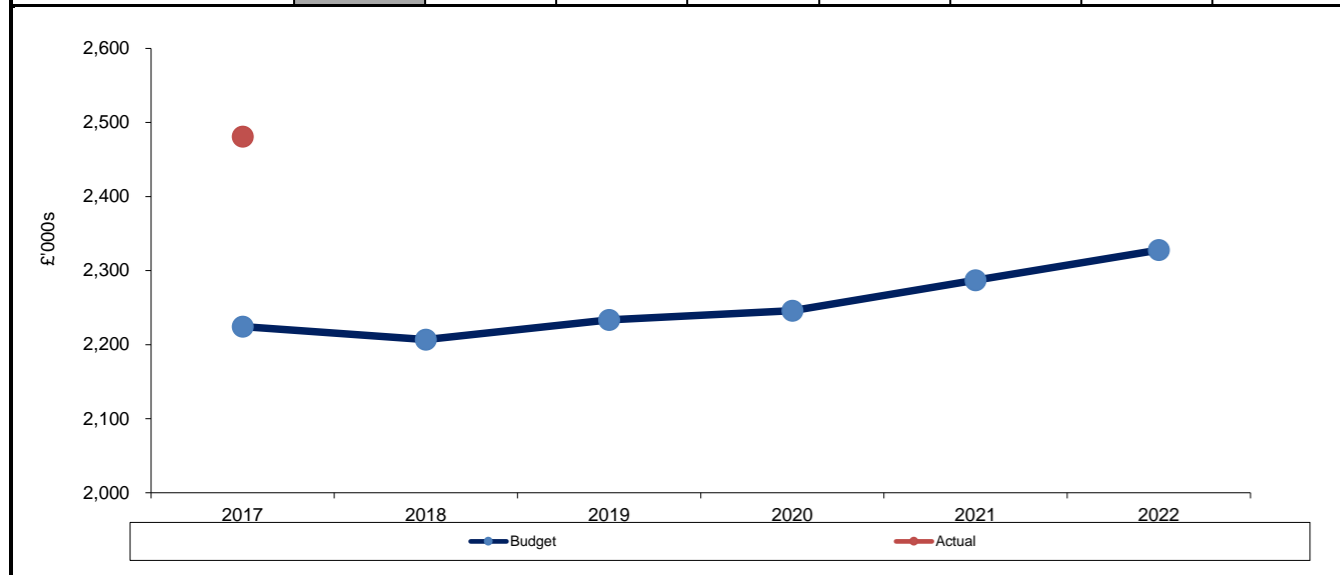
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	4,619	6,131	4,621	1,287	4,737	4,750	4,791	4,831
Employees	1,014	1,061	1,024	41	1,244	1,215	1,215	1,215
Premises	39	21	40	4	40	41	41	42
Transport	29	19	29	(8)	30	30	31	31
Supplies & Services	383	381	189	(38)	192	194	197	200
Transfer Payments	2,296	3,099	2,475	689	2,368	2,405	2,442	2,479
3rd party payments	571	1,261	571	598	571	571	571	571
Transfer Payments	0	0	0	0	0	0	0	0
Support services	287	288	293	0	293	293	293	293
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	2,395	3,650	2,414	(1,040)	2,504	2,504	2,504	2,504
Government grants	197	582	144	(467)	0	0	0	0
Reimbursements	2,020	2,259	2,010	33	2,167	2,085	2,085	2,085
Customer & client receipts	178	810	260	(606)	337	418	418	418
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,224	2,481	2,207	247	2,234	2,246	2,287	2,328



Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Disabled Facilities Grant		820	815	-	280	280	280	280
Affordable Housing Projects								
		820	815	0	280	280	280	280

Summary of major budget etc. changes 2019/20

Homelessness reduction grant with new responsibilities £136, 288 and flexible homelessness support grant of £715,812
Increased income from Extended HMO Mandatory Licencing Scheme and revised fee structure
Disabled facilities grant



2020/21
2021/21
2022/23

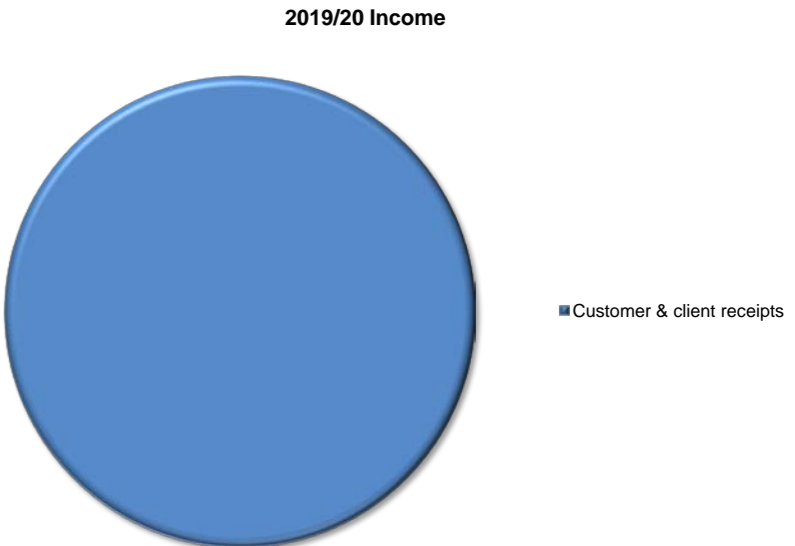
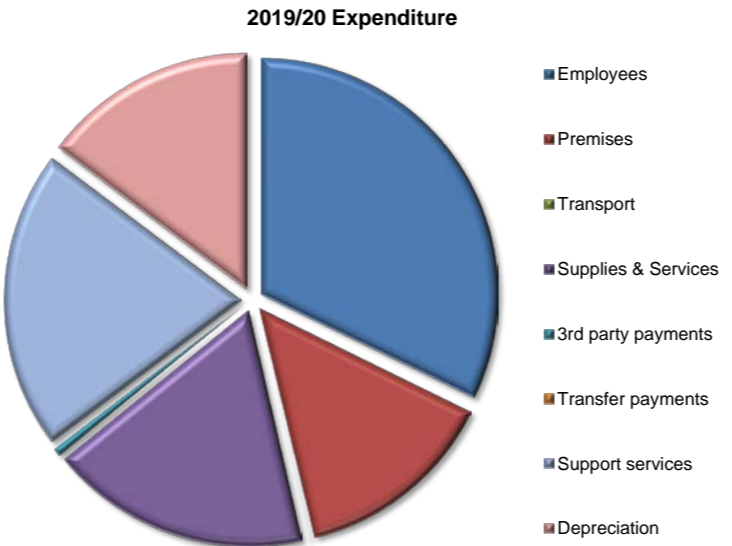
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Homeless Reduction Act - Review			Risk reduction and compliance		
Start date	2018-19	Project Details:	Review impact of Homelessness Reduction Act on business, performance, customers and staff and amend any processes where necessary and appropriate.			2	2	4
End date	2019-20							
Project 2		Project Title:	Housing Enforcement Policy			Improved effectiveness		
Start date	2018-19	Project Details:	Introduce and monitor Civil Penalties, Rent Repayment Orders by implementation of Housing Enforcement Policy			2	2	4
End date	2019-20							
Project 3		Project Title:	Public Protection Technology Upgrade			Improved effectiveness		
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP, cloud hosting and subsequent upgrade of M3PP to Assure.			2	1	2
End date	2019-20							
Project 4		Project Title:	Extended HMO Mandatory Licencing Scheme			Economic outcomes		
Start date	2018-19	Project Details:	Monitor the implementation of the Extended HMO Mandatory Licencing Scheme and new Licence fee structure.			2	2	4
End date	2019-20							
Project 5		Project Title:	EDRMS Workflow			Improved effectiveness		
Start date	2016-17	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly			2	2	4
End date	2019-20							
Project 6		Project Title:	Housing Related Support			Improved efficiency (savings)		
Start date	2018-19	Project Details:	Implement and monitor revised commissioning plans for Housing Related Support			2	1	2
End date	2019-20							
Project 7		Project Title:	Housing IT software re-procurement			Improved effectiveness		
Start date	2018-19	Project Details:	Re-procure all IT Software solutions for Housing Needs (Homelessness, Temporary Accommodation & Rent Accounts, Housing Register and Choice Based Lettings.)			2	2	4
End date	2020-21							
Project 8		Project Title:	Homelessness Strategy			Improved reputation		
Start date	2018-19	Project Details:	Re-draft the Homelessness Strategy to reflect the impact of the Homelessness Reduction Act and the Government's Rough Sleeper strategy			2	1	2
End date	2019-20							

Libraries	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper: Cabinet Member for Community & Culture	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below											
<p>The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.</p> <p>Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.</p> <p>Certain aspects of the service must be provided for free:</p> <ul style="list-style-type: none"> - Free lending of books - Free access to information - Free library membership <p>The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction and usage levels.</p>	Active users	56,000	56,000	56,500	57,000	57,500	58,000	Customer Contact Strategy			
	Stock issues	950,000	900,000	900,000	900,000	900,000	900,000	Children and Young People's Plan			
	Registered members	135,000	135,000	135,000	135,000	135,000	135,000	Community Plan			
	Visitor figures	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	Equality and Community Cohesion Strategy			
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE)	33.30	31.35	29.65	26.65	29.65	29.65	Health & Wellbeing Strategy			
	Accommodation (Libraries)	7	7	7	7	7	7	Heritage Strategy			
	Equipment (PC's)	144	152	159	159	159	159	Procurement Strategy			
								Voluntary Sector and Volunteering Strategy			
								Workforce Strategy			
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) performance target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)					2022/23(P)
	Number of visitors accessing the library service online	250,011	220,000	235,000	240,000	245,000	250,000	High	Monthly	Quality	Reduced uptake of service
	Active users - peoples network terminal	65,154	56,000	56,500	57,000	57,500	58,000	High	Monthly	Outcome	Reduced uptake of service
	% self service usage for stock transactions	98	97	97	98	98	98	High	Monthly	Business critical	Increased costs
Active volunteers in libraries	293	230	230	230	230	230	High	Monthly	Business critical	Reduced service delivery	
Maintain Income	£401,422	£376,000	£414,000	£414,000	£414,000	£414,000	High	Monthly	Unit cost	Increased costs	
Visitor figures - physical visits to libraries	N/A	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	High	Monthly	Quality	Reduced service delivery	
% customer satisfaction (Libraries' own survey)	N/A	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced customer service	

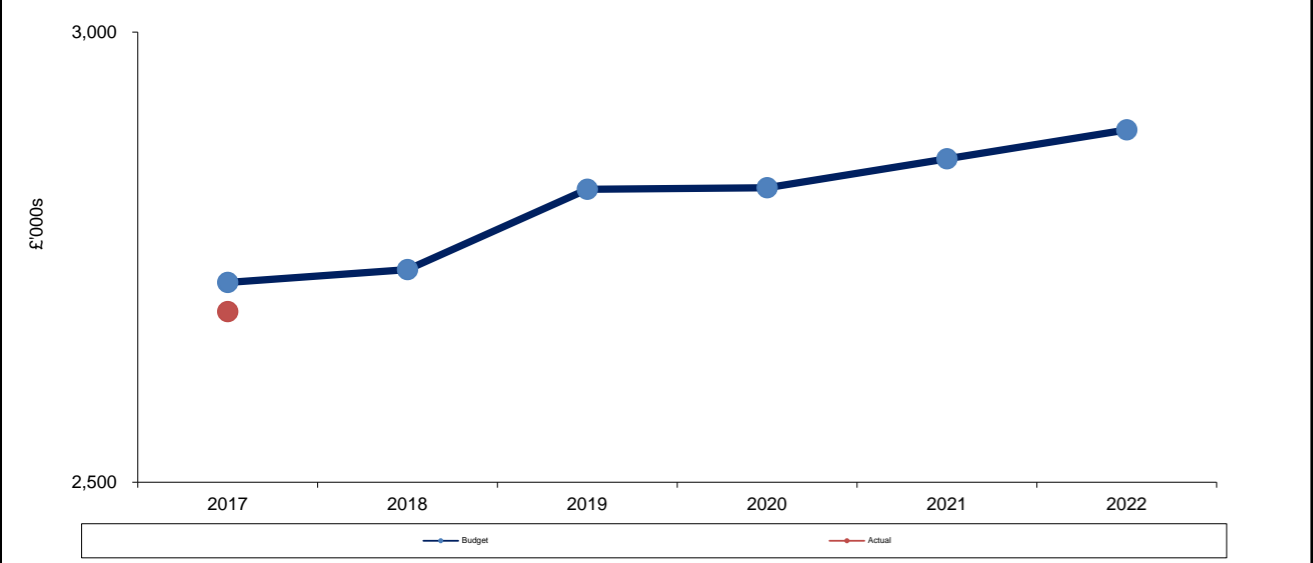
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	3,204	3,215	3,195	5	3,294	3,296	3,328	3,360
Employees	1,117	1,150	1,092	8	1,063	1,032	1,032	1,032
Premises	322	439	445	18	460	466	473	480
Transport	5	5	4	(2)	4	4	4	4
Supplies & Services	694	607	587	(18)	587	612	637	662
3rd party payments	18	18	31	0	18	19	19	20
Transfer payments	0	0	0	0	0	0	0	0
Support services	688	637	677	0	677	677	677	677
Depreciation	359	359	359	0	485	485	485	485
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	482	525	459	7	469	469	469	469
Government grants	0	0	0	0	0	0	0	0
Reimbursements	175	144	139	8	96	96	96	96
Customer & client receipts	307	381	321	(1)	372	372	372	372
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,722	2,690	2,736	12	2,825	2,827	2,859	2,891
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Library Buildings		257	17	0	235	350	0	0
Library IT		0	140	0	0	0	0	140
		257	157	0	235	350	0	140



Summary of major budget etc. changes

2019/20

Allocated savings for 2019/20 is Merton Art Space £38k reference CH67.



2020/21

2021/22

2022/23

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

Libraries

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Partnership development			Improved customer experience		
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships and lead on key actions agreed within the C&H TOM relating to prevention.	3	1	3		
End date	2020-21							
Project 2		Project Title:	Heritage Strategy			Improved effectiveness		
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding, improve income streams and undertake work to revise the Heritage Strategy.	3	1	3		
End date	2020-21							
Project 3		Project Title:	London Libraries Consortium			Improved effectiveness		
Start date	2015-16	Project Details	Complete the procurement of the new library management system with LLC colleagues and deliver enhanced digital services for customers.	3	2	6		
End date	2019-20							
Project 4		Project Title:	Children & Young People's projects			Improved customer experience		
Start date	2018-19	Project Details	Continue to develop the Schools and Libraries Membership schemes for primary and high schools. Further develop the youth offer in libraries and further develop staff skills in youth engagement.	3	1	3		
End date	2021-22							
Project 5		Project Title:	Customer consultation, marketing and promotion			Improved customer experience		
Start date	2016-17	Project Details	Undertake customer surveys to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.	2	1	2		
End date	2020-21							
Project 6		Project Title:	Income Generation			Improved efficiency (savings)		
Start date	2016-17	Project Details	Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities.	3	2	6		
End date	2019-20							
Project 7		Project Title:	Assisted digital support			Improved customer experience		
Start date	2018-19	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs and promote 'channel shift' to online services.	2	2	4		
End date	2020-21							
Project 8		Project Title:	Security services contract			Improved efficiency (savings)		
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to facilitate lone working arrangements.	3	2	6		
End date	2019-20							
Project 9		Project Title:	Library redevelopments			Improved customer experience		
Start date	2015-16	Project Details	Continue to develop the new Colliers Wood Library and maximise the use of space in existing libraries. Work with other departments to identify new development opportunities.	3	2	6		
End date	2019-20							

Commissioned Service	Description of main activities and objectives The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver. The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.
Merton Adult Learning	
Cllr Nick Draper: Cabinet Member for Community & Culture	
Service Providers: South Thames College Groundwork London	

Planning Assumptions							The Corporate strategies the service contributes to
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Total number of learners	3285	3285	3285	3285	3285	3285	Culture and Sport Framework
Number of accredited learners	1467	1467	1467	1467	1467	1467	Employment and Skills Action Plan
Total number of enrolments	3964	3964	3964	3964	3964	3964	Special Educational Needs and Disabilities Strategy
							Medium Term Financial Strategy
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Staff (Commissioning Team)	3.75	3.75	3.75	3.75	3.75	3.8	
Staff (LDD Curriculum manager)	1	0	0	0	0	0	
South Thames College	Sufficient resources to provide service						
Global Solution Services	Sufficient resources to provide service						

Performance indicator	Actual Performance (A) Performance Target (P) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
Number of enrolments per annum	3598	3964	3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service
Number of new learners per annum (not registered as learners in previous year)	2032	45%	40%	40%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service
Number of completers (% retention rate per annum)	96%	94%	95%	95%	95%	95%	High	Annual	Outcome	Reduced service delivery
% overall success rate of accredited courses per annum	74% (TBC)	86%	88%	90%	90%	90%	High	Annual	Outcome	Reduced uptake of service
% of end of course evaluations where teaching and learning is rated as good or above	99%	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery
% of learners from deprived wards	29%	30%	32%	35%	35%	35%	High	Quarterly	Quality	Reduced uptake of service
Average cost per learner	£374	£247	£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service

Financial Information									Additional Expenditure Information	
Revenue	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Due to change of contract, part salary budget for Curriculum manager moved to non-salary budget	
Expenditure	1,410	1,150	1,415	2	1,371	1,371	1,371	1,371		
Old Service	0	0	0	0	0	0	0	0		
Contractor's Fee	1,038	803	1,038	0	1,108	1,108	1,108	1,108		
Employees (Commissioning Team)	184	182	231	2	193	193	193	193		
Employees (LDD Curriculum Manager)	122	42	77	0	0	0	0	0		
Support Service	28	28	31	0	31	31	31	31		
Other Costs	38	95	38	0	38	38	38	38		
Revenue	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		
Income	1,378	1,125	1,380	2	1,347	1,347	1,347	1,347		
Adult Education Block Grant	1,346	1,111	1,346	2	1,347	1,347	1,347	1,347		
Adult Apprenticeships Grant	28	5	28	0	0	0	0	0		
Other Income	4	9	7	0	0	0	0	0		
Council Funded Net Budget	32	25	35	0	24	24	24	24		
Capital Expenditure	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		

Page 38 of 38

DETAILS OF MAJOR PROJECTS

Merton Adult Learning

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Improve Ofsted rating	Improved effectiveness		6
Start date	2016-17	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection to achieve a 'Good' rating	3	2	
End date	2019-20					
Project 2		Project Title:	Embed employability, maths and English strands in courses where applicable			Economic outcomes
Start date	2016-17	Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.	2	1	
End date	2019-20					
Project 3		Project Title:	Promote and embed British Values and Prevent within the classroom			Risk reduction and compliance
Start date	2016-17	Project Details:	Tutors and learners to be able to demonstrate a better understanding of British Values and Prevent and to be more aware of how to keep safe.	2	1	
End date	2019-20					
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities			Improved effectiveness
Start date	2016-17	Project Details:	Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs.	3	1	
End date	2019-20					
Project 5		Project Title:	Embed new evidence base and overhaul course provision			Improved customer experience
Start date	2017-18	Project Details:	Make more effective usage of learner and community data to inform the commissioning of adult learning courses whilst retaining a healthy breadth of provision.	2	1	
End date	2019-20					
Project 6		Project Title:	Embed new commissioning arrangements across all services			Improved effectiveness
Start date	2016-17	Project Details:	Embed new contractor arrangements and undertake regular contract reviews. Identify improvement plans to embed and improve the quality of the new adult learning services and further develop the provider market in the borough.	3	2	
End date	2019-20					

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

Public Health

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	East Merton Model of Health and Wellbeing and Wilson Development			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2021-22		3	3	9	
Project 2		Project Title:	Embed Health and Wellbeing in all policies			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2020-21		2	2	4	
Project 3		Project Title:	Sexual Health Strategy and Integrated sexual health services			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2021-22		3	3	9	
Project 4		Project Title:	Whole System Approaches to Diabetes			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2020-21		2	2	4	
Project 5		Project Title:	Personal Prevention Offer for Adults			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2020-21		2	2	4	
Project 6		Project Title:	Development of integrated Children's Services			
Start date	2016-17	Project Details:	Improved effectiveness			
End date	2020-21		2	3	6	
Project 7		Project Title:	Whole System Approaches to Childhood obesity			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2021-22		2	2	4	

