

Merton Council

BUSINESS PLAN 2020-24

SAVINGS PROPOSALS INFORMATION PACK

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

Sustainable Communities Overview and Scrutiny Panel	6 February 2020
Children and Young People Overview and Scrutiny Panel	10 February 2020
Healthier Communities & Older People O&S Panel	11 February 2020
Overview and Scrutiny Commission	12 February 2020
Cabinet	24 February 2020
Budget Council	4 March 2020

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 All sections are grouped by Scrutiny Panel/Commission

CABINET 27 JANUARY 2020

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Cabinet 27 January 2020

SUMMARY OF DEPARTMENTAL SAVINGS 2020-24

NEW SAVINGS PROPOSALS-Cabinet January 2020	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	0	0	0	0	0
Children, Schools and Families	1,460	410	0	0	1,870
Environment and Regeneration	40	70	0	0	110
Community and Housing	532	810	60	0	1,402
Total	2,032	1,290	60	0	3,382
Total (cumulative)	2,032	3,322	3,382	3,382	

SAVINGS PROPOSALS Cabinet October 2019	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	509	400	0	0	909
Environment and Regeneration	1,240	340	0	0	1,580
Community and Housing	0	500	0	0	500
Total	2,319	1,191	125	0	3,635
Total (cumulative)	2,319	3,510	3,635	3,635	

TOTAL SAVINGS PROPOSALS	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	1,969	810	0	0	2,779
Environment and Regeneration	1,280	410	0	0	1,690
Community and Housing	532	1,310	60	0	1,902
Total	4,351	2,481	185	0	7,017
Total (cumulative)	4,351	6,832	7,017	7,017	

DEPARTMENT: Children, Schools and Families - New savings 2020-24

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-13	Service Description	Children Social Care Review of current Adolescent and Family service provision to identify efficiencies and opportunities for closer alignment to other CSF services	692	100				High	High	SS1
		Service Implication	Opportunity to better align and improve services delivering interventions to children and young people at risk of contextual harms and reduce workforce uncertainty as a result of budget reliance on grant-funding. Risk of less effective or reduced resource available to respond to Serious Youth Violence and exploitation of Merton children.								
		Staffing Implications	Likely re-positioning of existing staff from across multiple service areas. Reduction of 1.5 / 2 FTE permanently established posts required to achieve proposed saving.								
		Business Plan implications	Reduction of staff across CSF is an existing action in the CSF Business Plan								
		Impact on other departments	None								
		Equalities Implications	The Council's HR policies and procedures will be used for staff engagement, equalities impact assessment and consultation with affected staff. Many interventions with children and families in this service area are delivered to young people, families and communities of black and minority ethnic groups and where there are additional needs arising from disability and gender. An Equality Impact Assessment is required to consider whether the proposed service efficiencies might have a disproportionate negative impact on these groups.								
		TOM Implications	Consistent with TOM								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-14	Service Description	Children Social Care Development of Family Network Co-Ordinators Service	66	45				High	Low	SNS1
		Service Implication	Replaces unachieved savings attached to FDAC. FDAC has been decommissioned. CSC have successfully secured DfE funding of £61k to develop this service. The current CSC & YI Service Review is considering how this service can be sustained once the DfE funding ceases. Family Network Meetings help families to identify and use their own strengths to solve their problems and keep children safe.								
		Staffing Implications	The DfE funding and CSC & YI reorganisation will fund staffing of this service.								
		Business Plan implications	This is consistent with using community and family resources to build resilience and reduce the need for statutory interventions.								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	This is consistent with the TOM objective to reduce the number of children requiring statutory interventions from CSF.								
C&YP	CSF2019-15	Service Description	Children Social Care Culture change and clarification of financial support entitlements for care leavers	252	50				High	Medium	SNS1
		Service Implication	Change in service culture. Increased scrutiny and clarity of care leaver eligibility for financial support. Likely to lead to a reduction in some payments.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	Impact most likely on care experienced young adults who are Appeal Rights Exhausted under the immigration legislation and ineligible for local authority assistance beyond that required to prevent a breach of their human rights.								
		TOM Implications	Consistent with TOM objectives to reduce the number of young people receiving support from statutory services								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-16	Service Description	Children Social Care Implementation of the DfE National Minimum rate for Fostering, Special Guardianship & Adoption Allowances; Refresh of Special Guardianship Financial Support policy	643	20	20			High	Medium	SNS1
		Service Implication	1) Foster carers receive an allowance (for the child) and a fee (remuneration for time and skill). Merton's fostering allowance is the basis upon which Special Guardianship and Adoption Allowances are calculated. Merton's allowances are higher than the national minimum set by DfE. Reduction of the allowance to the national minimum rate will reduce the 'run-on' costs of Adoption and Special Guardianship financial support packages. 2) A clearer Post Adoption and Special Guardianship Financial Support policy will support more children to exit care.								
C&YP	CSF2019-17	Staffing Implications	None								
		Business Plan implications	None								
C&YP	CSF2019-17	Impact on other departments	None								
		Equalities Implications	None								
C&YP	CSF2019-17	TOM Implications	This is consistent with the TOM objective to reduce the number of children requiring statutory interventions from CSF.								
		Service Description	Children Social Care Increased use of in-house foster carers	992	20	40			Medium	Low	SP1
C&YP	CSF2019-17	Service Implication	Focus on foster carer recruitment, assessment timeliness, and alternative support model through Mockingbird initiative.								
		Staffing Implications	None								
C&YP	CSF2019-17	Business Plan implications	14k foster carer recruitment budget, held corporately, was repurposed towards the development of the digital platform which may in due course provide a better resource for recruiting foster carers, but is not currently known and therefore is no longer available to the Fostering Service.								
		Impact on other departments	None								
C&YP	CSF2019-17	Equalities Implications	None								
		TOM Implications	Consistent with increased procurement efficiencies								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-18	Service Description	Education Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service	723	200	200			Medium	High	SS1
		Service Implication	Reshape of the offer for families, will result in a change to the service offer, Further work is required to fully understand the impact of this								
		Staffing Implications	Anticipated redundancies via direct services Shortbreaks service and Brightwell Specialist Provision								
		Business Plan implications	None								
		Impact on other departments	Possible interface between adults services/transitions								
		Equalities Implications	As the service supports SEND children, young people and their families a EIA will be required to better understand the overall impact of service wide changes for this cohort of families and children as they have protected characteristics								
		TOM Implications	In line with service wide reshaping and generating efficiencies								
C&YP	CSF2019-19	Service Description	Education SEND Travel assistance - to review eligibility for SEND home to school/college travel assistance, in particular for post-16 students, subject to recommendations from the appointed consultant on home to school transport efficiencies	2,558	50	150			Medium	High	SP1
		Service Implication	Fewer children and families will benefit from home to school/college travel support								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	A detailed equalities impact assessment will be required before anything is formally consulted on and implemented as it may have a significant impact on some children and families with Special Educational Needs and Disabilities								
		TOM Implications	The CSF TOM commits us to consider transport efficiencies								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-20	Service Description	Revenue costs of capital projects The amount of budget allocated to cover the revenue costs of capital projects has been consistently underspent for the past few years now that the significant primary expansion has come to an end. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £200k with zero impact on the revenue cost of capital projects because the current budgeted sum is not fully spent in this area.	594	200				Low	Low	SP1
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-21	Service Description	<u>Legal hard-charging</u> The amount of budget allocated to cover the cost of legal hard charging has been consistently underspent in recent years. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £75k with zero impact on the ability to fund legal costs because the current budgeted sum is not fully spent in this area.	893	75				Low	Low	SP1
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
		TOM Implications	None								
C&YP	CSF2019-22	Service Description	<u>PFI Unitary charges</u> The amount of budget allocated to cover PFI charges has been consistently underspent for the past few years because adequate provision to cover our liabilities has been made comfortably within the sum budgeted for. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £400k with zero impact on the ability to meet our PFI liabilities because the current budgeted sum is not fully spent in this area.	8,573	400				Low	Low	SP1
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-23	Service Description	<u>Pension and Redundancy charges</u> The amount of budget allocated to cover pension and redundancy charges has been consistently underspent for the past few years because of changes in the workforce profile. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £300k with zero impact on the ability to meet pension and redundancy costs in the service because the current budgeted sum is not fully spent in this area.	2,183	300				Low	Low	SP1
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
TOM Implications	None										
Total					1,460	410	0	0			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2019/20