Corporate Services

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

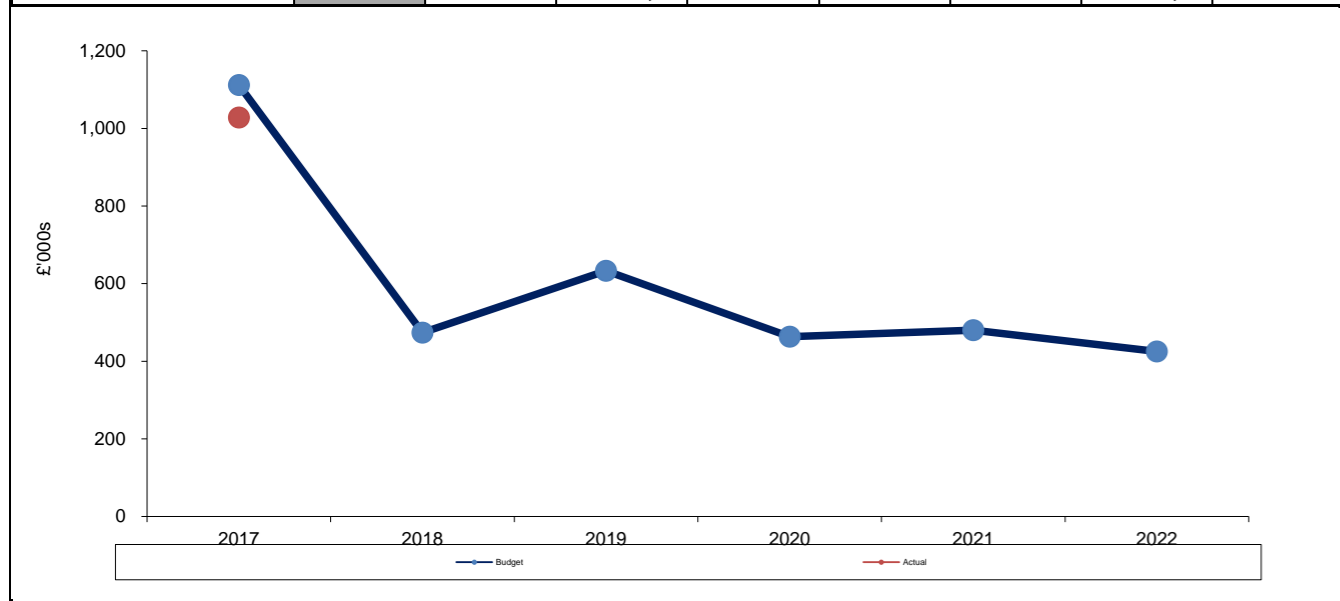
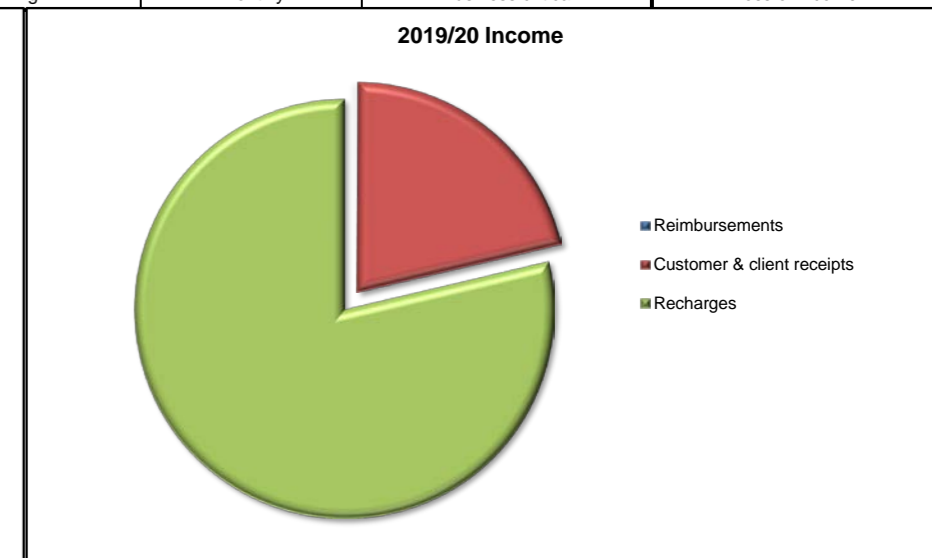
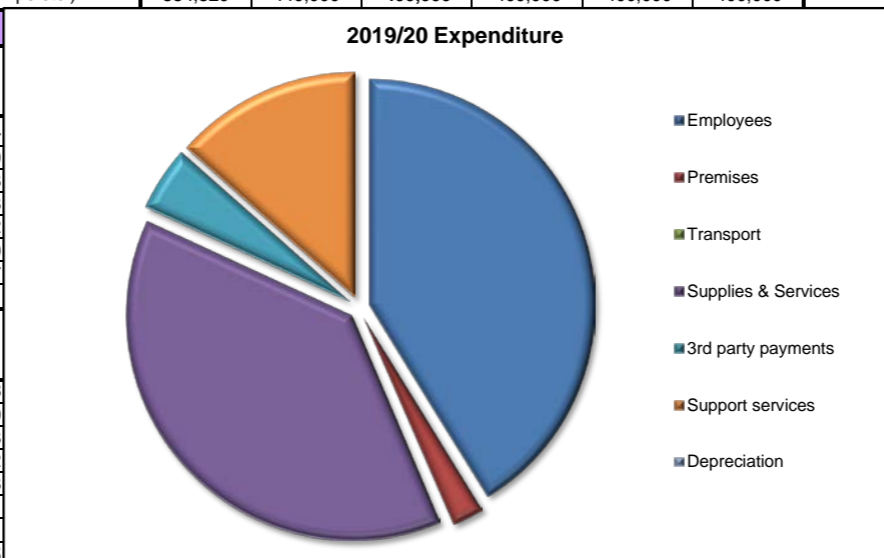
Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Support new intake of councillors	Improved customer experience			2	2	4
Start date	2017-18	Project Details:	To prepare for and then support new intake of councillors following May 2018 council elections and support to councillors who are in new roles (Cabinet, Mayor, Committee chairs). To ensure a smooth introduction of any consequent changes to decision making structure or process. Project plan to prepare for May 2018 to be drafted October 2017.						
End date	2021-22								
Project 2		Project Title:	Efficiency programme in Mayor's Office	Improved efficiency (savings)			3	1	3
Start date	2015-16	Project Details:	To monitor and review the impact of the Service Level Agreement in the Mayor's Office, particularly in relation to spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To maintain reduction in spend on petrol due to SLA and purchase of hybrid car. To promote online event booking to save staff time and provide improved service for customers.						
End date	2019-20								
Project 3		Project Title:	Scrutiny Improvement Programme	Improved customer experience			2	1	2
Start date	2018-19	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.						
End date	2021-22								
Project 4		Project Title:	Creation of centralised Local Land Charges Register	Improved customer experience			3	1	3
Start date	2014-15	Project Details:	Review of LLC service delivery; dependent on national directive						
End date	2019-20								
Project 5		Project Title:	2018/22 Administer statutory elections, referendums and ballots.	Risk reduction and compliance			3	3	9
Start date	2018-19	Project Details:	Administer full borough council elections in 2022, Mayor of London and London Assembly elections in 2020, and the next parliamentary General Election (currently scheduled for 2022) together with any other referendums and ballots that may be required.						
End date	2021-22								
Project 6		Project Title:	Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections	Infrastructure renewal			3	2	6
Start date	2019-20	Project Details:	Council size proposal due March 2019, warding patterns proposal due July 2019. Draft recommendations published September 2019. Final recommendations published February 2020.						
End date	2020-21								
Project 7		Project Title:	Data Protection Act (DPA18) / General Data Protection Regulation (GDPR)	Risk reduction and compliance			4	3	12
Start date	2017-18	Project Details:	To implement action plan targets to introduce new requirements and embed principles as business as usual.						
End date	2019-20								
Project 8		Project Title:	To reduce printing costs	Improved efficiency (savings)			3	1	3
Start date	2019-20	Project Details:	Roll out Modern Gov App to encourage councillors and senior officers to go paperless at Committee meetings. Identify champions. Cascade from CMT.						
End date	2020-21								

Page 31 of 31

Customers, Policy & Improvement (previously called Business Improvement)	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Customer Contact Strategy		
<p>Enter a brief description of your main activities and objectives below</p> <p>Customer Services will: Through Merton Link provide a first point of contact for most council customers and visitors both face-to-face and by the telephone. - Deliver a Translations service and discharge the Concessionary Travel Scheme. Discharge the council's responsibilities for the registration of births, deaths, marriages and civil partnerships, citizenship ceremonies and nationality services. Act as a client for the multi-borough coroners service.</p> <p>Continuous Improvement and Corporate Change will: - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean. - Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies. - Drive and facilitate the Targeting Operating Models (TOM) refresh process - Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT.</p> <p>The Policy, Strategy and Partnerships team supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary sector, leading on the Voluntary Sector and Volunteering Strategy and the Merton Compact. From 2019/20 PSP will be responsible for Service Planning and Performance.</p> <p>The Communications team is responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events. It also oversees Consultation and Engagement corporately.</p>	Telephone callers	450000	400000	375000	350000	350000	300000	Communications Strategy			
	Continuous improvement & Corporate Change (days)	880	880	770	660	660	660	Information Management Strategy			
	Policy, Strategy & Partnerships	1012	1012	1232	1012	1012	1012	Voluntary Sector Strategy			
	Comms & Engagement	1120	1430	880	880	880	880	Equality and Community Cohesion Strategy			
								Community Plan			
	Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Social Media Strategy		
	Staff - CI & CC (FTE & fixed term)	4.8	7.0	7.0	5.0	5.0	5				
	Staff - Policy, Strategy & Partnerships	4.8	4.6	5.6	5.6	5.6	5.6				
	Staff - Customer Services	31.4	30.5	29.5	29.5	29.5	29.5				
	Staff - Comms & Engagement	7.0	6.5	6.5	6.5	6.5	6.5				
Performance indicator (LBC2020 indicators highlighted in purple)		Actual Performance (A) Performance Target (P) Proposed Target (T)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)					2022/23(P)
% positive and neutral coverage tone		87.58%	92%	85%	85%	85%	85%	High	Monthly	Perception	Reputational risk
No. of new volunteers recruited		618	350	350	300	300	300	High	Quarterly	Outcome	Reduced customer service
% who agree people from different backgrounds get on (ARS)		N/A	90	90	80	80	80	High	Annual	Perception	Reputational risk
% agree Merton is making the area a better place to live (ARS)		N/A	76	N/A	76	N/A	TBC	High	Annual	Perception	Reputational risk
% of residents who feel informed about council services (ARS)		N/A	81	N/A	81	N/A	TBC	High	Annual	Perception	Reputational risk
% of residents agree the council involves them in making decisions (ARS)		N/A	62	N/A	62	N/A	TBC	High	Annual	Perception	Reputational risk
% of on-line transactions		72.59%	63%	64%	65%	66%	66%	High	Monthly	Business critical	Reduced customer service
First contact resolution		78.65%	75%	75%	75%	75%	75%	High	Monthly	Perception	Reduced customer service
Event income (Marriages, Civil Partnerships etc.)		554,520	440,000	400,000	400,000	400,000	400,000	High	Monthly	Business critical	Loss of income

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	5,667	5,766	5,203	(59)	5,186	5,032	5,049	4,994
Employees	2,546	2,539	2,098	83	2,139	2,059	2,059	2,059
Premises	66	140	120	(22)	117	19	21	23
Transport	5	1	3	(2)	3	3	3	3
Supplies & Services	1,980	2,252	2,017	6	1,989	2,019	2,050	2,002
3rd party payments	314	24	268	(123)	242	234	219	210
Support services	755	810	697	-	697	697	697	697
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	4,555	4,738	4,729	28	4,553	4,568	4,568	4,568
Government grants	66	51	16	(50)	0	0	0	0
Reimbursements	3	7	3	0	3	3	3	3
Customer & client receipts	1,117	1,128	1,127	78	967	982	982	982
Recharges	3,369	3,552	3,583	0	3,583	3,583	3,583	3,583
Reserves					0			
Capital Funded								
Council Funded Net Budget	1,112	1,028	474	(30)	633	463	480	425
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Customer Contact Programme		157	1,999	0	250	0	1,900	0
	0	157	1,999	0	250	0	1,900	0



Summary of major budget etc. changes	
2019/20	CS2016-05 Increase income through translations £15k CS2016-07 Cash Collection Reduction £30k 2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k CS2016-06 Merton Link - efficiency savings £30k
2020/21	2018-19 CS15 Policy & Partnerships -reduce headcount £50k 2019-20 CS02 Charge for Blue Badges £15k 2019-20 CS03 Remove contribution to E&R for funding premises occupied by VS grant recipients (MVSC and CAB) £99k 2019-20 CS05 Registrars Reduction in staff £30k 2019-20 CS28 Cash Collection reduction £12k
2021/22	2019-20 CS28 Cash Collection reduction £19k
2022/23	2019-20 CS28 Cash Collection reduction £13k 2019-20 CS04 Reduce strategic partner grant by 10% £78k

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

Customers, Policy & Improvement (previously called Business Improvement)

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Customer Contact project	Improved customer experience		
Start date	2018-9	Project Details:	Build on the deliverables of the CC Programme to deliver enhancements and improvements to increase automated service requests via the website in support of a refreshed Customer Contact Strategy.	5	2	10
End date	2019-20					
Project 2		Project Title:	Redesign of Merton Link	Improved customer experience		
Start date	2018-9	Project Details:	Implement the redesign of Merton Link to improve the customer experience and increase self service.	5	2	10
End date	2019-20					
Project 3		Project Title:	Community Plan	Improved effectiveness		
Start date	2018-19	Project Details:	Develop a new community plan for Merton 2019/25.	TBC	TBC	0
End date	2019-20					

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

Human Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Workforce Strategy	Improved staff skills and development		9
Start date	2018-19	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change	3	3	
End date	2020-21					
Project 2		Project Title:	Establishment and workforce	Improved staff skills and development		12
Start date	2017-18	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff	3	4	
End date	2019-20					
Project 3		Project Title:	Apprenticeships	Improved effectiveness		9
Start date	2017-18	Project Details:	Processes in place to increase the number of apprentices in schools and the organisation. Maximise the use of the Levy	3	3	
End date	2019-20					
Project 4		Project Title:	Review and retender key HR contracts	Improved effectiveness		9
Start date	2017-18	Project Details:	Commission Occupational Health, Agency contract, Schools SLAs and Recruitment system	3	3	
End date	2019-20					
Project 5		Project Title:	Member Development	Improved effectiveness		4
Start date	2017-18	Project Details:	Ensure induction and development activities are in place to enable them to undertake their role.	2	2	
End date	2019-20					

Infrastructure and Technology (previously Infrastructure & Transactions)
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance
Enter a brief description of your main activities and objectives below

Infrastructure & Technology Division (I&T) is a support service made up of seven functions:

IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.

IT Business Systems - IT (BS) will work with the organisation to establish and deliver the IT strategy and associated implementation plan, ensure a coordinated and planned approach for the implementation and support of technology whilst complying with the agreed corporate IT strategy, standards to support business efficiency and improve service delivery.

Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.

Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing

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

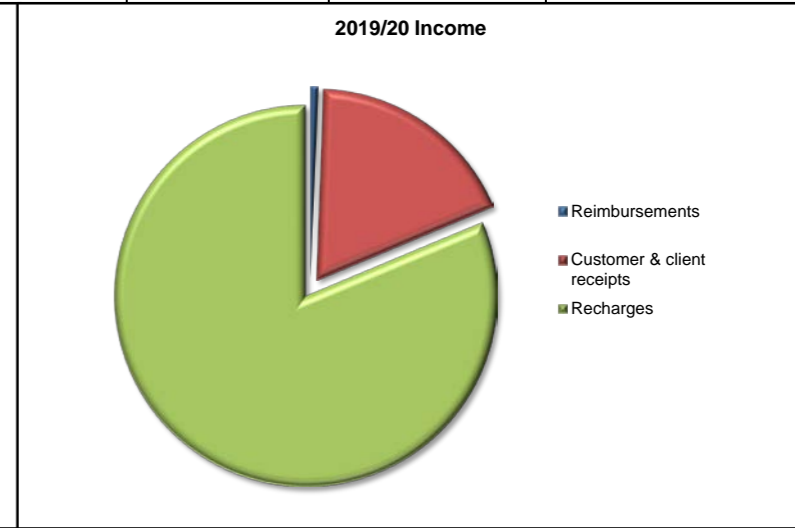
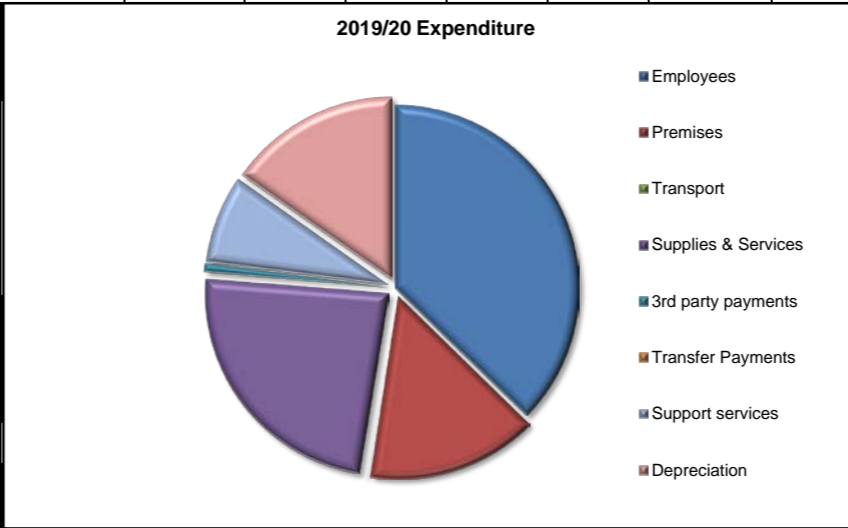
Client Financial Affairs - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.

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

Anticipated demand	Planning Assumptions						The Corporate strategies your service contributes to			
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Repairs & Maintenance of Corporate Buildings (Revenue)	740,000	700,00	600,00	500,00	500,000	500,000	Civic Centre Accommodation Strategy			
IT Service Calls	28,500	27,800	25,500	25,000	25,000	25,000	IT Strategy and Implementation Plan			
Health & Safety Statutory Inspections	100	100	100	100	100	100	Risk Management Strategy			
Transactions requested by departments	85,000	80,000	80,000	80,000	80,000	80,000	Local Plan			
Number of Client Affairs cases being managed	250	250	250	250	250	250	Procurement Strategy			
Procurement Support (Number of projects)	50	42	80	80	80	80	Workforce Strategy			
Core IT Systems support and management (days)	5720	5720	5720	5720	5720	5720	IT Strategy and Implementation Plan			
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
FM (FTE)	32.9	34.23	34.23	32.23	32.23	32.23				
Transactional Services (FTE)	13.3	13.3	13.3	10.3	10.3	10.3				
IT Service Delivery (FTE)	29	28	28	28	28	28				
Safety Services (FTE)	5	4	4	4	4	4				
Client Financial Affairs (FTE)	7	6	6	6	6	6				
Commercial Services & Procurement (FTE)	5	9	9	9	7	7				
Management (FTE)	2	2	2	2	2	2				
Business Systems (FTE)	28.7	25.2	25.2	25.2	25.2	25.2				
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance Target (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2021/22(P)				
Customer Satisfaction - IT incident resolution	96.33%	90%	90%	90%	90%	95%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	79.57%	75%	75%	75%	75%	80%	High	Monthly	Outcome	Reduced service delivery
Systems availability	99.77%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
Health and Safety workplace inspections completed on time	51	50	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	320,282	320,000	320,000	320,000	320,000	320,000	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	91%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Invoices paid within 30 days of receipt by LBM	88%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,200	1,200	1,300	1,400	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	34/66	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	100%	94%	95%	95%	95%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	0	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	50%	85%	85%	95%	99%	99%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	91%	60%	80%	75%	70%	70%	Low	Annual	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	5849	7434.32	7128.8	6914.94	6800	6800	Low	Annual	Output	Environmental issues

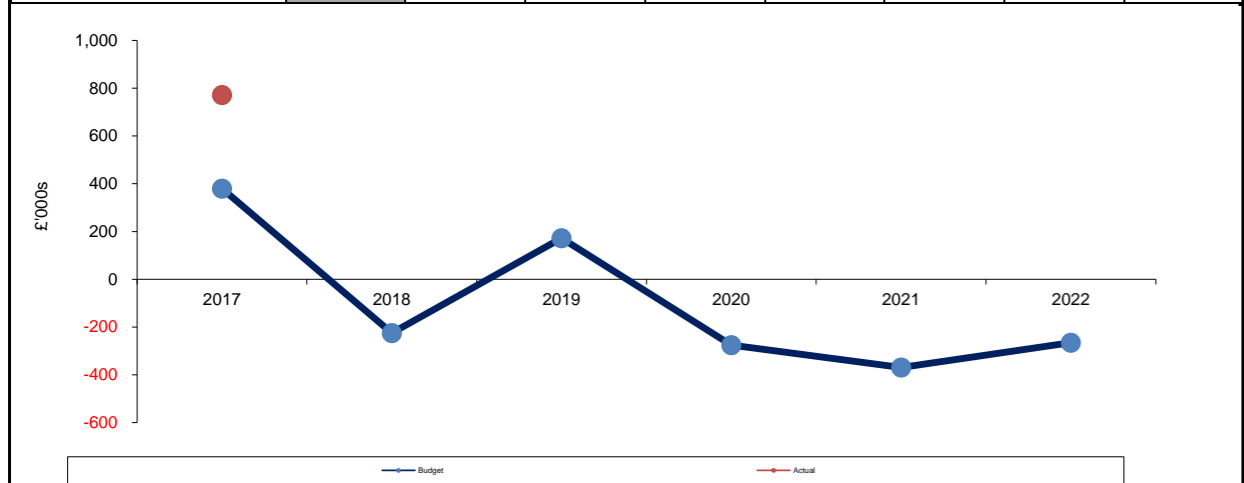
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	14,721	15,572	14,061	(620)	14,566	14,119	14,145	14,249
Employees	5,386	5,966	5,097	118	5,438	5,258	5,258	5,258
Premises	2,763	3,106	2,143	64	2,199	1,865	1,824	1,862
Transport	27	18	27	(6)	25	26	26	27
Supplies & Services	3,274	3,259	3,596	(699)	3,443	3,507	3,572	3,637
3rd party payments	112	0	98	(98)	100	101	103	104
Transfer Payments	9	1	9	0	10	10	10	10
Support services	1,191	1,262	1,130	0	1,130	1,130	1,130	1,130
Depreciation	1,960	1,960	1,961	0	2,222	2,222	2,222	2,222
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	14,341	14,801	14,287	392	14,394	14,394	14,514	14,514
Government grants	0	0	0	0	0	0	0	0
Reimbursements	81	183	81	(61)	81	81	81	81
Customer & client receipts	2,481	2,886	2,501	453	2,608	2,608	2,728	2,728
Recharges	11,780	11,732	11,705	0	11,705	11,705	11,705	11,705
Reserves								
Capital Funded								
Council Funded Net Budget	380	772	(225)	(229)	172	(275)	(369)	(265)
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Building Works		430	801	0	1,150	650	650	650
Invest to Save		1,398	2,038	0	300	300	300	300
Water/Fire Safety Works		211	350	0	0	0	0	0
IT Systems projects		306	396	9	1,055	275	50	340
Social Care IT System		402	150	0	400	0	0	0
IT Modernisation		1,034	1,965	0	1,735	1,060	970	1,005
Multi Function Devices					600			
		3,782	5,700	9	5,240	2,285	1,970	2,295



Summary of major budget etc. changes

CS2016-08 Income from letting two floors vacant space in Civic Centre £190k
 2018-19 CS01 Revenue Saving associated with current MFD contract £150k
 2018-19 CS02 Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k
 2018-19 CS04 Delete or full cost recovery of one post within FM £36k
 2018-19 CS14 M3 Support to Richmond/Wandsworth £20k



2020/21

CS2015-03 Restructure of Transactional Services team £100k
 CSD7 Restructure Print and Post service and delete one post £47k
 2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description £33k
 2019-20 CS17 Closure of Chaucer centre and relocation of operational teams at the Civic centre £77k
 2019-20 CS18 Closure of Gifford House and relocation of SLLP to the Civic centre £69k
 2019-20 CS19 Reduction in the Repairs and Maintenance budgets for the corporate buildings £100k
 2019-20 CS20 Reduction in the energy 'Invest to Save' budget for the corporate buildings £100k

2021/22

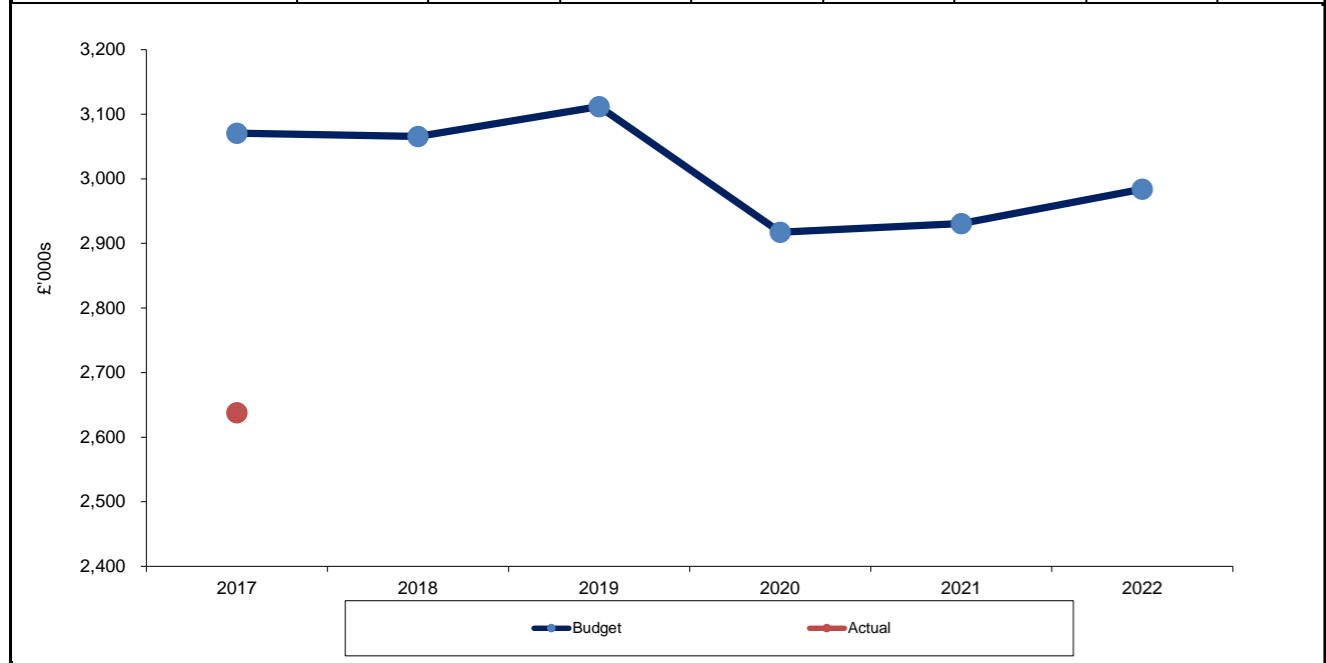
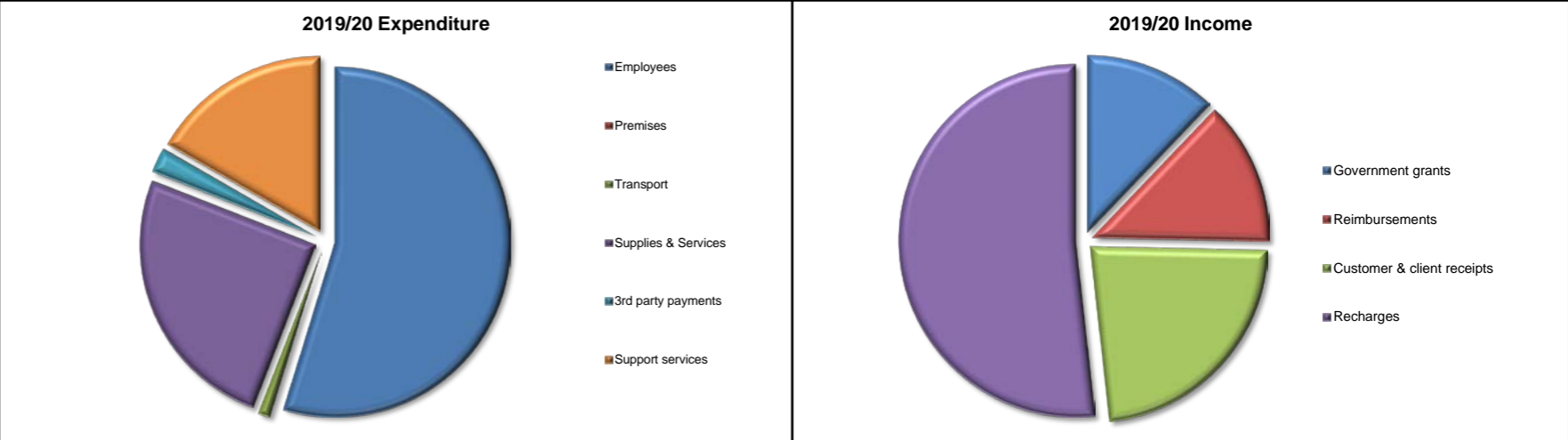
2019-20 CS16 Closure of Morden Park House and relocation of statutory services to operate at the Civic centre £78k
 2019-20 CS21 Implement phase 2 of the Flexible Working Programme to generate additional vacant floor space and generate income from commercial lease arrangements £90k
 2019-20 CS23 Implement a means assessed charging scheme for appointments undertaken by the CFA team £30k

2022/23

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Infrastructure and Technology (previously Infrastructure & Transactions)									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Implementation of IT Strategy & Plan		Infrastructure renewal		3	3	9
Start date	2018-2019	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.						
End date	2022-23								
Project 2		Project Title:	Implementation of 4P's project		Infrastructure renewal		3	2	6
Start date	2018-19	Project Details:	Procure and implement M3LP and M3PP hosted environment to facilitate the delivery of the three borough shared Regulatory Service.						
End date	2019-20								
Project 3		Project Title:	Replacement of PABX Equipment		Infrastructure renewal		2	3	6
Start date	2018-19	Project Details:	Replace obsolete PABX and associated telephony equipment.						
End date	2019-20								
Project 4		Project Title:	Implement New Procurement Service Delivery Model		Improved efficiency (savings)		4	2	8
Start date	2018-19	Project Details:	Implement a new "Centre led" procurement operating model and embed category management across the Council.						
End date	2019-20								
Project 5		Project Title:	Energy "Invest to Save" Initiatives		Improved sustainability		3	2	6
Start date	2016-17	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.						
End date	2019-20								
Project 6		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision		Improved efficiency (savings)		3	2	6
Start date	2018-19	Project Details:	Review of current operational service delivery models to ensure that the Council is utilising the most cost effective and efficient means of providing services to both internal and external customers.						
End date	2020-21								
Project 7		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans		Risk reduction and compliance		2	2	4
Start date	2018-19	Project Details:	Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and arrangements in order to ensure that they are robust and fit for purpose.						
End date	2019-20								
Project 8		Project Title:	Upgrade to Office 365		Improved effectiveness		4	3	12
Start date	2019-20	Project Details:	Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud based services, including telephony.						
End date	2021-22								
Project 9		Project Title:	Flexible Working (Phase 2)		Improved efficiency (savings)		3	2	6
Start date	2018-19	Project Details:	Phase two of the Flexible Working will further promote the innovative use of modern IT technology, infrastructure and office accommodation in order to enable the Council to continue to deliver its services in the most efficient and cost effective manner possible.						
End date	2019-20								

Resources Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
<p>Enter a brief description of your main activities and objectives below</p> <p>• Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.</p> <p>• Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice.</p> <p>• Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.</p> <p>• Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.</p> <p>• Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;</p> <p>• Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.</p> <p>• Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload</p>	Revenue/Capital Budget Managers supported	136/23	136/23	136/23	136/23	136/23		Capital Strategy		
	Budget, Service, Performance & Risk Monitoring Reports	10	10	10	10	10		Medium term Financial Strategy		
	Benefit/Council Tax support claimants	14,500	14,000	14,000	13,000	13,000		Procurement Strategy		
	Telephone callers	450,000	400,000	375,000	350,000	350,000		Risk Management Strategy		
	Face to face customers	80,000	70,000	65,000	60,000	55,000		Treasury Management Strategy		
	Council tax properties	84,000	85,000	85,500	86,000	86,500				
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	Staff (FTE)	145.8	145.1	145.5	141.5	141.5	141.5			
	Staff (Trainees)	2	1	1	1	1	1			
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
Accuracy of P10 Revenue Forecast (compared to outturn)	91%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	82%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	3	0	0	0	0%		Low	Annual	Business critical	Reputational Risk
Action plans in place for 'red' risks	100%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
% of Loans Paid on Time	94.56%	100%	100%	100%	100%		High	Quarterly	Business critical	Reputational risk
% of Claims Responded to within 5 Working Days	77%	95%	96%	96%	96%		High	Quarterly	Outcome	Reduced customer service
Delivery against current year MTFSS savings target	69.48%	100%	100%	100%	100%		High	Quarterly	Business critical	Poor decision making
% of Merton Bailiff files paid in full (exc parking & misc debt)	50.78%	52%	52%	52%	52%		High	Monthly	Outcome	Loss of income
Business Rates collected	98.79%	97.50%	97.50%	97.50%	97.50%		High	Monthly	Business critical	Loss of income
Council Tax Collected	97.69%	97.25%	97.25%	97.25%	97.25%		High	Monthly	Business critical	Loss of income
Time taken to process Housing Benefit COC	8.67 days	9 days	8 days	8 days	8 days		Low	Monthly	Business critical	Customer hardship
Time taken to process new Housing Benefit claims	13 days	15 days	14 days	14 days	13 days		Low	Monthly	Business critical	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	12,186	12,941	12,001	658	12,140	11,966	11,994	12,048
Employees	6,688	7,311	6,445	486	6,647	6,486	6,486	6,486
Premises	2	2	2	2	2	2	2	2
Transport	111	125	112	42	132	133	135	137
Supplies & Services	3,172	3,336	3,137	202	3,051	3,032	3,054	3,102
3rd party payments	275	227	279	(75)	284	288	292	296
Support services	1,938	1,940	2,026	0	2,025	2,025	2,025	2,025
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	9,115	10,303	8,935	(1,063)	9,028	9,048	9,063	9,063
Government grants	1,195	1,174	1,195	0	1,099	1,099	1,099	1,099
Reimbursements	1,021	1,522	1,149	(210)	1,189	1,189	1,189	1,189
Customer & client receipts	1,917	2,631	1,917	(853)	2,067	2,087	2,102	2,102
Recharges	4,982	4,976	4,674	0	4,674	4,674	4,674	4,674
Reserves								
Council Funded Net Budget	3,071	2,638	3,066	(405)	3,112	2,917	2,931	2,984
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Financial Systems		33	212	0		125		700
Acquisitions Budget		4,271	67	0				6,985
Capital Bidding Fund								1,186
Corporate Capital Contingency								3,000
Housing Company			1,300	0	2,235	1,810		
Westminster Coroners Court					460			
Westminster Coroners Court								
	4,304	1,579	0	2,695	1,935	0	11,871	



Summary of major budget etc changes	
2019/20	2018-19 CS05 Reduction in permanent staffing £30k CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k 2018-19 CS08 Increase in income from Enforcement Service £100k 2018-19 CS10 Revenues & Benefits - Reduction in staffing £60k CSREP 2019-20 (2) Reduction in internal insurance fund contribution £250k CSREP 2019-20 (3) Increase in income from Enforcement service £50k
2020/21	2018-19 CS06 Miscellaneous budgets within Resources £17k 2018-19 CS07 Retender of insurance contract £50k 2018-19 CS08 Increase in income from Enforcement Service £20k 2019-20 CS06 Revenues and Benefits reduction in staffing £146k 2019-20 CS08 Insurance reduction in staffing £15k
2021/22	2018-19 CS07 Retender of insurance contract £25k 2018-19 CS08 Increase in income from Enforcement Service £15k
2022/23	

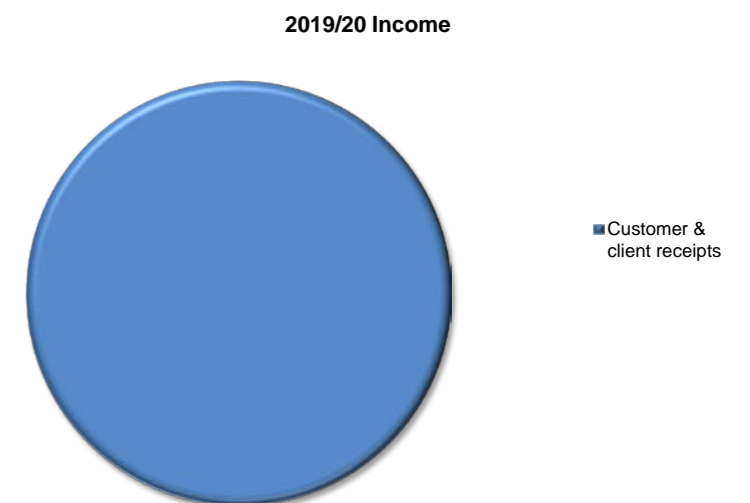
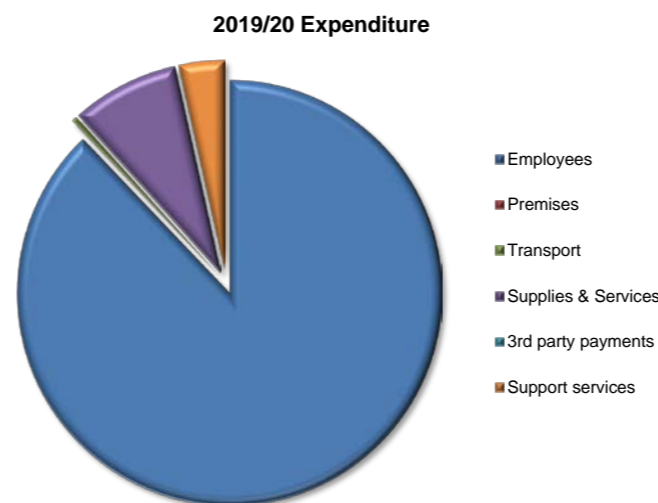
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance			
Start date	2017-18	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	3	6
End date	2021-22						
Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	2013-14	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are currently used to provide GL, AP, P2P & AR functions. This involved a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is also currently being investigated. The system went live on 06/02/17 and the accounts were closed using the new system. A post-implementation review has been completed with key lessons learned. A programme of development has been agreed (system upgrades to new releases for E5, and collaborative planning together with a new Fixed Asset module). A permanent team of three people has been established within Business Planning to develop and maintain the system in accordance with legislation and best practice.	Lean reviews being undertaken on to areas of operation.	2	2	4
End date	2019-20						
Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	2018-19	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6
End date	2019-20						
Project 4		Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	2018-19	Project Details:	2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close deadlines applied. Work is currently underway to ensure the lessons learned from the 17/18 closedown process and external auditors comment are addressed and changes implemented for 18/19. Additional resource has been allocated to the closing of accounts team.		1	3	3
End date	2019-20						
Project 5		Project Title:	Universal Credit Implementation	Economic outcomes			
Start date	2015-16	Project Details:	Implement the roll out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government - All job centres in Merton will implement UC for new claims in accordance with the procedures which Central Government finally determine.		2	1	2
End date	2019-20						
Project 6		Project Title:	Council Tax support scheme	Economic outcomes			
Start date	2017-18	Project Details:	During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for implementation in 2019/20		2	1	2
End date	2019-20						
Project 7		Project Title:	Review Debt Collection Processes	Improved effectiveness			
Start date	2015-16	Project Details:	With the implementation of the new Financial management computer systems a lean review of the existing debt collection processes is being undertaken as part of the system implementation.		2	1	2
End date	2019-20						

Shared Legal Services	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below	Chargeable hours for Merton	19,125	19,125	19,125	17,632	17,632		Contribute to all Corporate Strategies			
The service delivers legal advice, support and representation to all services across the London Boroughs of Merton, Sutton, Richmond, Wandsworth and the Royal Borough of Kingston upon Thames, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and several local authority trading companies.	Chargeable hours for Richmond	13,828	13,828	13,828	13,828	13,828					
The service also provides advice in relation to the constitution and decision making processes in all councils and advice to members in relation to their roles.	Chargeable hours for Sutton	22,835	22,835	22,835	22,835	22,835					
	Chargeable hours for Kingston	11,329	11,329	11,329	11,329	11,329					
	Chargeable hours for Wandsworth	22,487	22,487	22,487	22,487	22,487					
	Chargeable hours for Achieving for Children	11,222	11,222	11,222	11,222	11,222					
	Chargeable hours for Sutton Housing Partnership	2,516	2,516	2,516	2,516	2,516					
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE)	108.3	106.1	105.3	103.3	103.3	103.3				
	Apprentices	2	2	6	6	6	6				
	Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
	Chargeable hours	105,229	103,722	103,939	103,939	103,939		High	Monthly	Business critical	Loss of income
	Income for SLLP	58,291	£100,000	£100,000	£100,000	£100,000		High	Quarterly	Outcome	Loss of income
	1st draft S106 agreement sent to client dept within 10 days	98.92%	90%	95%	95%	95%		High	Quarterly	Perception	Reputational risk
	Prosecutions - number of successful outcomes	99.75%	80%	85%	85%	85%		High	Quarterly	Perception	Reputational risk
	Provide FOI/EIR reviews within 20 working days	55%	80%	80%	80%	80%		High	Quarterly	Perception	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	6,759	10,200	6,892	77	7,019	6,904	6,904	6,904
Employees	5,928	6,140	6,047	179	6,168	6,053	6,053	6,053
Premises	5	6	5	0	5	5	5	5
Transport	28	19	28	(7)	28	28	28	28
Supplies & Services	559	3,596	567	(95)	574	574	574	574
3rd party payments	0	199	0	0	0	0	0	0
Support services	240	240	245	0	245	245	245	245
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	6,759	10,207	6,892	(67)	7,019	7,019	7,019	7,019
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	3,137	0	0	0	0	0	0
Customer & client receipts	6,759	7,070	6,892	(67)	7,019	7,019	7,019	7,019
Recharges	0	0	0	0	0	0	0	0
Capital Funded								
Council Funded Net Budget	(0)	(8)	(0)	10	(0)	(115)	(115)	(115)
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes