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1920-06	Service/Section	FutureMerton								
		Description	Highways advertising income through re-procurement of the advertising contract for the public highway.	(273)	40	70			Low	Low	SP1
		Service Implication	New contract for bus shelter and street furniture advertising will provide enhanced public amenity as all bus shelters in Merton will be upgraded during 2020.								
		Staffing Implications	None								
		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					40	70	0	0			

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

Panel

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

PROPOSED SAVINGS

DEPARTMENT: Community & Housing

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 18	CH96	Service/Section	Adult Social Care								
		Description	Homecare Monitoring System	41,348	32	110			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. The system works by getting the carer to log when a care visit begins and ends. This monitoring will enable us to monitor and improve the quality of care. It also enables us to ensure that payments are accurate and timely. This is in addition to CH88 previously submitted. Further work has identified potential for additional financial benefits.								
		Staffing Implications	None								
		Business Plan implications	The system supports efficiency and timeliness in payments to contractors.								
		Impact on other departments	Finance and IT. The system is to be re-commissioned 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								

PROPOSED SAVINGS

DEPARTMENT: Community & Housing

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 19	CH97	Service/Section	Library & Heritage Service	2,185				60	Medium	Medium	SI1 / SP1
		Description	Increase income and make better use of technology to reduce costs								
		Service Implication	The income savings are associated to the development of West Barnes library. Opening new libraries with hireable spaces gives the service the opportunity to generate new income streams as demonstrated at Colliers Wood Library. The remaining savings will be achieved through deploying new self-service access technology that should reduce the need for a physical security presence in branch libraries.								
		Staffing Implications	There are no implications for Merton employees. The savings will be achieved through increased income and reducing contracted security guard expenditure.								
		Business Plan implications	Maintains the current opening hour and library network but may have some impact on usage by certain groups (e.g.								
		Impact on other departments Equalities Implications	Ability to be able to provide assisted digital support for customers to access a range of Council services. Impact on Depending on the self-service technology used access to buildings where there is no physical staffing presence may prevent children and young people accessing the space. The proposal will likely have an impact on all protected characteristics.								
TOM Implications	Ensures that the current level of opening hours and libraries is maintained. Includes income generation elements.										

PROPOSED SAVINGS

DEPARTMENT: Community & Housing

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Page 20	CH98	Service/Section	Adult Social Care									
		Description	Transport: Reduction in budget spent on transport services following a Corporate Review. NB this is in addition to CH72 previously submitted.	1,196		200				Medium	Medium	SNS1/SP1
		Service Implication	Reviewing arrangements for customers attending day opportunities and other community activities.									
		Staffing Implications	Potential reduction in the number of drivers required.									
		Business Plan implications	Changed transport arrangements should follow from a revised offer to customers across ASC where people will be supported to make their own arrangements based on individual need and preference.									
		Impact on other departments Equalities Implications	This is a Corporate Review and each department would have differing impacts. A full Equalities Impact Assessment has been undertaken. Customers and families will be fully engaged in the process and will continue to receive support. There is sufficient time to engage and make changes.									
TOM Implications	A more effective use of transport resources and an emphasis on making the most of individual's skills and potential are in the C&H TOM. Encouraging transport solutions that minimise the impact on the climate.											