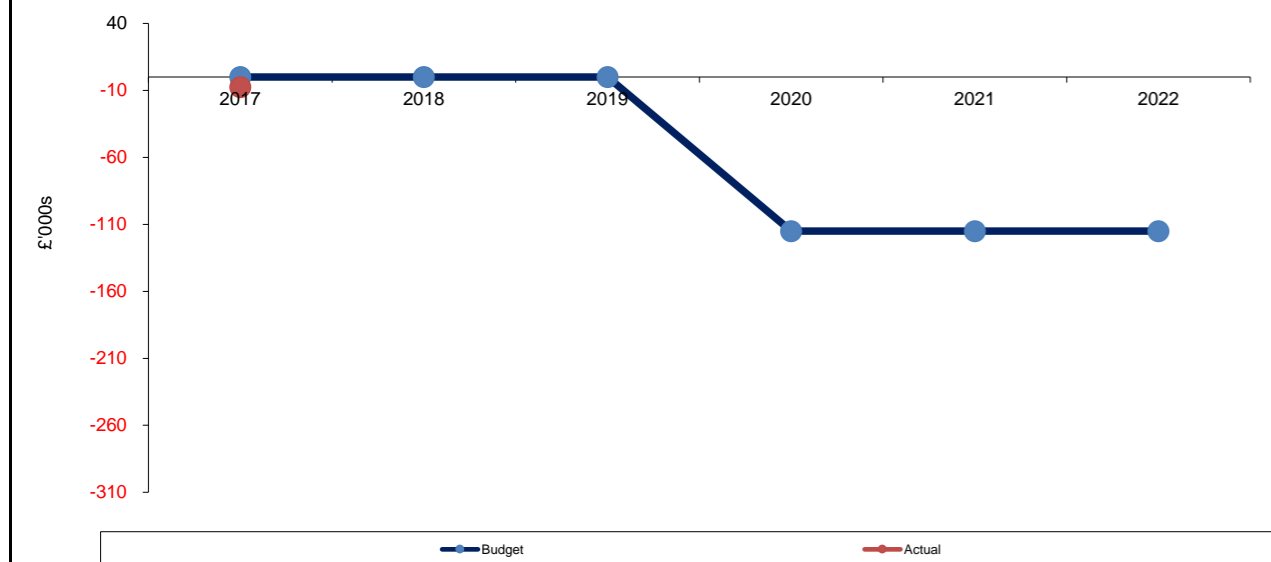
2019/20

2020/21

2021/22

2022/23

2018-19 CS12 SLLP - reduction in legal demand £50k
 2019-20 CS14 Impose criminal litigation cap £20k
 2019-20 CS15 Reduce civil litigation legal support by 50% £45k



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

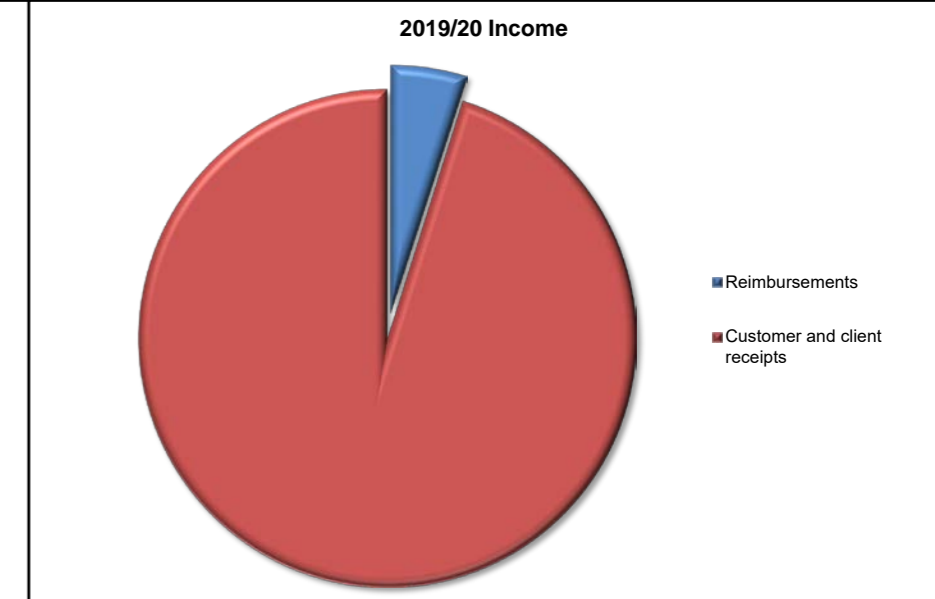
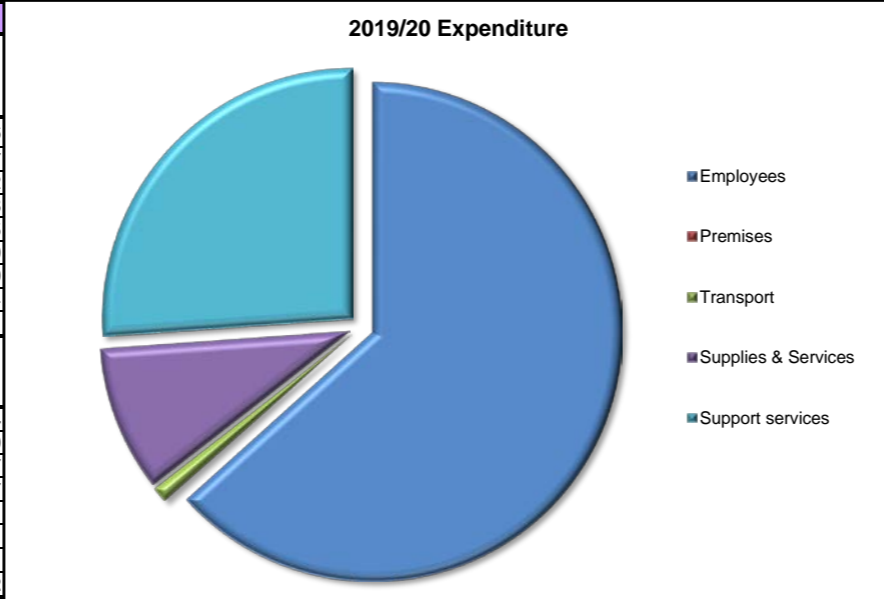
Shared Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Increase 3rd party income	Economic outcomes		2
Start date	2019-20	Project Details:	To increase income from fees and charges of 3rd parties across all partner councils and explore generating income from providing legal advice and support to other authorities. Target: additional £295k	2	1	
End date	2019-20					
Project 2		Project Title:	Further expansion of SLLP	Economic outcomes		2
Start date	2019-20	Project Details:	To provide an expanded legal support and advice service to Achieving for Children. Income target for 2019/20 - £50k; target for 2020/21: £80k	2	1	
End date	2020-21					
Project 3		Project Title:	Develop Transactional Team	Improved effectiveness		2
Start date	2019-20	Project Details:	To establish a transactional team for high volume routine matters to deliver efficiency savings	2	1	
End date	2020-21					

Environment & Regeneration

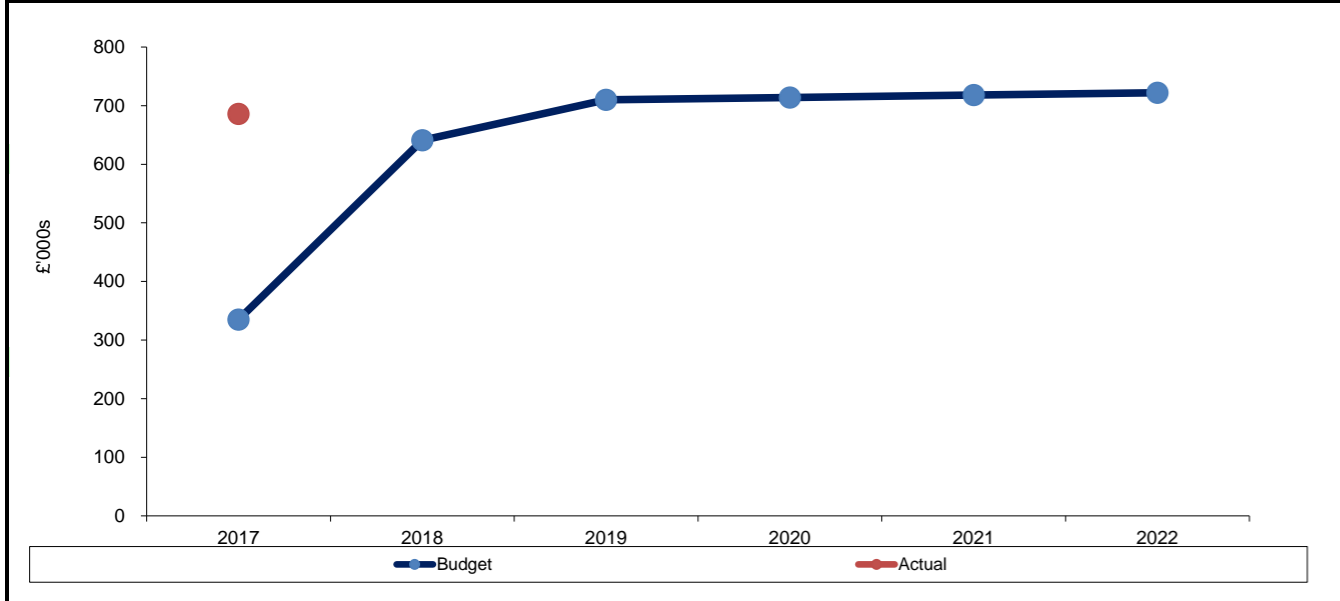
Development and Building Control	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
<p>Enter a brief description of your main activities and objectives below</p> <p>Building Control Building Control competes with Approved Inspectors.(AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds.</p> <p>Development control Promote sustainable regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.</p> <p>Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share -- review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through Planning Performance Agreements. - implement mobile/flexible working to improve efficiency -as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - re-procure the M3 database (on going) - move away from expensive and transient temporary staff towards a more established and reliable staffing base</p>	Enforcement cases	503	554	580	580	580		Economic Development Strategy			
	Planning applications (economy dependant)	3604	3678	3700	3700	3700		Merton Regeneration Strategy			
	BC applications (economy dependant)	1600	1650	1700	1750	1750		Medium Term Financial Strategy			
	Tree applications	600	557	550	550	550					
	Pre applications	112	114	115	115	115					
	Planning performance agreements	25	25	25	25	325					
	Prior approvals (permitted development)	640	640	640	650	650					
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE)	34	35	34	34	34	34				
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
	% Major applications processed within 13 weeks	73.16	67	68	69	70		High	Monthly	Quality	Reduced customer service
	% Minor applications processed within 8 weeks	63.04	67	71	72	73		High	Monthly	Quality	Reduced customer service
% Other applications processed within 8 weeks	69.53	80	82	83	84		High	Monthly	Quality	Reduced customer service	
Volume of Planning applications Total	3077	4500	4400	4400	4400		High	Monthly	Quality	Reduced customer service	
% appeals lost	27.13	35	35	35	35		Low	Quarterly	Perception	Reputational risk	
Income (Development and Building Control)	£1.579m	£1.888m	£1.888m	£1.888m	£1.888m		High	Monthly	Business critical	Loss of income	
% Market share retained by LA (BC)	51.88	54	54	54	55		High	Monthly	Perception	Loss of income	
Number of enforcement cases closed	231	450	520	530	540		High	Monthly	Quality	Reduced service delivery	
Backlog of enforcement cases	731	650	650	650	650		Low	Monthly	Output	Reduced service delivery	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	2,537	2,454	2,616	(2)	2,694	2,698	2,702	2,706
Employees	1,594	1,645	1,642	53	1707	1707	1707	1707
Premises	2	7	2	(1)	2	2	2	2
Transport	26	13	26	(13)	27	27	27	28
Supplies & Services	180	100	242	(41)	254	258	262	265
3rd party payments	0		0	0	0	0	0	0
Transfer payments	0		0	0	0	0	0	0
Support services	735	689	704	0	704	704	704	704
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	2,202	1,768	1,975	233	1,984	1,984	1,984	1,984
Government grants	0		0	0	0	0	0	0
Reimbursements	84	207	87	(149)	97	97	97	97
Customer & client receipts	2,118	1,561	1,888	382	1887	1887	1887	1887
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	335	686	641	231	710	714	718	722



Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		0	0	0	0	0	0	0

Summary of major budget etc. changes	
2019/20	
2020/21	
2021/22	
2022/23	



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

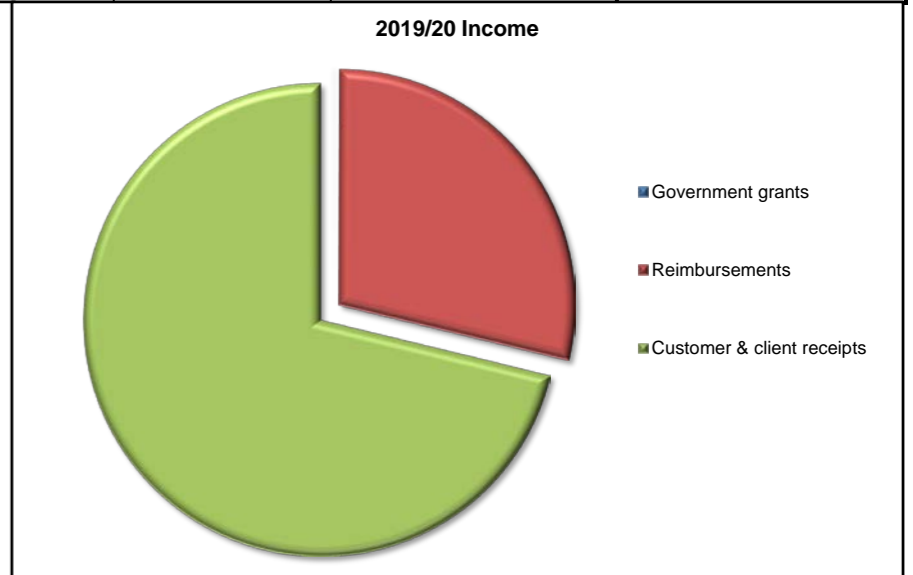
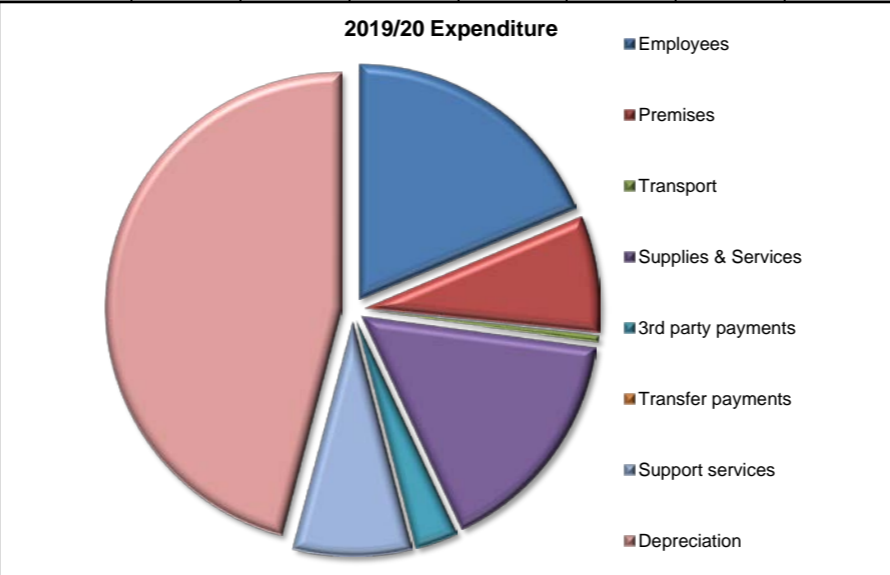
Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Commercialisation of Building Control	Improved efficiency (savings)		3
Start date	2018-19	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation. More staff resilience		
End date	2021-22			3	1	
Project 2		Project Title:	Improving the development management processes	Improved effectiveness		4
Start date	2018-19	Project Details:	As part of sustainable communities to continue to review the end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities		
End date	2021-22			2	2	
Project 3		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience		4
Start date	2018-19	Project Details:	Enforcement eforms, BC eforms . (currently held up due to contact dispute)	Channel shift		
End date	2020-21			4	1	
Project 4		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness		6
Start date	2018-19	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities		
End date	2020-21			6	1	
Project 5		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness		3
Start date	2018-19	Project Details:	The re-procurement is well underway and the lift and shift planned. The next phase is the step up to the 'Assure' system	Improved Mobile working capability and better working practices		
End date	2020-21			3	1	

Page 39

Future Merton & Traffic and Highways	Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23
<p>Enter a brief description of your main activities and objectives below</p> <p>Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents.</p> <p>The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.</p> <p>The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2 and Tramlink. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.</p> <p>Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP) and leads on South London Partnership's Transport, Growth & Skills boards.</p> <p>Key service areas include: Regeneration, Placemaking, Strategic Planning, Housing Strategy, Economic Development, Traffic & Highways, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall.</p> <p>Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management asset records.</p>	Population	207,410	209,421	210,452	212,658	214,740	Air Quality Action Plan	
	Homes (includes those under construction)	86,500	87,000	88,000	89,300	90,600	Climate Change Strategy	
	Businesses (includes enterprises)	12,070	12,960	13,500	14,000	14,500	Community Plan	
	Electric Vehicles	250	300	350	400	500	Economic Development Strategy	
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Employment and Skills Action Plan
	Staff (FTE)	49	48	48	48	48	48	Health & Wellbeing Strategy
								Local Plan
								Local TfL Implementation Strategy
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A)	Performance Target (T)	Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	
New homes built (annual target)	434	435	1328	1328	1328		High Annual Outcome Loss of Government grant	
Affordable Homes delivered	195	80	531	531	531		High Annual Outcome Reduced service delivery	
Number of public Electric Vehicle Charging Points	21	30	49	125	150		High Annual Outcome Reputational risk	
Number of business premises improved	29	10	10	10	10		High Annual Outcome Reputational risk	
Street light repairs (days taken to attend)	1.90	3	3	3	3		Low Quarterly Quality Reduced customer service	
Road emergency call outs (% attended to)	99.72	98	98	98	98		High Monthly Business critical Reduced customer service	
Footway & Carriageway condition	96	95	95	95	95		High Annual Quality Increased costs	
Streetwork inspections	32.79	37	37	38	38		High Quarterly Quality Increased costs	
Streetwork permitting (% issued on time)	99.92	98	98	98	98		High Monthly Output Loss of income	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	15,409	14,966	14,905	154	14,787	14,844	14,901	14,958
Employees	2,754	2,716	2,470	158	2756	2756	2756	2756
Premises	1,273	1,346	1,358	(9)	1187	1204	1221	1238
Transport	106	92	110	(12)	69	70	72	74
Supplies & Services	2,693	2,381	2,556	42	2348	2380	2412	2443
3rd party payments	420	410	644	(25)	438	445	451	458
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,596	1,454	1,200	0	1200	1200	1200	1200
Depreciation	6,567	6,567	6,567	0	6789	6789	6789	6789
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	4,106	3,972	3,093	(155)	2,786	2,786	2,786	2,786
Government grants	295	282	1	50	1	1	1	1
Reimbursements	1,615	1,712	1,222	3	801	801	801	801
Customer & client receipts	1,943	1,778	1,870	(208)	1984	1984	1984	1984
Recharges	253	200	0	0	0	0	0	0
Council Funded Net Budget	11,303	10,994	11,812	(1)	12,001	12,058	12,115	12,172

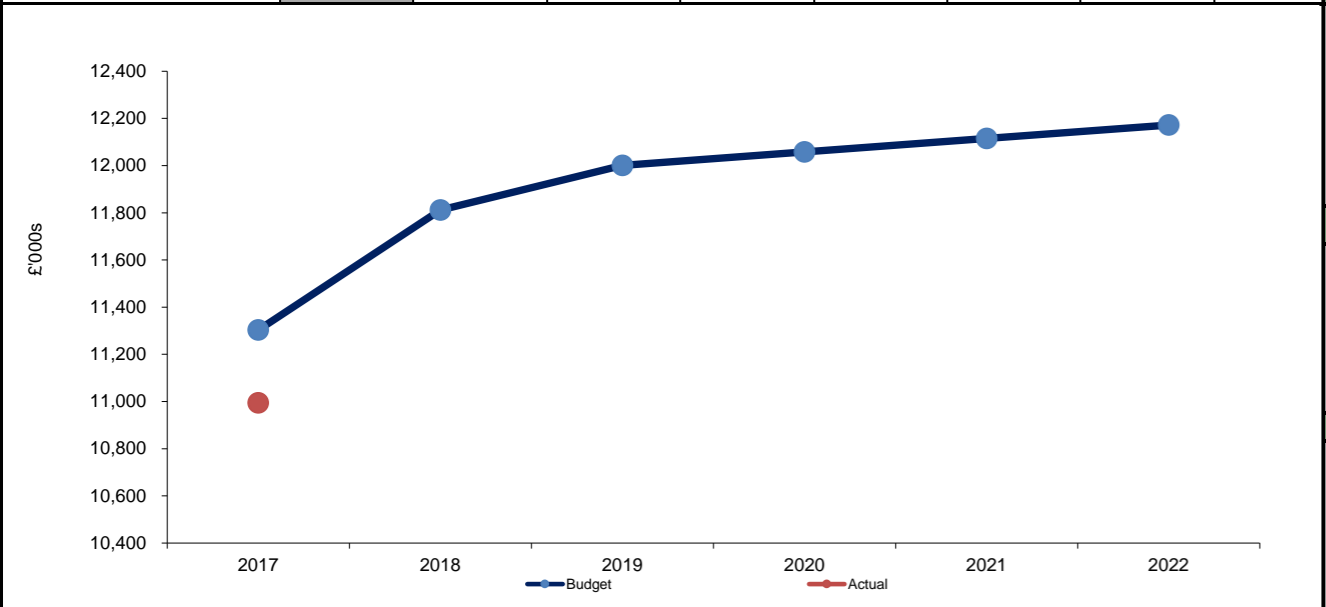


Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Highway Maintenance		4,495	4,678	0	3,577	3,377	3,377	3,127
Transport Improvement		1,515	819	1	425	0	0	0
Regeneration		2,063	771	0	2,271	3,025	3,033	0
Other		11	0		0	0	35	0
		8,085	6,268	1	6,273	6,402	6,445	3,127

Summary of major budget etc changes

2019/20

E4 = (£100k)
 ERG1 (Growth) = (£150k)
 ENV1819-05 = (£55k)



2020/21
2021/22
2022/23

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

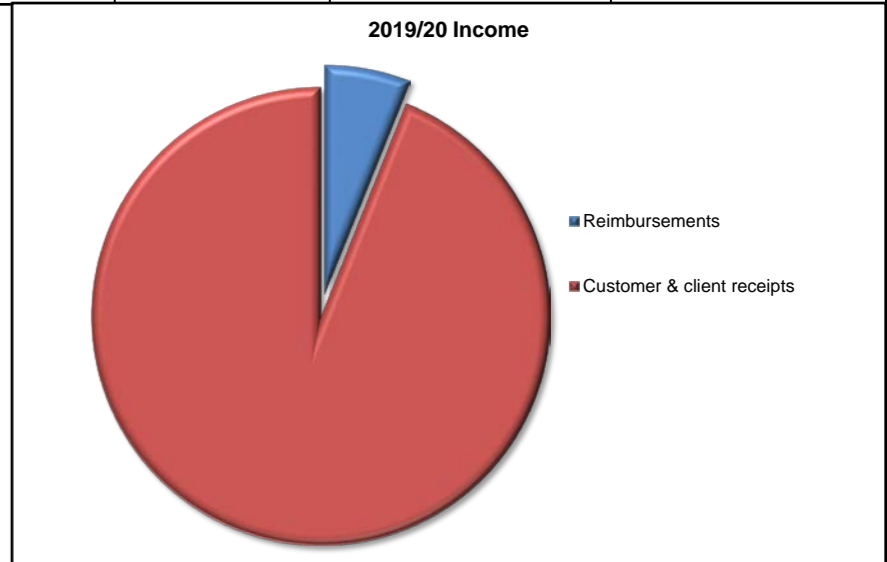
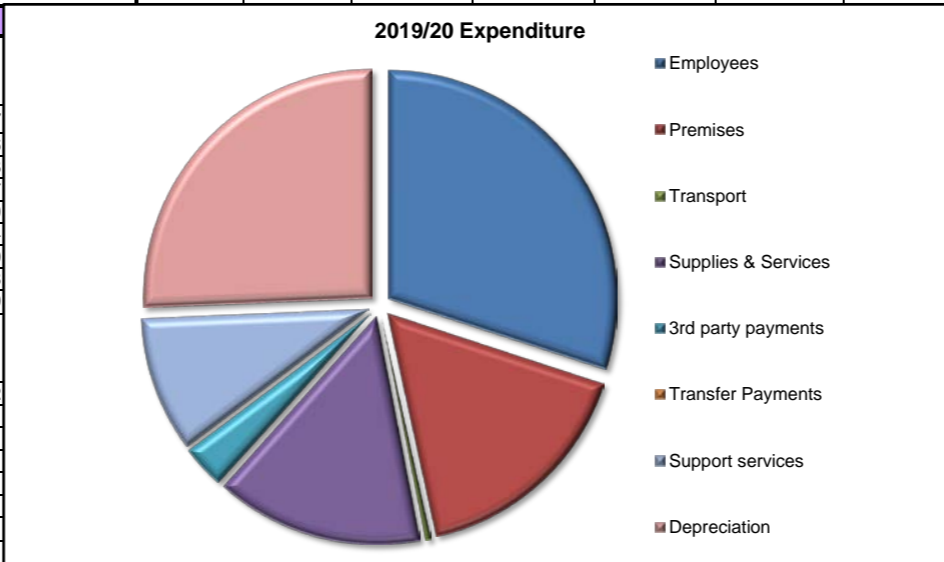
Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Estate Regeneration	Infrastructure renewal			3	2	6
Start date	2014-15	Project Details:	Working with Clarion Housing Group to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to co-ordinate investment in regenerating Pollards Hill.						
End date	2024-25								
Project 2		Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes			3	4	12
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)						
End date	2022-23								
Project 3		Project Title:	Local Authority Property Company	Economic outcomes			2	2	4
Start date	2016-17	Project Details:	Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS						
End date	2020-21								
Project 4		Project Title:	Morden Town Centre Regeneration	Economic outcomes			3	2	6
Start date	2014-15	Project Details:	Growth, investment and intensification to support regeneration in Morden. Collaborative partnership with TFL Commercial Property to attract a development partner to Morden in 2019. New development and investment in the streetscape and public realm from 2019-2022						
End date	2025-26								
Project 5		Project Title:	Merton's New Local Plan 2020	Economic outcomes			3	2	6
Start date	2017-18	Project Details:	Refreshing Merton's current Local Plan suite of documents (Core Strategy 2011, Sites & Policies 2014) to form a new statutory Local Plan for 2020. The plan will guide new development, infrastructure, growth areas, sustainability and design quality.						
End date	2020-21								
Project 6		Project Title:	Merton's Transport Local Implementation Plan	Economic outcomes			2	2	4
Start date	2018-19	Project Details:	Setting out the strategy and funding bids to Transport for London to interpret and deliver the Mayor of London's transport strategy in Merton						
End date	2020-21								
Project 7		Project Title:	Merton's new Highways contract	Improved effectiveness			3	2	6
Start date	2019-20	Project Details:	Re-procuring Merton's highways maintenance contract to ensure that the borough's streets, roads and paths are well maintained and built						
End date	2020-21								

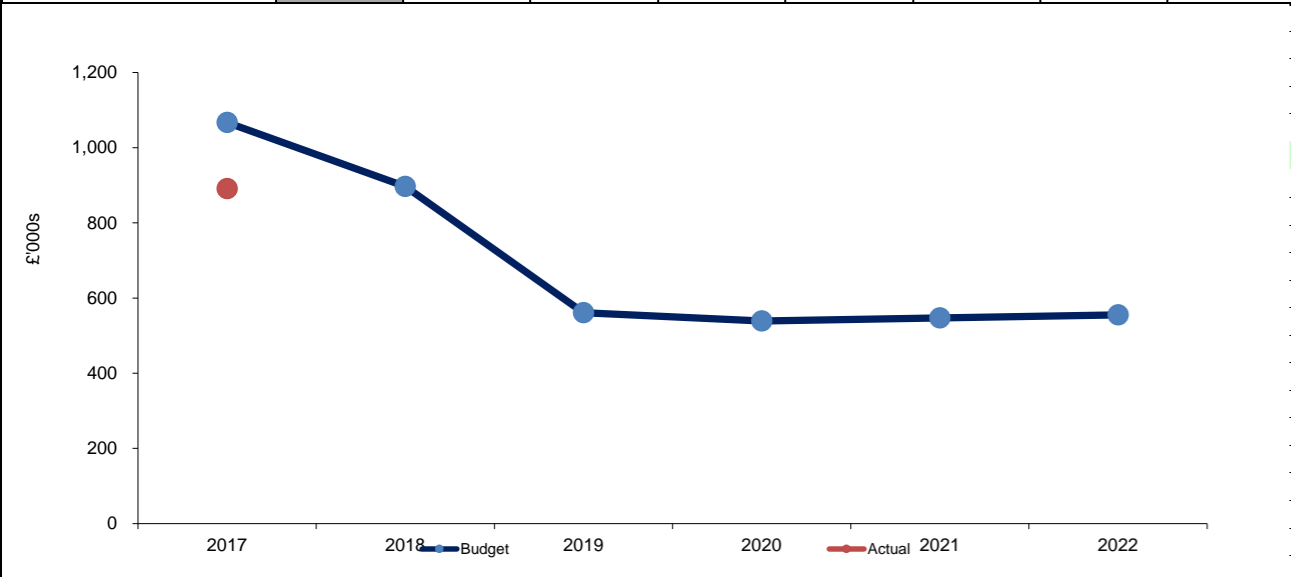
Page 33

Leisure & Cultural Development	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below	Population	207,410	210,245	210,452	212,658	214,740	216,661	Asset Management Plan			
Main Activities: Build infrastructure to enable local people to engage in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.	Size of Catchment for Wimbledon Park Watersports Centre - No. of Children & Young People aged 8-17 in wards in west of borough	8,200	10,755	11,090	11,457	11,713	11,854	Children & Young person's Plan			
Main Objectives: - Develop solutions and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake - Deliver the London Borough of Culture Impact Award in partnership with the Culture Advisory Group and the GLA - Commission works to determine the most effective management solution for the Watersports Centre and implement the approved solution - Deliver a Playing Pitch Strategy and take it through a formal process to be adopted by the Council - Commission culture, arts & sports services where funding allows or with external funding - Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, Ride London, Mini Marathon, AELTC Tennis Staff Draw, Tennis Car Parking, Fireworks, etc. - Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Dudley Hall Lease; ACAVA leases; - Polka Grant; Attic Theatre Grant; GLA - LBOC Grant; etc - Develop and deliver invest to save proposals, wherever possible.	Population of most disadvantaged wards	128,100	110,368	110,843	112,038	113,198	114,260	Cultural Strategy			
	Users of Merton's Leisure Centres	1,028,879	1,092,592	1,092,000	1,102,026	1,115,078	1,124,265	Community Plan			
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Open Spaces Strategy			
	Staff (FTE)	7.8	7.8	7.8	7.8	7.8	7.8	Social Inclusion Strategy			
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy			
	Volunteers	20	25	30	35	40	40				
	Staff seasonal	30	30	30	30	30	30				
	Performance indicator	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	Income £ from Watersports Centre	376,165	365,000	370,000	375,000	380,000	385,000	High	Monthly	Business critical	Loss of income
	11-25 yr old Fitness Centre Participation at leisure centres	110,239	104,000	103,100	106,120	108,546	109,626	High	Monthly	Output	Reduced uptake of service
	Annual Residents Survey Performance Measure on Leisure Facilities - % residents rating facilities Good to Excellent	N/A	80	N/A	80	N/A	80	High	Biennial	Output	Reduced customer service
	Total Number of Users of Merton's Leisure Centres	997,355	1,092,592	1,092,000	1,102,026	1,115,078	1,124,265	High	Monthly	Outcome	Reduced customer service
	Total Number of Users of Polka Theatre	94,035	87,226	18,700	97,000	101,670	111,030	High	Quarterly	Output	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	1,844	1,918	1,729	127	1,753	1,731	1,739	1,747
Employees	538	547	509	4	526	526	526	526
Premises	282	370	286	150	290	294	298	303
Transport	8	5	7	(1)	7	7	7	7
Supplies & Services	326	353	255	26	258	232	236	239
3rd party payments	40	2	54	(52)	54	54	54	54
Transfer Payments	0	0	0	0	0	0	0	0
Support services	200	191	168	0	168	168	168	168
Depreciation	450	450	450	0	450	450	450	450
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	777	1,027	832	(192)	1,192	1,192	1,192	1,192
Government grants								
Reimbursements	58	58	72	51	72	72	72	72
Customer & client receipts	719	969	760	(243)	1,120	1,120	1,120	1,120
Recharges	0							
Reserves								
Capital Funded								
Council Funded Net Budget	1,067	891	897	(65)	561	539	547	555
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Morden Leisure Centre		6,254	6,203	0	242	0	0	0
Wimbledon Park Lake de-silting		0	107	0	1250	0	0	0
Other		628	340	0	400	250	250	250
		6,883	6,650	0	1,892	250	250	250



Summary of major budget etc changes	
2019/20	
ENR10 = (£300k)	
ENV1819-01 = (£60k)	
2020/21	
E3 = (£30k)	
2021/22	
2022/23	



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

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance			
Start date	2017-18	Project Details:	Develop solutions and plans to de-silt and mitigate flood risk at Wimbledon Park lake.	Flood risk alleviation works implemented. De-silting of lake within financial envelope	4	3	12
End date	2023-24						
Project 2		Project Title:	London Borough Of Culture - Merton	Improved customer experience			
Start date	2017-18	Project Details:	Deliver the London Borough of Culture Impact Award in partnership with the Culture Advisory Group and the GLA	Increased cultural activities through film primarily to the east of the borough. Enhancing the lives of many within the community through culture.	2	2	4
End date	2020-21						
Project 3		Project Title:	Wimbledon Park Watersports Centre	Improved sustainability			
Start date	2018-19	Project Details:	Commission works to determine the most effective management solution for the Watersports Centre and implement the approved solution.	Established best business model for centre's future	2	2	4
End date	2020-21						
Project 4		Project Title:	Playing Pitch Strategy	Improved reputation			
Start date	2017-18	Project Details:	Deliver a Playing Pitch Strategy and take it through a formal process to be adopted by the Council	Adopted Merton Playing Pitch Strategy	2	1	2
End date	2019-20						
Project 5		Project Title:	Commission Culture & Sport Services	Improved customer experience			
Start date	2018-19	Project Details:	Commission culture, arts and sports services where funding allows or with external funding	Increased culture, sports and arts offer.	2	1	2
End date	2022-23						
Project 6		Project Title:	Leisure & Culture Development Services	Improved customer experience			
Start date	2017-18	Project Details:	Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, Ride London, Mini Marathon, AELTC Tennis Staff Draw, Tennis Car Parking, Fireworks, etc.	Effective and efficient service delivery	2	2	4
End date	2022-23						
Project 7		Project Title:	Contract and Grants Administration	Risk reduction and compliance			
Start date	2017-18	Project Details:	Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Dudley Hall Lease; ACAVA leases; Polka Grant; Attic Theatre Grant; GLA - LBOC Grant; etc	Compliant delivery of services producing benefits expected within budget available	2	2	4
End date	2022-23						
Project 8		Project Title:	Invest to Save Projects	Improved efficiency (savings)			
Start date	2019-20	Project Details:	Develop and deliver invest to save proposals, wherever possible.	Generate Savings	1	1	1
End date	2022-23						

Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	ICT Update			Improved effectiveness		
Start date	2018/19	Project Details:	Implementation of a new software system for PCNs, Permits, Customer Appeals and improved data management and analysis.			2	2	4
End date	2019-20		Project description The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier. The system will include the following features or functions: • Mobile enforcement software (for on-street officers to issue PCNs using smartphones and a Bluetooth-connected printer), • Hosted software system for managing PCNs from issue through to closure. • Customer-facing website for appealing against, viewing evidence for, and paying PCNs • Integration with our existing Siemens Zengrab ANPR (Automatic Number Plate Recognition) enforcement system, • Geographical information (Civil Enforcement Officer (CEO) and PCN mapping) • Workflow management • Integrated payment processing, • Customer-facing website for applying for and managing parking permits, including cancelling and amending permits. • Hosted software system, accessed over the Internet, for staff to process permits and permit applications. • The ability to issue 'Virtual' or paperless permits • Issue and management of parking suspensions and dispensations. • Integrated payment processing, • Management information reports, • Integration with corporate and third party systems. • Standard letters and paragraphs					
Project 2		Project Title:	Review Diesel Levy, CO2 emission based charging and use of cashless.			Improved effectiveness		
Start date	2018-19	Project Details:	The Section will undertake a review of the diesel level as requested by Members during the implementation of the levy. In addition the principle of CO2 emission based charging will be investigated with a view to introducing emission based charging on all parking and permit activity in the borough.			2	1	2
End date	2018-19		Merton's Air Quality Action Plan 2018-2023 strongly supported by Members is a key policy document which clearly sets out the links between vehicle use and air quality in the Borough. Within the plan there is a specific point number 32 which states, Review the impact of our diesel levy" and consider a review of parking and charges to help reduce combustion engine vehicle use and the consequent emissions. Since the diesel levy was introduced in April 2017 the proportion of permits issued to diesel vehicles has fallen and the full effect of the levy will be reviewed in early 2019. Consideration will also be given to a full emission-based charging scheme for permits as referred to in the AQAP. Emissions have a direct relationship to air quality and emissions-based charging conforms to the 'polluter pays' principle. There is a clear logic which is now commonplace in London for a higher premium to be charged for vehicles that have high emissions, and a lower charge for cars that have lower emissions. This principle will be reviewed along with the diesel levy in early 2019 and reported back to Members. The review will also consider options for emission based charging based on individual parking sessions which take place on a day to day basis in our car parks and on street. Technology is developing quickly to be able to deliver this form of charging and the 2019 report will update Members. It is clear in this context the vital role that Parking must play in moving motorists towards more sustainable modes of transport and less polluting vehicles. Most Parking charges have been frozen for a number of years and there is now a need to assess them in order to change behaviour and reduce car usage. The new charges are designed to reflect the key policies and objectives.					
Project 3		Project Title:	Cashless and P&D Machine removal			Improved efficiency (savings)		
Start date	2018-19	Project Details:	To facilitate the CO2 emission based charging increased transactions need to take place on a cashless platform. To encourage uptake of caseless payment over cash in the machine payments a publicity campaign will take place along with the removal of a number of P&D machines.			2	2	4
End date	2021-22		Cashless parking is central to the TOM objective of introducing emissions-based charging for all parking sessions, as our existing ticket machines are not capable of performing the DVLA database lookup that is required in order to determine the fuel type or emissions of a particular vehicle. The cashless parking service allows motorists to pay for parking using their mobile phone and a debit/credit card via an app, mobile webpage, or automated telephone service. This payment method offers several advantages over buying a paper ticket from a machine: • No need to carry change for parking • Customers can extend their parking time (subject to the maximum stay) without having to return to their vehicle. • Customers can choose to receive a reminder text when their session is due to expire. • Online account where customers can view a record of their parking sessions, print invoices etc.					
Project 4		Project Title:	Public Health, Air Quality and sustainable transport - a strategic approach to parking charges.			Select one major benefit		
Start date	01/11/2018	Project Details:	The Merton parking service already contributes to; and helps deliver the key policies set out in: Merton's Health and Wellbeing Strategy; Merton's Air Quality Action Plan; the Council's Local Implementation Plan; and the Mayor of London's Transport Strategy.			3	2	6
End date	2109		The project falls into 4 phases. 1 Policy justification and recommendation, 2 Consultation and approval process and 4, implementation and review.					

Commissioned Service
Parks & Green Spaces
CLlr Nick Draper Cabinet Member for Community & Culture
Service Provider: idverde UK Ltd

The service maintains and develops Merton's numerous parks & open spaces (more than 115 separate sites), including sports facilities (including pavilions), gardens, playgrounds (more than 40), the borough's highways verges, and the management of its cemetery and allotments services. The portfolio also includes support for, and the production of, a varied programme of outdoor events from small community to large commercial ones in parks, including the annual civic fireworks displays, Mitcham Carnival and elements of the Wimbledon (tennis) Championships. The service manages more than 50,000 Council-owned trees and several nature reserves. Greenspaces serves as the managing agent for Mitcham Common (for the Mitcham Common Conservators) and the Merton & Sutton Joint Cemetery (for the Merton & Sutton Joint Cemetery Board).

The grounds maintenance elements of the service are outsourced to idverde UK Limited, under a long-term contract (up to 24 years from 2017) and is overseen by the Greenspaces client team who, in addition, retain overall responsibility for policy, strategy & investment in the borough's parks & open spaces.

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
demand for sports pitches & sports activities (Total number of pitches)	1%	1%	1%	1%	1%	1%	Open Space Strategy			
Attendance at major community outdoor events (No. of people)	60,000 (estimated)	70,000 (estimated)	75,000	80,000	85,000	90,000	Culture and Sport Framework			
Number of funerals at LBM cemeteries (not MSJC)	155	160 (estimated)	165	170	175	180				
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Contractors	Contract price and schedule of rates									
Client-side team (Lot 2 contract, retained services & policies)	9.1(A)	8.7	8.9	8.9	8.9	8.9	Open Space Strategy			
Performance indicator (LBC2020 indicators highlighted in purple)	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
% of residents (all service users) rating parks & green spaces good or very good	N/A	76	77	78	79	80	High	Biennial	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	N/A	75	76	77	78	79	High	Biennial	Perception	Reputational risk
Number of Green Flag Awards	5	6	6	6	7	7	High	Annual	Quality	Reputational risk
Number of outdoor event-days in parks	130	135	140	145	150	155	High	Monthly	Outcome	Reputational risk
Income from outdoor events in parks (£000s)	N/A	N/A	585	608	633	658	High	Annual	Outcome	Financial
Age Performance Quality Score (Grounds Maintenance Standard)	N/A	N/A	5+	5+	5+	5+	High	Annual	Outcome	Reputational risk
Annual basal & epicormic growth programme completion by 31 Aug each year)	N/A	N/A	100%	100%	100%	100%	Select	Annual	Outcome	Reputational risk
Number of street trees planted	N/A	N/A	235	240	245	250	High	Annual	Output	Environmental issues

Financial Information									Additional Expenditure Information	
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	E5 (2019/20) = (£50k) E6 (2019/20) = (£40k)	
Expenditure	4,660	5,763	4,175	181	4,238	4,281	4,322	4,364		
Employees	462	476	459	60	469	469	469	469		
Premises	600	799	582	(33)	598	607	615	623		
Transport	82	86	82	(1)	45	46	47	48		
Supplies & Services	350	378	306	56	309	314	318	323		
3rd party payments	1,685	2,177	1,857	99	1,977	2,005	2,033	2,061		
Transfer payments	0	0	0	0	0	0	0	0		
Support services	1,147	1,513	543	0	543	543	543	543		
Depreciation	334	334	346	0	297	297	297	297		
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		
Income	2,786	3,137	2,239	84	2,401	2,401	2,401	2,401		
Government grants	0	9	0	0	8	8	8	8		
Reimbursements	275	311	354	(2)	418	418	418	418		
Customer & client receipts	1,888	1,827	1,885	86	1,975	1,975	1,975	1,975		
Recharges	623	990								
Reserves										
Council Funded Net Budget	1,874	2,626	1,936	265	1,837	1,880	1,921	1,963		
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		
Parks Investment		245	638	0	991	800	479	300		
		245	638	0	991	800	479	300		

**DETAILS OF MAJOR PROJECTS
Parks & Green Spaces**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Greenspaces TOM	Improved effectiveness			3	2	6
Start date	2017-18	Project Details:	Production & implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes					
End date	2022-23								
Project 2		Project Title:	Greenspaces Commercialisation	Improved efficiency (savings)			3	2	6
Start date	2017-18	Project Details:	Increased commercialisation across a range of Greenspaces services and open spaces	Diversifying the outdoor events portfolio, including new commercial events to increase income. Working with our new grounds maintenance service provider, idverde, to increase income for the service, especially from sport & recreational activities					
End date	2022-23								
Project 3		Project Title:	Canons House & Rec Restoration	Improved customer experience			3	2	6
Start date	2017-18	Project Details:	Delivery of Lottery-funded Canons Restoration Project	Multi-million pound investment project to restore, conserve & improve recreational opportunities at Canons Recreation Ground & Canons House.					
End date	2021-22								
Project 4		Project Title:	Morley Park	Improved customer experience			2	1	2
Start date	2017-18	Project Details:	Transfer, opening & establishment of Morley Park as a community space with public access	Opening & development of a brand new public open space in West Wimbledon, comprising informal recreational areas, nature conservation features & sports facilities					
End date	2019-20								
Project 5		Project Title:	Phase C, Lot 2 Contract	Improved reputation			3	2	6
Start date	2017-18	Project Details:	Embedding new systems & processes and ensuring quality & performance standards in relation to Phase C, Lot 2 grounds maintenance contract	Working with our grounds maintenance contractor, idverde, to maintain & improve green spaces & recreational services at a lower cost					
End date	2022-23								
Project 6		Project Title:	Re-use of Parks Assets	Improved efficiency (savings)			2	1	2
Start date	2017-18	Project Details:	Re-use of surplus & redundant parks facilities and re-modelling of under-utilised properties: pavilions, yards & mess rooms and other parks assets	Increased income & preservation of some existing parks assets					
End date	2022-23								
Project 7		Project Title:	Review of Arboricultural Services	Improved efficiency (savings)			3	2	6
Start date	2017-18	Project Details:	Review & reconfiguration of current arboricultural service provisions, systems & policies in order to drive efficiency	Improved service integration, policy clarification & consolidation & improved operational efficiency					
End date	2019-20								
Project 8		Project Title:	Dog Control Policy	Improved customer experience			2	1	2
Start date	2017/18	Project Details:	Implementation of dog control PSPO	Application & enforcement of approved dog control policy					
End date	2018/19								
Project 9		Project Title:	Wimbledon Tennis Championships	Economic outcomes			2	1	2
Start date	2019/20	Project Details:	Commercial growth from all activities related to the tennis fortnight	Increased income from all sources, especially experiential marketing, advertising & sponsorship opportunities					
End date	2021/22								

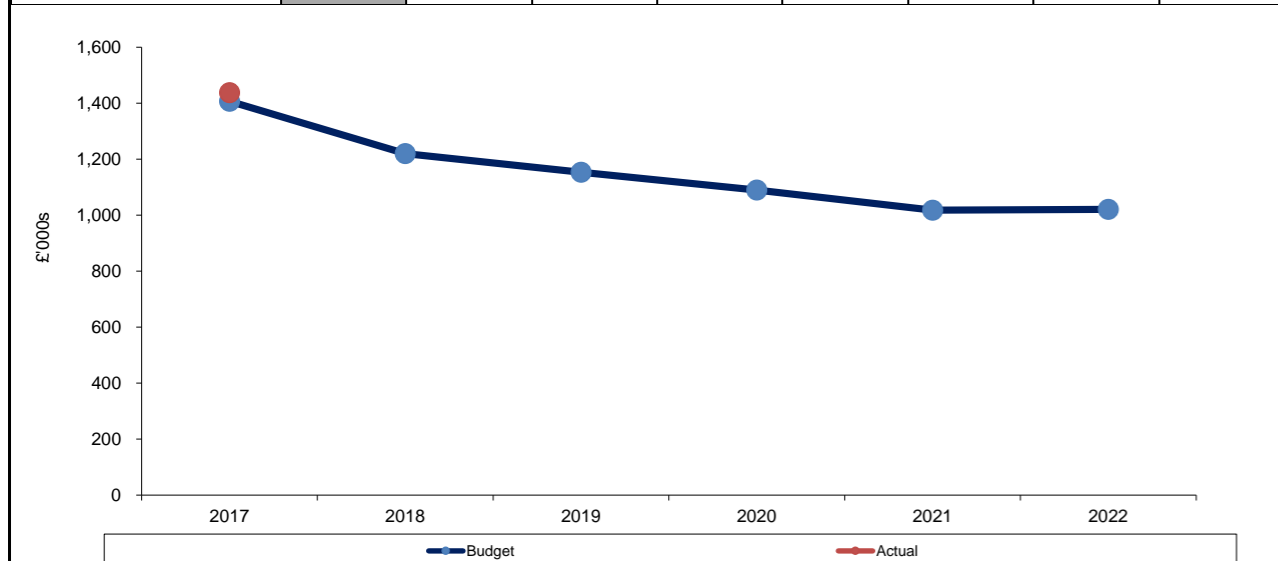
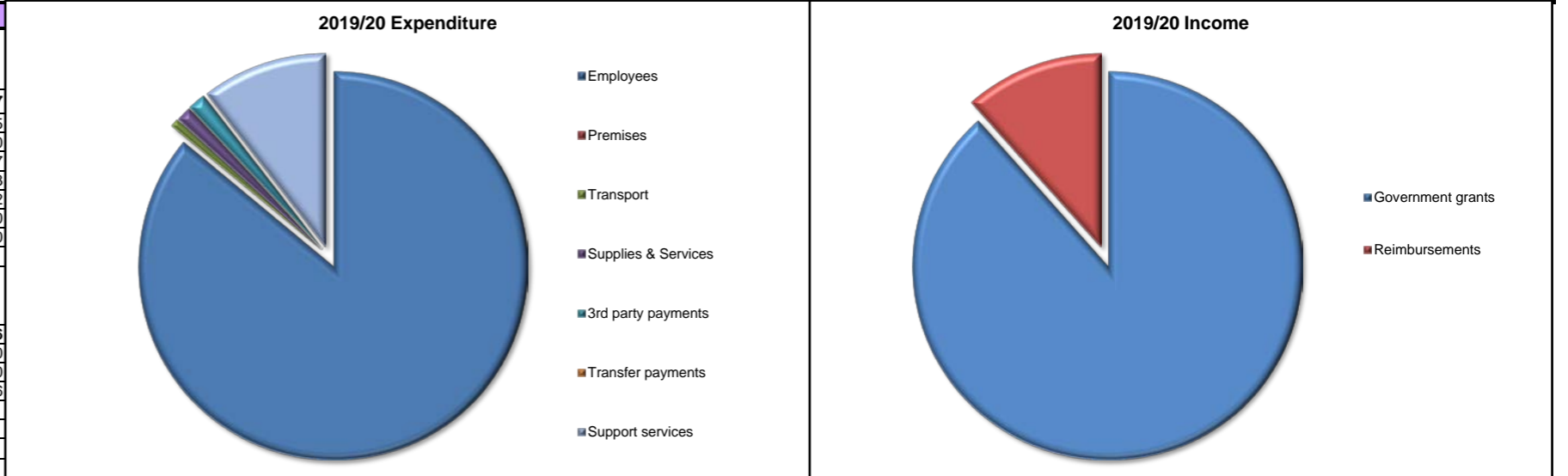
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Property have no projects planned for 2019-20				
Start date		Project Details:					
End date							

Regulatory Services - Merton element only		Planning Assumptions						The Corporate strategies your service contributes to							
Cllr Nick Draper: Cabinet Member for Community & Culture		Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Air Quality Action Plan					
A brief description of your main activities and objectives: Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton, LB Richmond and LB Wandsworth). Deliver savings and efficiencies in line with the Target Operating Model: <ul style="list-style-type: none"> Switch to intelligence-led, risk based, targeted enforcement generating additional income from trading activities attracting new business rationalising ICT systems Transform the service by: <ul style="list-style-type: none"> demand management streamlining business processes implementing new ways of working Developing commercial/business planning skills (L&D) 		Total number of food premises		1457	1530	1606	1686	1771		Climate Change Strategy					
		Total number of service requests		6113	6234	6357	6357	6357		Merton Regeneration Strategy					
		Licence/permit applications		1900	1900	1900	1900	1900							
		Population		208,225	209,421	210,452	212,658	214,740							
		Anticipated non financial resources		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23	
		Staff (FTE) (Merton)		39.48		40.75		40.75		40.75		40.75			
		Performance indicator		Actual Performance (A)		Performance Target (T)		Proposed Target(P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
				2017/18(A)		2018/19(T)		2019/20(P)						2020/21(P)	
		% of category A,B & non-compliant C food premises inspected		98	99	100	100	100		High	Annual	Business critical	Government intervention		
		No. of underage sales test purchases		100	105	110	110	110		High	Annual	Business critical	Anti social behaviour		
Annual average amount of Nitrogen Dioxide per m3		37	40	40	40	40		Low	Annual	Outcome	Political risk				
Nitrogen Dioxide Diffusion Tube Monitoring Sites in Merton exceeding National Levels		N/A	0/50	0/50	0/50	0/50		Low	Quarterly	Outcome	Political risk				
Annual average amount of Particulates per m3		37.6	40	40	40	40		Low	Annual	Outcome	Political risk				
Number of licence applications determined within 28 days		96.13%	97%	98%	99%	100%		High	Quarterly	Business critical	Reputational risk				
Total % of broadly compliant food establishments rated A-E		93.00%	94%	95%	96%	97%		High	Annual	Business critical	Reputational risk				
Schedule B Prescribed Premises due for inspection completed		100.00%	100%	100%	100%	100%		High	Annual	Business critical	Environmental issues				
Total % compliance of non-road mobile machinery on major construction sites with GLA emissions standards		70.00%	85%	85%	87%	90%		Select	Select	Business critical	Environmental issues				
% of noise and nuisance complaints received from residents receiving a frontline response (visit/advice) within one week of receipt		92.00%	90%	90%	92%	93%		Select	Select	Business critical	Reduced enforcement				
								Select	Select	Select indicator type	Select impact				
								Select	Select	Select indicator type	Select impact				
								Select	Select	Select indicator type	Select impact				

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	3,056	4,244	2,950	(189)	6,399	6,401	6,404	6,407
Employees	1,978	3,241	2,070	(174)	5,505	5,505	5,505	5,505
Premises	0	4	0	3	0	0	0	0
Transport	47	50	44	0	45	46	46	47
Supplies & Services	160	131	59	7	81	81	82	83
3rd party payments	95	88	107	(25)	98	99	101	102
Transfer payments	0	0	0	0	0	0	0	0
Support services	776	730	670	0	670	670	670	670
Revenue £'000s	1,649	2,806	1,730	365	5,246	5,311	5,386	5,386
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,179	1,252	1,206	228	4640	4640	4640	4640
Customer & client receipts	470	1,553	524	137	606	671	746	746
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,407	1,438	1,220	176	1,153	1,090	1,018	1,021
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		0	0	0	0	0	0	0



Summary of major budget etc. changes	
2019/20	Replacement saving (ENV08) = £40k ENR1 = (£100k) E1 = (£60k)
2020/21	E1 = (£65k)
2021/22	E1 = (£75k)
2022/23	

Regulatory Services - Merton element only

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)		2
Start date	2016-17	Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	2	1	
End date	2019-20					
Project 2		Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes		2
Start date	2015-16	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model	2	1	
End date	2019-20					
Project 3		Project Title:	Merton Air Quality Action Plan	Risk reduction and compliance		20
Start date	2018 -19	Project Details:	Deliver Merton's Air Quality Action Plan including monthly reporting and review	5	4	
End date	2019 - 23					
Project 4		Project Title:	Pan London Non Road Mobile Machinery (NRMM) Project	Risk reduction and compliance		2
Start date	2018-19	Project Details:	Deliver a Mayor of London air quality project across London to deliver cleaner construction sites. This £889,000 project will be a cornerstone of the GLA air quality priorities for the third round of Mayor's Air Quality funding.	2	1	
End date	2019-21					
Project 5		Project Title:	Commercialisation	Improved efficiency (savings)		6
Start date	2018-19	Project Details:	Development of chargeable business advice across the Regulatory Services portfolio. Suggested initiatives include: (i) a licensing pre-application service (ii) increasing the number of Primary Authority Agreements (iii) charging for food hygiene rating rescopes (iv) Contaminated land scientific consultancy aimed at large developers	3	2	
End date	2019-21					

Safer Merton

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title: 1	Merton says NO MORE - Sexual Violence Focus		Improved customer experience		
Start date	2017-18		Building on the success of the UK SAYS NO MORE launch in September 2016 (Merton was the second London borough to launch the campaign), the Community Safety Partnership, and VAWG board wish to now focus more on sexual violence. Since September 2016 a lot of work has been undertaken on DV and now work on SV will commence - this is to align with the #MeToo campaign, increased awareness of sexual violence and the need to respond to this more coherently	For the victim - Improved victim awareness and increased numbers of victims seeking support, Reputational - Merton is seen as a pro-active borough in SV and understanding the drivers behind it	2	2	4
End date	2020-21						
Project 2		Project Title: 2	DVA commissioning		Improved customer experience		
Start date	2018-19		Joint commissioning of two contracts across E&R, CSF and C&H - one for Independent Domestic Violence Advocates (IDVAs) and the second Merton's Refuge provision for DV victims. Contracts commissioned for a five year period (3+1+1 term) via an increased financial envelope across three directorates	For the victim - Improved victim journey, improved outcomes for families, improved safety and a service offer that provides "the right support at the right time for me" Reputational - Merton is known and viewed as a borough whom delivers good quality service to victims in a colligate manner	2	3	6
End date	2019-20						
Project 3		Project Title: 3	ECINS procurement		Improved effectiveness		
Start date	2017-18		Procurement of a new risk and information management system. Commissioned across E&R and CSF for a five year period (3+2) the cloud based, ICT solution, will deliver real time benefits to the public purse as we work to support, safeguard and/or enforce against some of our most complex and in need residents	For the recipient of service - reduced risk of being a further victim of crime, ASB, exploitation etc. For the partnership - By utilising information/intelligence in a more direct and real time environment we can improve joint working and reduce risk	3	2	6
End date	2019-20						
Project 4		Project Title: 4	ASB Enforcement - Tackling Law Breakers		Improved reputation		
Start date	2018-19		As part of work to meet the manifesto pledge to "tackle non law abiding citizens" Safer Merton, and the Community Safety Partnership, will increase enforcement work across key areas of business as set out in the TOM. Areas of work will include: Issuing community protection warnings and notices, use of premise closure powers, use of injunctions, use of positive prohibitions to encourage engagement in treatment and care services	The community - Residents understand, and can see, what work is being undertaken to address poor behaviour and how their support contributes to this Reputational - elected members can see how their manifesto is being delivered and Merton is known as a borough where action is taken against non law abiding citizens	5	1	5
End date	2020-21						
Project 5		Project Title: 5	Public Space Protection Order (PSPO) consultation		Risk reduction and compliance		
Start date	2019/20		The current street drinking PSPO expires in October 2020. In Autumn 2019 a thorough consultation and engagement process must be undertaken to ascertain if PSPOs should continue in Merton beyond 2020 and if so in which area(s). Consultation will involve residents, businesses, elected members and any other person(s) whom have an involvement with Merton. This will be the biggest engagement process undertaken by Safer Merton for some time	The community - Residents state the street drinking is one of their top three crime concerns. Any extension of the current PSPO will allow for continued work to enforce against problematic persons Reputational - Data will show where, and how, the PSPO is being enforced and where street drinking challenges are present. This will shape geographical areas of consideration. A data lead approach will mean that areas of need are covered and areas where demand is not present will not	5	2	10
End date	2020/21						
Project 6		Project Title: 6	CCTV lean review		Improved staff skills and development		
Start date	2019/20		As identified in the Safer Merton TOM the CCTV service will undergo a Lean Review via the Business Improvement team. This work will explore how the service currently operates and how it could be ran more effectively and efficiently to improve outcomes and service	For the recipients - Staff are more engaged and are able to work in a more effective and efficient manner. Reputational - Outcomes and improvements are seen across the CCTV service with current operational challenges overcome	2	2	4
End date	2019/20						
Project 7		Project Title: 7	CCTV service review		Improved efficiency (savings)		
Start date	2019/20		A full, root and branch review of CCTV is required. Previously commissioned service review (undertaken in 2014) identified several areas for review which have not been progressed. Gaps in service delivery are an ever present risk, contracts for key aspects of service are not in place and/or do not offer value for money and the service requires a dedicated manager to look at greater commercialisation possibilities and operational hours - do we need a 24/7 service?	A fully functioning, revised focused service, with sustained infrastructure growth plans will deliver benefits across a range of areas	2	2	4
End date	2019/20						
Project 8		Project Title: 8	Clarion contract renegotiation		Improved efficiency (savings)		
Start date	2019/20		The current CCTV contract with Clarion Housing expires on 31/03/2020. The current agreement, in place since 2017/18 to 2019/20 has is worth over £201,000 to the service. There is an appetite from Clarion to continue this agreement and as such contract length, duration and a full review of T&Cs are required to ensure that best value can be achieved from this extension	Through careful planning and financial negotiation the contact value should help reduce the councils financial commitments for this services' operation	2	1	2
End date	2019/20						
Project 9		Project Title: 9	London Crime Prevention Fund (LCPF) funding - reduction planning		Select one major benefit		
Start date	2019/20		The LCPF grant is reducing down from £441,896 for financial years 2017/18 and 2018/19 to £363,914 for 2019/20 and 2020/21. These figures are the total spend across two financial years, a reduction of £77,982. Currently this money funds posts in both Safer Merton and the YOT. Reductions in the grant require stark decisions to be made as Safer Merton will need to stop delivering work in hate crime and victim care whilst the YOT will do the same for sexual exploitation and restorative justice	There are no benefits to this programme If the money which has been lost, cannot be sourced and secured from elsewhere, the service will reduce its staffing and therefore capacity to deliver. This will, in turn, negatively affect victim care in Merton	6	3	18
End date	2019/20						
			NO PROJECT - Explanation of performance indicators marked * - 1 of 2		NO PROJECT - Explanation of performance indicators marked * 2 of 2		
			<p>Repeat MARAC * = Safer Lives guidance advises that boroughs should expect a 30-40% repeat victimisation rate</p> <p>Actionable ASB cases * = We are projecting reductions in case numbers as we have tightened up our definition of ASB and are now much more stringent in pushing ASB to social landlords where their tenants are responsible</p> <p>Hate crime victims * - We would expect to see increases during Brexit mobilisation (as was seen following the EU referendum) then would project a stabilisation period</p> <p>Knife crime incidents * - To make assumptions on knife crime is not appropriate however given the importance of this matter it should be on the plan</p>		<p>MARAC cases * - increase in line with population increase</p> <p>Community Protection Warnings and Notices - there is a 95% compliance rate with warnings hence lower numbers of notices being issued. We would expect that, after a period of sustained enforcement, cultural change commences requiring less enforcement</p> <p>Number of premise closure orders used * - By closing premises quickly, and promoting accordingly, it is likely that enforcement need will reduce over time</p> <p>Neighbourhood Watch * - summer 2018 saw a reduction in co-ordinators as we undertook work to refresh this service area, watch co-ordinators tend to be elderly, retired folk and as such maintaining current levels of watches are the focus for the immediate future</p>		

Page 343

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

Transport

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Review of Fleet provision (Vehicles)	Economic outcomes		
Start date	2019-20	Project Details:	Undertake a vehicle replacement programme including a review of shared / pool vehicles. This will take into account the findings / recommendations of the parking review.	Financial savings from reduced fleet through shared vehicles	3	2
End date	2020-21					
Project 2		Project Title:	Passenger transport	Improved effectiveness		
Start date	2019-20	Project Details:	Undertake a joint review of the current service offer provided to SEN and C&H.	Service efficiency	3	2
End date	2020-21					
Project 3		Project Title:	In Cab technology	Improved efficiency (savings)		
Start date	2019-20	Project Details:	Undertake a business case to asses the benefits of vehicle tracking and dash camera recording devices	Service improvement leading to financial savings (reduced insurance claims)	3	2
End date	2020-21					
Project 4		Project Title:	Passenger Transport Review	Improved efficiency (savings)		
Start date	2018-19	Project Details:	Commision review of Passenger transport (Make or buy supply chain management)		3	2
End date	2019-20					

Commissioned Service
Waste Management and Cleansing
Cllr Mike Brunt: Cabinet Member for Street Cleanliness & Parking
Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing
Service Providers:
Veolia UK Ltd
Viridor Waste Management
Kingdom Ltd (Environmental Protection)
Noah's Ark (Stray Dogs / Enforcement)

The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council. These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.

The key objectives of the service are:

- To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.
- To provide value for money services that meet the needs of the community
- To provide a safe and supportive environment for our community and all employees engaged in delivering services.
- To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible To maintain greater public space that we can all be proude of

Planning Assumptions

Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Housing Properties	84,000	85,000	86,000	86,500	86,500	
Kilometres of Roads	375	375	375	375	375	
Population	207,410	209,421	210,452	212,658	214,740	
Total household waste tonnage	71,000	71,000	69,000	68,000	67,000	
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Clienting and Commissioning Team	6.69	3.19	3.19	3.19	3.19	3.19
Community Engagement and Enforcement	9	9	8	8	8	8
SLWP	4	2	1	1	1	1
Client Neighbourhood team	1.5	2.4	2.4	2.4	2.4	2.4
Veolia UK Ltd	Contract price and schedule of rates					
Viridor						
Kingdom Ltd						
Noah's Ark						

Page 346

Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
% Residents satisfied with street cleanliness	N/A	57	58	60	65	70	High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	12.6	8	6	4	4	4	Low	Monthly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	14.58	10	9	7	7	7	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	6.1	5.0	5.0	5.0	5.0	5.0	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	6.22%	11	6	5	5	5	Low	Quarterly	Perception	Reputational risk
No. of fly tips in streets and parks recorded by contractor	8429	8400	8400	8400	8000	7500	Low	Monthly	Outcome	Reputational risk
% of fly tips removed within 24 hours	68%	90%	95%	95%	95%	95%	High	Monthly	Outcome	Reputational risk
% Sites surveyed below standard for flyposting	1.74%	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	74%	70%	75%	75%	80%	80%	High	Monthly	Output	Loss of income
% Household waste recycled	37.39%	46%	48%	50%	55	55	High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	N/A	73	74	75	75	75	High	Annual	Perception	Reputational risk
Residual waste kg per household pa	536.72	500	475	435	425	400	Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	55%	65%	10%	5%	5%	5%	Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	95.33	50	40	30	30	30	Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	857.17	910	910	910	900	850	Low	Monthly	Outcome	Reputational risk
% Residents satisfied with recycling facilities	N/A	72	74	75	75	75	High	Annual	Perception	Reputational risk

Financial Information - Waste Management and Cleansing									Additional Expenditure Information			
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	2019/20 ENR9 = (£200k) EV08 = (£250k) ERG2 = £35k E2 = (£30k) Replaced Saving (ALT4) = (£54k)			
Expenditure	17,808	17,658	15,672	(605)	17,632	17,879	18,127	18,374				
Employees	1,108	1,014	823	366	800	800	801	801				
Premises	387	244	338	(128)	341	346	351	356				
Transport	298	327	298	(60)	242	246	251	255				
Supplies & Services	7,120	9,859	6,154	1,424	8,424	8,556	8,688	8,820				
3rd party payments	7,948	5,286	7,032	(2,207)	6,892	6,998	7,103	7,209				
Transfer payments	0	0	0	0	0	0	0	0				
Support services	366	347	406	0	406	406	406	406				
Depreciation	581	581	621	0	527	527	527	527				
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23				
Income	3,467	3,237	1,373	(102)	3,717	3,717	3,717	3,717	3,717			
Government grants	0	0	0	0	0	0	0	0	0			
Reimbursements	449	326	360	(35)	325	325	325	325	325			
Customer & client receipts	3,018	2,911	1,013	(67)	3,392	3,392	3,392	3,392	3,392			
Recharges	0	0	0	0	0	0	0	0	0			
Reserves												
Capital Funded												
Council Funded Net Budget	14,341	14,421	14,299	(707)	13,915	14,162	14,410	14,657				
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23				
Waste Bins		0	2,674	0								
Fleet Vehicles		972	2,670	0					340			
Other		56	56	0								
		1,028	5,400	0	0	0	0	0	340			

DETAILS OF MAJOR PROJECTS

PROJECT DESCRIPTION		Major Projects Benefits		Risk			
				Likelihood	Impact	Score	
Project 1	Project Title:	New Waste collection Service (Wheelie Bins)		Improved effectiveness			
Start date	2019-20	Project Details:	Promote the use of 'Street Champions'	Improved service delivery	3	3	9
End date	2020-21						
Project 2	Project Title:	Waste disposal		Improved effectiveness			
Start date	2012-13	Project Details:	Review current disposal arrangements and develop a new commissioning and procurement plan for each of the main waste streams. This will be undertaken in partnership with SLWP	Environmental benefits from diverting waste from landfill, sustainable waste management	3	2	6
End date	2019-20						
Project 3	Project Title:	Neighbourhood Recycling Centres		Improved customer experience			
Start date	2019-20	Project Details:	Following the implementation of the new waste collection service and the introduction of new containers for recycling are NRC required and adding value. A review of the service is to be conducted in partnership with our contractor to asses the effectiveness of this service.	Resident satisfaction / reduced level of fly tips. Improved public realm	3	2	6
End date	2019-20						
Project 4	Project Title:	Environmental Enforcement		Improved efficiency (savings)			
Start date	2019-20	Project Details:	Undertake a commissioning review of the external enforcement arrangements (make or buy review). Taking into account the wider scope for shared working of enforcement activities.	Service efficiency	3	2	6
End date	2020-21						

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Draft Departmental Budget Summaries 2019-20

NB: The financial information in the budget summaries includes the latest available details but will change as further information becomes available. (e.g. allocation of overheads). Updates will be provided for Cabinet in February 2019 and Council in March 2019.

SUMMARY

FULL TIME EQUIVALENTS

Total FTE Staff

2018/19	2019/20
1,743.6	1,816.8

SERVICE AREA ANALYSIS

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Corporate Services	9,495	684	(201)	9,977
Education Services				
] CSF	56,145	1,040	3,407	60,591
Children's Services				
Environment and Regeneration	17,950	666	(2,926)	15,690
Adult Social Care				
] C&H	63,755	1,189	(194)	64,749
Cultural Services				
Housing General Fund				
Single Status	100	0	0	100
National insurances changes/autoenrolment	254	0	0	254
Pay Award	2,108	0	(1,048)	1,060
TOTAL NET SERVICE EXPENDITURE	149,807	3,578	(963)	152,422
<i>Corporate Provisions/Appropriations</i>	<i>(5,474)</i>	<i>0</i>	<i>(5,539)</i>	<i>(11,014)</i>
NET EXPENDITURE	144,333	3,578	(6,502)	141,408
Funded by:				
Revenue Support Grant	0	0	(5,076)	(5,076)
Business Rates	(47,611)	0	12,251	(35,360)
Improved Better Care Fund	(2,115)	0	1,061	(1,054)
Adult Social Care Support Grant 2017-18	0	0	0	0
New Homes Bonus	(2,371)	0	343	(2,028)
Council Tax	(86,678)	0	(5,341)	(92,019)
WPCC Levy	(331)	0	0	(331)
Collection Fund	(430)	0	(312)	(742)
PFI Grant	(4,797)	0	0	(4,797)
	(144,333)	0	2,925	(141,408)
NET	0	3,578	(3,578)	0
NB				
Public Health	0	0	0	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	2,132	0.0
Further provision for revaluation/RCCO	(1)	0.0
Pension Fund and Auto-enrolment	83	0.0
Contingency and centrally held provisions	72	0.0
Change in Grants	(1)	0.0
Appropriation to/from Reserves	(3,669)	0.0
Depreciation and impairment	(3,896)	0.0
Overheads - Charge to non-general fund	2	0.0
Transport - Additional provision	225	0.0
CHAS - IP/Dividend	(40)	0.0
Local Election	(350)	0.0
Loss of HB Admin. Grant	(96)	0.0
TOTAL	(5,539)	0

SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS

Total FTE Staff

2017/18	2018/19
1,743.6	1,816.8

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	85,512	1,588	4,368	91,468
Premises	8,563	121	(303)	8,381
Transport	7,898	96	449	8,442
Supplies and Services	208,335	727	(18,604)	190,459
Third Party Payments	93,837	1,044	(4,077)	90,804
Transfer Payments	103,874	1	950	104,824
Support Services	27,750	0	0	27,750
Depreciation and Impairment Losses	19,008	0	3,895	22,903
GROSS EXPENDITURE	554,777	3,578	(13,323)	545,032
Income				
Government Grants	(293,906)	0	21,355	(272,551)
Other Reimbursements and Contributions	(23,700)	0	(3,688)	(27,389)
Customer and Client Receipts	(58,969)	0	(5,500)	(64,469)
Interest	(2,913)	0	(0)	(2,913)
Recharges	(25,288)	0	0	(25,288)
Reserves	(193)	0	193	0
GROSS INCOME	(404,969)	0	12,360	(392,609)
NET EXPENDITURE	149,807	3,578	(963)	152,422
Corporate Provisions	(5,474)	0	(5,539)	(11,014)
NET EXPENDITURE	144,333	3,578	(6,501)	141,408
Funded by:				
Revenue Support Grant	0	0	(5,076)	(5,076)
Business Rates	(47,611)	0	12,251	(35,360)
Improved Better Care Fund	(2,115)	0	1,061	(1,054)
Adult Social Care Support Grant 2017-18	0	0	0	0
New Homes Bonus	(2,371)	0	343	(2,028)
Council Tax	(86,678)	0	(5,341)	(92,019)
WPCCL Levy	(331)	0	0	(331)
Collection Fund	(430)	0	(312)	(742)
PFI Grant	(4,797)	0	0	(4,797)
	(144,333)	0	2,925	(141,408)
NET	0	3,578	(3,578)	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	2,132	0.0
Further provision for revaluation/RCCO	(1)	0.0
Pension Fund and Auto-enrolment	83	0.0
Contingency and centrally held provisions	72	0.0
Change in Grants	(1)	0.0
Appropriation to/from Reserves	(3,669)	0.0
Depreciation and impairment	(3,896)	0.0
Overheads - Charge to non-general fund	2	0.0
Transport - Additional provision	225	0.0
CHAS - IP/Dividend	(40)	0.0
Local Election	(350)	0.0
Loss of HB Admin. Grant	(96)	0.0
TOTAL	(5,539)	0

CORPORATE ITEMS ANALYSIS

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	8,403	0	2,053	10,456
Further provision for revaluisation/RCCO	17	0	(1)	17
Pension Fund	3,006	0	83	3,089
Adjustment re Income re P3/P4	200	0	0	200
Overheads - Charge to non-general fund	15	0	2	16
Provision for excess inflation	378	0	72	450
Bad Debt Provision	500	0	0	500
Redundancy/Pension Strain	1,000	0	0	1,000
Transport - Additional provision	(102)	0	225	122
Contingency	1,500	0	0	1,500
Apprenticeship Levy	450	0	0	450
Loss of HB Admin. Grant	179	0	(96)	83
Change in Corporate Specific and Special Grants	209	0	(1)	208
LPFA - Provision for deficit contribution	86	0	0	86
Cyber Security	92	0	0	92
Local Election	350	0	(350)	0
Levies:-				
Lee Valley	179		0	179
London Pensions Fund	259		0	259
Environment Agency	168		0	168
WPCC	331		0	331
GROSS EXPENDITURE	17,221	0	1,986	19,208
Income				
Investment Income	(759)		79	(680)
Depreciation & Impairment	(19,008)		(3,896)	(22,903)
Appropriations to/from reserves (excluding Public Health)	(1,342)		(3,669)	(5,011)
Balance Sheet Management CT & HB	(220)		0	(220)
CHAS - IP/Dividend	(1,367)		(40)	(1,407)
GROSS INCOME	(22,696)	0	(7,526)	(30,222)
NET EXPENDITURE	(5,475)	0	(5,539)	(11,014)



2019/2020 ESTIMATES

CORPORATE SERVICES

DEPARTMENT

DRAFT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2018/19	2019/20
476.9	473.9
15.0	23.5
491.9	497.4

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2019/20 Estimate £000
	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	
Customers, Policy and Improvement	474	88	71	633
Infrastructure & Transactions	(225)	236	162	172
Corporate Governance	1,225	58	(29)	1,254
Resources	3,066	228	(182)	3,112
HR	0	49	36	85
Corporate Items	4,955	26	(260)	4,721
TOTAL EXPENDITURE	9,495	684	(201)	9,977
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	9,495	684	(201)	9,977

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2018/19	2019/20
476.9	473.9
15.0	23.5
491.9	497.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	23,718	444	435	24,597
Premises	2,318	40	14	2,371
Transport	199	3	(3)	198
Supplies and Services	11,170	176	316	11,662
Third Party Payments	1,325	22	(23)	1,323
Transfer Payments	93,446	0	500	93,946
Support Services	8,217	0	0	8,217
Depreciation and Impairment Losses	1,961	0	261	2,222
GROSS EXPENDITURE	142,354	684	1,500	144,537
Income				
Government Grants	(94,915)	0	(1,388)	(96,303)
Other Reimbursements and Contributions	(1,442)	0	(40)	(1,482)
Customer and Client Receipts	(13,095)	0	(274)	(13,368)
Interest	0	0	0	0
Recharges	(23,407)	0	0	(23,407)
Reserves	0	0	0	0
GROSS INCOME	(132,859)	0	(1,701)	(134,560)
NET EXPENDITURE	9,495	684	(201)	9,977

Customers, Policy and Improvement

The Customers, Policy and Improvement Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Registrars, Corporate Communications, Policy and Strategy, Web Team and Consultation & Community Engagement

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

	2018/19	2019/20
Number of Permanent Staff	46.6	46.6
Number of Fixed term contracts	2.0	2.0
Total FTE	48.6	48.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	2,098	52	(11)	2,139
Premises	120	2	(5)	117
Transport	3	0	(0)	3
Supplies and Services	2,017	30	(58)	1,989
Third Party Payments	268	4	(30)	242
Transfer Payments	0	0	0	0
Support Services	697	0	0	697
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	5,203	88	(105)	5,186
Income				
Government Grants	(16)	0	16	0
Other Reimbursements and Contributions	(3)	0	0	(3)
Customer and Client Receipts	(1,127)	0	160	(967)
Interest	0	0	0	0
Recharges	(3,583)	0	0	(3,583)
Reserves	0	0	0	0
GROSS INCOME	(4,729)	0	176	(4,553)
NET EXPENDITURE	474	88	71	633

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(110)	(1.0)
Transfer between departments	(30)	
Technical adjustments	211	1.0
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves		
TOTAL	71	0.0

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, Procurement, IT Service Delivery, Business Systems, Post & Print Room and Transactional services.

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2018/19	2019/20
120.7	120.7
1.0	1.0
121.7	121.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	5,097	132	209	5,438
Premises	2,143	37	19	2,199
Transport	27	0	(2)	25
Supplies and Services	3,596	65	(218)	3,443
Third Party Payments	98	1	0	100
Transfer Payments	9	0	0	10
Support Services	1,130	0	0	1,130
Depreciation and Impairment Losses	1,961	0	261	2,222
GROSS EXPENDITURE	14,061	236	269	14,566
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(81)	0	0	(81)
Customer and Client Receipts	(2,501)	0	(107)	(2,608)
Interest	0	0	0	0
Recharges	(11,705)	0	0	(11,705)
Reserves	0	0	0	0
GROSS INCOME	(14,287)	0	(107)	(14,394)
NET EXPENDITURE	(225)	236	162	172

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(496)	
Transfer between departments	100	
Technical adjustments	297	
Depreciation adjustments	261	
Overheads adjustments	0	
Use of reserves		
TOTAL	162	0.0

CORPORATE GOVERNANCE

The Corporate Governance Division consists of Internal Audit, Investigations, Democracy Services, Electoral Services, Information Governance and SLLp (South London Legal Partnership)

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2018/19	2019/20
134.9	133.5
2.0	6.6
136.9	140.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	7,490	30	159	7,679
Premises	5	0	0	5
Transport	55	0	(19)	36
Supplies and Services	1,589	21	3	1,613
Third Party Payments	386	6	5	396
Transfer Payments	0	0	0	0
Support Services	511	0	0	511
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	10,035	58	148	10,240
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(130)	0	0	(130)
Customer and Client Receipts	(6,990)	0	(177)	(7,167)
Interest	0	0	0	0
Recharges	(1,690)	0	0	(1,690)
Reserves	0	0	0	0
GROSS INCOME	(8,810)	0	(177)	(8,986)
NET EXPENDITURE	1,225	58	(29)	1,254

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(50)	
Transfer between departments	(9)	
Technical adjustments	31	3.2
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves		
TOTAL	(29)	3.2

RESOURCES

The Resources Division consists of Business Planning, Accountancy, Insurance, Treasury, Local Taxation, Bailiffs, Benefits Administration and Support team.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2018/19	2019/20
142.1	140.5
4.0	6.0
146.1	146.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	6,445	175	28	6,647
Premises	2	0	0	2
Transport	112	2	18	132
Supplies and Services	3,137	48	(134)	3,051
Third Party Payments	279	4	0	284
Transfer Payments	0	0	0	0
Support Services	2,025	0	0	2,025
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	12,001	228	(88)	12,140
Income				
Government Grants	(1,195)	0	96	(1,099)
Other Reimbursements and Contributions	(1,149)	0	(40)	(1,189)
Customer and Client Receipts	(1,917)	0	(150)	(2,067)
Interest	0	0	0	0
Recharges	(4,674)	0	0	(4,674)
Reserves	0	0	0	0
GROSS INCOME	(8,935)	0	(94)	(9,028)
NET EXPENDITURE	3,066	228	(182)	3,112

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(556)	(4.5)
Transfer between departments	102	
Technical adjustments	272	4.9
Depreciation adjustments	0	
Overhead adjustments	0	
Use of Reserves		
TOTAL	(182)	0.4

HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side.

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2018/19	2019/20
32.5	32.5
6.0	7.9
38.5	40.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	1,859	38	51	1,948
Premises	48	1	0	49
Transport	2	0	0	2
Supplies and Services	210	3	(17)	196
Third Party Payments	294	6	2	303
Transfer Payments	0	0	0	0
Support Services	368	0	0	368
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,781	49	36	2,866
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(79)	0	0	(79)
Customer and Client Receipts	(560)	0	0	(560)
Interest	0	0	0	0
Recharges	(2,143)	0	0	(2,143)
Reserves	0	0	0	0
GROSS INCOME	(2,781)	0	0	(2,781)
NET EXPENDITURE	0	49	36	85

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Transfer between departments	0	
Technical adjustments	36	1.9
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves		
TOTAL	36	1.9

CORPORATE ITEMS

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Democratic Representation & Management, Coroners Court and Severance payments.

FULL TIME EQUIVALENTS(FTE)
Number of Permanent Staff

2018/19	2019/20
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees*	730	17	0	747
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	621	9	740	1,370
Third Party Payments	0	0	0	0
Transfer Payments	93,436	0	500	93,936
Support Services	3,485	0	0	3,485
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	98,272	26	1,240	99,538
Income				
Government Grants	(93,704)	0	(1,500)	(95,204)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	388	0	0	388
Reserves	0	0	0	0
GROSS INCOME	(93,317)	0	(1,500)	(94,817)
NET EXPENDITURE	4,955	26	(260)	4,721

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(30)	
Transfer between departments	0	
Technical adjustments	(230)	
Overheads adjustments	0	
TOTAL	(260)	0.0

* The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items



2019/2020 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

DRAFT

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

FULL TIME EQUIVALENTS

Number of Permanent Staff
 Number of DSG Staff
 Number of Fixed term contracts
 Total FTE

	2018/19	2019/20
Number of Permanent Staff	436.3	422.2
Number of DSG Staff	78.7	78.1
Number of Fixed term contracts	11.0	11.0
Total FTE	526.0	511.3

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
Expenditure						
Employees	28,356	508	(506)	28,359	4,495	23,864
Premises	1,885	20	(123)	1,781	73	1,708
Transport	4,494	66	560	5,120	67	5,053
Supplies and Services	180,047	283	(20,939)	159,391	136,510	22,881
Third Party Payments	24,736	163	28	24,927	13,820	11,108
Transfer Payments	0	0	0	0	0	0
Support Services	5,016	0	0	5,016	233	4,782
Depreciation and Impairment Losses	7,033	0	2,989	10,022	0	10,022
GROSS EXPENDITURE	251,567	1,040	(17,991)	234,616	155,198	79,418
Income						
Government Grants	(185,555)	0	21,251	(164,303)	(153,465)	(10,839)
Other Reimbursements and Contributions	(6,755)	0	(210)	(6,965)	(1,484)	(5,481)
Customer and Client Receipts	(2,874)	0	164	(2,710)	(250)	(2,461)
Interest	0	0	0	0	0	0
Recharges	(46)	0	0	(46)	0	(46)
Reserves	(193)	0	193	0	0	0
GROSS INCOME	(195,422)	0	21,398	(174,025)	(155,198)	(18,827)
NET EXPENDITURE	56,145	1,040	3,407	60,591	(0)	60,591

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(572)	(4.4)
Overhead adjustments	0	
Depreciation adjustments	2,989	
Technical adjustments	449	
Transfer between departments	0	
Growth	500	
Use of Reserves adjustment	41	
TOTAL	3,407	(4.4)

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

SERVICE AREA ANALYSIS

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
Senior Management	1,240	19	117	1,376	0	1,376
Childrens Social Care	23,257	353	(279)	23,331	125	23,205
Education	48,881	277	588	49,746	34,664	15,082
Schools	(28,020)	0	2,795	(25,225)	(34,789)	9,564
Other Childrens, Schools and Families	10,786	391	186	11,363	0	11,363
TOTAL NET EXPENDITURE	56,145	1,040	3,407	60,591	(0)	60,591

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CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

This budget contains provision for the Senior Management of Children, Schools and Families Department.

FULL TIME EQUIVALENTS

Number of Permanent Staff
 Number of DSG Staff
 Number of Fixed term contracts
 Total FTE

	2018/19	2019/20
Number of Permanent Staff	3.0	4.0
Number of DSG Staff	0.0	0.0
Number of Fixed term contracts	0.0	0.0
Total FTE	3.0	4.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
Expenditure						
Employees	508	9	87	603	0	604
Premises	0	0	0	0	0	0
Transport	2	0	1	3	0	3
Supplies and Services	682	10	29	722	0	721
Third Party Payments	10	0	0	10	0	10
Transfer Payments	0	0	0	0	0	0
Support Services	38	0	0	38	0	38
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,240	19	117	1,376	0	1,376
Income						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	0	0	0	0	0	0
NET EXPENDITURE	1,240	19	117	1,376	0	1,376

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Savings	(30)	0.0
Technical adjustments	147	
TOTAL	117	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

This budget contains the funding for central social work; family and adolescent service; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

FULL TIME EQUIVALENTS

Number of Permanent Staff
 Number of DSG Staff
 Number of Fixed term contracts
 Total FTE

2018/19	2019/20
207.3	200.4
2.0	2.0
11.0	11.0
220.3	213.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
Expenditure						
Employees	11,375	197	(111)	11,462	108	11,353
Premises	57	1	0	58	0	58
Transport	238	3	0	241	1	240
Supplies and Services	669	9	(4)	673	10	664
Third Party Payments	9,495	142	13	9,650	0	9,650
Transfer Payments	0	0	0	0	0	0
Support Services	2,552	0	(16)	2,536	6	2,529
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	24,385	353	(117)	24,620	125	24,494
Income						
Government Grants	(1,086)	0	0	(1,086)	0	(1,086)
Other Reimbursements and Contributions	(41)	0	(162)	(203)	0	(203)
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(1,128)	0	(162)	(1,289)	0	(1,289)
NET EXPENDITURE	23,257	353	(279)	23,331	125	23,205

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(321)	(4.4)
Growth	0	
Transfer between departments	0	
Overhead adjustments	0	
Depreciation adjustments	0	
Use of Reserves adjustment	(135)	
Technical adjustments	177	
TOTAL	(279)	(4.4)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

FULL TIME EQUIVALENTS

	2018/19	2019/20
Number of Permanent Staff	208.4	200.4
Number of DSG Staff	76.7	75.1
Number of Fixed term contracts	0.0	0.0
Total FTE	285.1	275.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
Expenditure						
Employees	12,546	155	(426)	12,275	3,469	8,806
Premises	1,133	9	(40)	1,102	21	1,082
Transport	4,251	63	560	4,874	65	4,808
Supplies and Services	20,136	45	11	20,192	17,803	2,390
Third Party Payments	13,971	5	15	13,990	13,609	382
Transfer Payments	0	0	0	0	0	0
Support Services	2,212	0	16	2,228	227	2,001
Depreciation and Impairment Losses	308	0	149	457	0	457
GROSS EXPENDITURE	54,557	277	285	55,119	35,194	19,925
Income						
Government Grants	(553)	0	(51)	(604)	0	(604)
Other Reimbursements and Contributions	(2,134)	0	(2)	(2,137)	(280)	(1,857)
Customer and Client Receipts	(2,796)	0	164	(2,632)	(250)	(2,382)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(193)	0	193	0	0	0
GROSS INCOME	(5,676)	0	303	(5,373)	(530)	(4,843)
NET EXPENDITURE	48,881	277	588	49,746	34,664	15,082

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(200)	0.0
Growth	500	
Overhead adjustments	0	
Transfer between departments	0	
Use of Reserves adjustment	(90)	
Depreciation adjustments	149	
Technical adjustments	229	
TOTAL	588	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

FULL TIME EQUIVALENTS

Number of Permanent Staff
 Number of DSG Staff
 Number of Fixed term contracts
 Total FTE

	2018/19	2019/20
Number of Permanent Staff	0.0	0.0
Number of DSG Staff	0.0	1.0
Number of Fixed term contracts	0.0	0.0
Total FTE	0.0	1.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
Expenditure						
Employees	881	0	37	918	918	0
Premises	52	0	0	52	52	0
Transport	0	0	0	0	0	0
Supplies and Services	148,633	0	(21,262)	127,371	118,698	8,673
Third Party Payments	212	0	0	212	212	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	6,724	0	2,840	9,564	0	9,564
GROSS EXPENDITURE	156,503	0	(18,385)	138,117	119,879	18,238
Income						
Government Grants	(183,363)	0	21,225	(162,138)	(153,465)	(8,673)
Other Reimbursements and Contributions	(1,159)	0	(45)	(1,204)	(1,204)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(184,522)	0	21,180	(163,342)	(154,669)	(8,673)
NET EXPENDITURE	(28,020)	0	2,795	(25,225)	(34,789)	9,564

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	2,840	
Use of Reserves adjustment	0	
Technical adjustments	(45)	
TOTAL	2,795	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

FULL TIME EQUIVALENTS

Number of Permanent Staff
 Number of DSG Staff
 Number of Fixed term contracts
 Total FTE

	2018/19	2019/20
Number of Permanent Staff	17.7	17.5
Number of DSG Staff	0.0	0.0
Number of Fixed term contracts	0.0	0.0
Total FTE	17.7	17.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
Expenditure						
Employees	3,046	147	(93)	3,100	0	3,100
Premises	643	10	(84)	569	0	569
Transport	3	0	0	3	0	3
Supplies and Services	9,928	219	286	10,433	0	10,433
Third Party Payments	1,049	16	0	1,065	0	1,065
Transfer Payments	0	0	0	0	0	0
Support Services	215	0	0	215	0	215
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	14,884	391	110	15,384	0	15,384
Income						
Government Grants	(552)	0	77	(475)	0	(475)
Other Reimbursements and Contributions	(3,421)	0	(1)	(3,422)	0	(3,422)
Customer and Client Receipts	(78)	0	0	(78)	0	(78)
Interest	0	0	0	0	0	0
Recharges	(46)	0	0	(46)	0	(46)
Reserves	0	0	0	0	0	0
GROSS INCOME	(4,098)	0	76	(4,021)	0	(4,021)
NET EXPENDITURE	10,786	391	186	11,363	0	11,363

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(21)	0.0
Transfer between departments	0	
Overhead adjustments	0	
Use of Reserves adjustment	266	
Technical adjustments	(59)	
TOTAL	186	0.0



2019/2020 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

DRAFT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2018/19	2019/20
303	365
3	7
306	372

SERVICE AREA ANALYSIS

CHANGE BETWEEN YEARS			
2018/2019 Original Estimate £000	Inflation £000	Other Variations £000	2019/2020 Estimate £000
17,096	361	(861)	16,596
(8,658)	142	(2,284)	(10,800)
9,513	146	207	9,866
0	17	12	29
17,950	666	(2,926)	15,690

Public Space, Contracting & Commissioning

Public Protection and Development

Sustainable Communities

Senior Management and Support

TOTAL EXPENDITURE

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2018/19	2019/20
303	365
3	7
306	372

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/2019 Original Estimate £000	Inflation £000	Other Variations £000	2019/2020 Estimate £000
Expenditure				
Employees	13,774	275	3,826	17,875
Premises	3,505	49	(195)	3,359
Transport	1,790	7	(69)	1,728
Supplies and Services	10,635	191	1,990	12,816
Third Party Payments	10,272	144	(473)	9,943
Transfer Payments	0	0	0	0
Support Services	7,189	0	0	7,189
Depreciation and Impairment Losses	9,545	0	472	10,017
GROSS EXPENDITURE	56,710	666	5,551	62,927
Income				
Government Grants	(77)	0	(68)	(145)
Other Reimbursements and Contributions	(3,585)	0	(3,077)	(6,662)
Customer and Client Receipts	(33,261)	0	(5,332)	(38,593)
Recharges	(1,835)	0	0	(1,835)
Reserves	0	0	0	0
GROSS INCOME	(38,758)	0	(8,477)	(47,235)
NET EXPENDITURE	17,950	666	(2,926)	15,690

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(3,245)	0.0
Growth	(115)	0.0
Depreciation adjustments	472	0.0
Overheads adjustments	0	0.0
Transfer between departments	(279)	0.0
Technical adjustments	241	0.0
Use of Reserves adjustments	0	0.0
TOTAL*	(2,926)	0

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Space, Contracting, and Commissioning*: Greenspaces, Leisure & Culture, Transport Services, and Waste Management and Operations.

* Previously the Street Scene and Waste division

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2018/19	2019/20
78	74
0	0
78	74

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/2019 Original Estimate £000	Inflation £000	Other Variations £000	2019/2020 Estimate £000
Expenditure				
Employees	3,163	67	50	3,280
Premises	1,252	18	(7)	1,263
Transport	1,478	4	(34)	1,448
Supplies and Services	6,778	139	2,109	9,026
Third Party Payments	9,209	133	(176)	9,166
Transfer Payments	0	0	0	0
Support Services	2,024	0	0	2,024
Depreciation and Impairment Losses	1,805	0	137	1,942
GROSS EXPENDITURE	25,709	361	2,079	28,149
Income				
Government Grants	0	0	(8)	(8)
Other Reimbursements and Contributions	(951)	0	(55)	(1,006)
Customer and Client Receipts	(7,662)	0	(2,877)	(10,539)
Recharges	0	0		0
Reserves	0	0	0	0
GROSS INCOME	(8,613)	0	(2,940)	(11,553)
NET EXPENDITURE	17,096	361	(861)	16,596

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(944)	
Growth	35	
Depreciation adjustments	137	
Overheads adjustments	0	
Transfer between departments	(190)	
Technical adjustments	101	
Use of reserves adjustments	0	
TOTAL*	(861)	0.0

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Protection: Regulatory Services Partnership, Parking Control, Safer Merton.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2018/19	2019/20
133	199
0	4
133	203

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/2019 Original Estimate £000	Inflation £000	Other Variations £000	2019/2020 Estimate £000
Expenditure				
Employees	5,552	113	3,483	9,148
Premises	720	11	0	731
Transport	167	2	5	174
Supplies and Services	676	11	114	801
Third Party Payments	416	5	(85)	336
Transfer Payments	0	0	0	0
Support Services	2,412	0	0	2,412
Depreciation and Impairment Losses	172	0	35	207
GROSS EXPENDITURE	10,114	142	3,552	13,808
Income				
Government Grants	(76)	0	(60)	(136)
Other Reimbursements and Contributions	(1,324)	0	(3,434)	(4,758)
Customer and Client Receipts	(17,372)	0	(2,342)	(19,714)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(18,772)	0	(5,836)	(24,608)
NET EXPENDITURE	(8,658)	142	(2,284)	(10,800)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(2,146)	0.0
Depreciation adjustments	35	
Overheads adjustments	0	
Transfer between departments	(100)	
Technical adjustments	(73)	
Use of Reserves adjustments	0	
TOTAL*	(2,284)	0

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

Sustainable Communities*: Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Transport Planning & Safety Education.

* Greenspaces and Leisure & Development transferred to Public Space, Contracting & Commissioning.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2018/19	2019/20
84	84
3	3
87	87

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/2019 Original Estimate £000	Inflation £000	Other Variations £000	2019/2020 Estimate £000
Expenditure				
Employees	4,326	81	281	4,688
Premises	1,532	20	(188)	1,364
Transport	137	1	(41)	97
Supplies and Services	2,973	38	(232)	2,779
Third Party Payments	645	6	(212)	439
Transfer Payments	0	0	0	0
Support Services	2,620	0	0	2,620
Depreciation and Impairment Losses	7,568	0	300	7,868
GROSS EXPENDITURE	19,801	146	(92)	19,855
Income				
Government Grants	(1)	0	0	(1)
Other Reimbursements and Contributions	(1,310)	0	412	(898)
Customer and Client Receipts	(8,227)	0	(113)	(8,340)
Recharges	(750)	0	0	(750)
Reserves	(0)	0	0	(0)
GROSS INCOME	(10,288)	0	299	(9,989)
NET EXPENDITURE	9,513	146	207	9,866

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(155)	
Growth	(150)	
Depreciation adjustments	300	
Overheads adjustments	0	
Transfer between departments	11	
Technical adjustments	201	
Use of Reserves adjustments		
TOTAL*	207	0.0

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

Senior Management and Support: The Department's senior management and secretarial support, and Business Performance.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2018/19	2019/20
8	8
0	0
8	8

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/2019 Original Estimate £000	Inflation £000	Other Variations £000	2019/2020 Estimate £000
Expenditure				
Employees	733	14	12	759
Premises	1	0	0	1
Transport	8	0	1	9
Supplies and Services	208	3	(1)	210
Third Party Payments	2	0	0	2
Transfer Payments	0	0	0	0
Support Services	133	0	0	133
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,085	17	12	1,114
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,085)	0	0	(1,085)
Reserves	0	0	0	0
GROSS INCOME	(1,085)	0	0	(1,085)
NET EXPENDITURE	0	17	12	29

Other variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overheads adjustments	0	
Technical adjustments	12	
Use of Reserves adjustments	0	
TOTAL*	12	0.0

* Any difference due to roundings.



2019/2020 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

DRAFT

SUMMARY: COMMUNITY AND HOUSING

Number of FTE Staff
 Number of FTE TUPE staff
 Number of Fixed Term contract
Total FTE

2018/19	2019/20
398.20	415.57
12.87	16.61
8.31	4.00
419.38	436.18

SERVICE AREA ANALYSIS

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Adult Social Care	58,777	1,052	(163)	59,667
Libraries and Heritage	2,736	63	27	2,825
Merton Adult Education	35	4	(15)	24
Housing General Fund	2,207	70	(43)	2,234
Public Health	0	0	0	0
NET EXPENDITURE	63,755	1,189	(194)	64,749

COMMUNITY AND HOUSING DEPARTMENT

Total

The department includes Adult Social Care, Housing, Libraries, Public Health and Merton Adult Learning.

FULL TIME EQUIVALENTS

	2018/19	2019/20
Number of FTE Staff	398.20	415.57
Number of FTE TUPE staff	14.87	16.61
Number of Fixed Term contract	8.31	4.00
Total FTE	421.38	436.18

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	17,202	362	1,660	19,225
Premises	855	13	1	868
Transport	1,414	21	(39)	1,396
Supplies and Services	6,484	77	29	6,589
Third Party Payments	57,504	715	(3,609)	54,611
Transfer Payments	10,428	1	450	10,878
Support Services	7,328	0	0	7,328
Depreciation and Impairment Losses	470	0	173	643
GROSS EXPENDITURE	101,685	1,189	(1,335)	101,538
Income				
Government Grants	(13,358)	0	1,559	(11,799)
Other Reimbursements and Contributions	(11,919)	0	(361)	(12,280)
Customer and Client Receipts	(9,739)	0	(58)	(9,797)
Interest	(2,913)	0	(0)	(2,913)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(37,929)	0	1,140	(36,789)
NET EXPENDITURE	63,755	1,189	(194)	64,749

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	1,840	19
Savings	(1,534)	
Growth	366	
Overheads adjustments	0	
Depreciation adjustments	173	
Inflation	67	
Rebasing of Income	33	
Technical adjustments	(2,219)	
Transfers between departments	(37)	
Grants	1,561	
Other	(444)	
Use of Reserves Adjustment	0	
TOTAL	(194)	19.00

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

Adult Social Care is divided into three areas:- 1) Access & Assessment includes the following services:- older people, mental health, learning & physical disability, concessionary, reablement, equipment and safeguarding services. 2) Commissioning which includes:- Contracts, brokerage and voluntary organisation. 3) Direct Provision which includes all in-house provisions.

FULL TIME EQUIVALENTS

	2018/19	2019/20
Number of FTE Staff	324.21	340.08
Number of FTE TUPE staff	12.87	16.61
Number of Fixed Term Contract	3.51	0.00
Total FTE	340.59	356.69

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	13,597	299	1,656	15,552
Premises	351	5	(7)	349
Transport	1,379	21	(40)	1,360
Supplies and Services	3,281	49	83	3,413
Third Party Payments	46,992	678	(3,252)	44,418
Transfer Payments	9,857	1	450	10,308
Support Services	6,183	0	(0)	6,183
Depreciation and Impairment Losses	111	0	47	158
GROSS EXPENDITURE	81,751	1,052	(1,063)	81,740
Income				
Government Grants	(1,417)	0	1,141	(276)
Other Reimbursements and Contributions	(9,410)	0	(386)	(9,796)
Customer and Client Receipts	(9,234)	0	146	(9,088)
Recharges	(2,913)	0	(0)	(2,913)
Reserves	0	0	0	0
GROSS INCOME	(22,974)	0	900	(22,074)
NET EXPENDITURE	58,777	1,052	(163)	59,667

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries	1,656	16.00
Savings	(1,496)	
Growth	366	
Overheads adjustments	0	
Depreciation adjustments	47	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	(1,600)	
Transfers between departments	(37)	
Grants	1,141	
Other -	(240)	
Use of Reserves Adjustment	0	
TOTAL	(163)	16.00

COMMUNITY AND HOUSING DEPARTMENT
Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Colliers Wood, Pollards Hill, Raynes Park and West Barnes. There are also additional services available for home visits and there is a Heritage Service located at Morden Library. The Service has also ventured into securing small grants from various organisations

FULL TIME EQUIVALENTS

	2018/19	2019/20
Number of FTE Staff	31.35	29.65
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	0.00	0.00
Total FTE	31.35	29.65

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	1,092	31	(60)	1,063
Premises	445	7	8	460
Transport	4	0	0	4
Supplies and Services	587	25	(25)	587
Third Party Payments	31	0	(13)	18
Transfer Payments	0	0	0	0
Support Services	677	0	0	677
Depreciation and Impairment Losses	359	0	126	485
GROSS EXPENDITURE	3,195	63	37	3,294
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(139)	0	42	(96)
Customer and Client Receipts	(321)	0	(52)	(372)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(459)	0	(9)	(469)
NET EXPENDITURE	2,736	63	27	2,825

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	0	
Savings	(38)	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	126	
Inflation	63	
Rebasing of Income	0	
Technical adjustments	(124)	
Transfers between departments	0	
Grants	0	
Other - Other income	0	
Use of Reserves Adjustment	0	
TOTAL	27	0.00

COMMUNITY AND HOUSING DEPARTMENT
Merton Adult Learning

This a commissioned service via South Thames College, RHACC, GSS and May Project Gardens. The service continues to provide popular courses whilst expanding provision for families and enhancing offer in maths,english and employability courses.

FULL TIME EQUIVALENTS

	2018/19	2019/20
Number of FTE Staff	3.75	3.75
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term contract	0.00	0.00
Total FTE	3.75	3.75

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	308	4	(119)	193
Premises	17	0	0	17
Transport	0	0	0	0
Supplies and Services	21	0	1	21
Third Party Payments	1,038	0	70	1,108
Transfer Payments	0	0	0	0
Support Services	31	0	0	31
Depreciation and Impairment Losses	0	0	(0)	0
GROSS EXPENDITURE	1,416	4	(48)	1,371
Income				
Government Grants	(1,346)	0	(1)	(1,347)
Other Reimbursements and Contributions	(28)	0	28	0
Customer and Client Receipts	(7)	0	7	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(1,380)	0	33	(1,347)
NET EXPENDITURE	35	4	(15)	24

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries	0	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	4	
Rebasing of Income	33	
Technical adjustments	(52)	
Transfers between departments	0	
Grants	0	
Other	0	
Use of Reserves Adjustment	0	
TOTAL	(15)	0.00

COMMUNITY AND HOUSING DEPARTMENT
Housing Needs and Enabling Service

The Housing Needs and Enabling Service function is to fulfill statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector. To plan services in response to changes in national policies and in the housing market and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

FULL TIME EQUIVALENTS	2018/19	2019/20
Number of FTE Staff	23.03	26.03
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	2.00	2.00
Total FTE	25.03	28.03

SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	1,024	29	191	1,244
Premises	40	1	(0)	40
Transport	29	0	1	30
Supplies and Services	189	3	(0)	192
Third Party Payments	2,475	37	(144)	2,368
Transfer Payments	571	0	0	571
Support Services	293	0	0	293
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	4,620	70	47	4,737
Income				
Government Grants	(144)	0	144	0
Other Reimbursements and Contributions	(2,092)	0	(75)	(2,167)
Customer and Client Receipts	(178)	0	(159)	(337)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,414)	0	(90)	(2,504)
NET EXPENDITURE	2,207	70	(43)	2,234

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries	191	3.00
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	(144)	
Transfers between departments		
Grants	144	
Other Income/contributions	(234)	
Use of Reserves Adjustment	0	
TOTAL	(43)	3.00

COMMUNITY AND HOUSING DEPARTMENT
Public Health

Public Health services comprise of • Mandatory Services : Sexual health, NHS health checks, National Child Measurement Programme, Commissioning Support to CCG and the council, Health Protection Oversight and Health Intelligence including JSNA. • Universal Services : Smoking Cessation, Drugs and Alcohol, Obesity and Health Visiting Services, Improving Health and Wellbeing.

FULL TIME EQUIVALENTS	2018/19	2019/20
Number of FTE Staff	15.86	16.06
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contracts	2.80	2.00
Total FTE	18.66	18.06

SUBJECTIVE ANALYSIS OF ESTIMATES	2018/19 Original Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000
Expenditure				
Employees	1,181	0	(7)	1,173
Premises	3	0	(0)	3
Transport	2	0	0	2
Supplies and Services	2,406	0	(30)	2,376
Third Party Payments	6,968	0	(270)	6,698
Transfer Payments	0	0	0	0
Support Services	143	0	0	143
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	10,702	0	(306)	10,396
Income				
Government Grants	(10,451)	0	276	(10,175)
Other Reimbursements and Contributions	(251)	0	30	(221)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(10,702)	0	306	(10,396)
NET EXPENDITURE	0	0	(0)	0

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	(7)	0.60
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	(299)	
Transfers between departments	0	
Grants Reduction	276	
Other Income	30	
Use of Reserves Adjustment	0	
TOTAL	0	0.60