PROPOSED SAVINGS

DEPARTMENT: Community & Housing

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 21	CH99	Service/Section	Adult Social Care	41,348	500	500			Medium	Medium	SNS1
		Description Service Implication	Promoting Independence The aim of this proposal is to continue to support people to remain independent and well, enabling them to remain in their own homes, close to their friends, families, support networks and local communities. This proposal will be 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 is an ongoing focus on supporting people to achieve their desired outcome to stay in their own homes and to reduce dependency on residential care.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	The proposal is a continuation of work to help people remain independent, so should have a positive impact.								
		TOM Implications	Efficient use of resources								
		Total: Community & Housing Savings			532	810	60	0			
		Cumulative Total			532	1,342	1,402	1,402			

DRAFT PROPOSED REPLACEMENT SAVINGS

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS05	Service/Section	Resources	418	(30)				Low	Medium	SS2
		Description	Reduction in permanent staffing								
		Service Implication	Efficiencies of new financial system when fully embedded should minimise effect on service								
		Staffing Implications	1FTE								
		Business Plan implications	None								
		Impact on other departments	Increase in self service								
		Equalities Implications	None								
		TOM Implications	None								
			Total		(30)	0	0	0			

Type of Saving

- 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
- SPRO Reduction in Property related costs

DRAFT PROPOSED REPLACEMENT SAVINGS

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2020-21 (1)	Service/Section	Insurance								
		Description	Savings in Insurance Fund top up budget	716	30				Low	Low	SNS2
		Service Implication	possible reduction in the insurance fund reserve								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	The internal fund fall short and unable to meet any unexpected major claims.								
			Total		30	0	0	0			

Type of Saving

- S11** Income: increase in current level of charges
- S12** 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
- SPRO** Reduction in Property related costs

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS
Previously Agreed Savings

Confidential

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
ER23b	<p>Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications TOM Implications</p>	<p>Property Management Restructure of team to provide more focus on property management and resiliance within the team. Loss of 1 FTE and the introduction of graduate trainee roles to fill vacant positions. None. None. None. In line with the TOM</p>	52	18			Low	Low	SS2
ENV02	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services (CEO team) Review the current structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off. Better deployment of enforcement resources. Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes No impact on business plan - allows same outputs with fewer staff None Will require consultation but no immediate equalities implications This review is mentioned in the TOM but is not referred to in any budgetary forecast . This is consistent with direction of travel in TOM</p>		190			Medium	Medium	SS2
ENV07	<p>Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications TOM Implications</p>	<p>Parking Services Reduction in supplies & services/third party payment budgets. May result in slight reduction in quality of some areas of service. None None None None consistent with TOM direction of travel</p>			47		Low	Low	SNS1
ENR4	<p>Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications TOM Implications</p>	<p>Parking & CCTV Services Charge local business' for monitoring of their CCTV Expanded CCTV service May require additional CCTV monitoring staff. The figure of 100k is net of any "invest to save" cost. Expansion of service None None Consistent with TOM objective of growing the CCTV service and developing it's commercial offer.</p>				100	Med	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS
Previously Agreed Savings

Confidential

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
ENR9	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Waste disposal Increase level of Enforcement activities of internal team ensuring the operational service is cost neutral None Skills Gap - Reduced level of engagement shifting focus to enforcement activities Reduces level of engagement / inspections ICT - Upgrade to the current system may be required, as well as mobile devices for staff. None None				200	High	Low	SNS1
E6	Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications TOM Implications	Greenspaces Increased tenancy income in Greenspaces None None Consistent with Business Plan objectives None insignificant None Integral to Greenspaces TOM				40	Med	Low	SI1
Total Environment and Regeneration Savings		52	208	47	340				
Cumulative		52	260	307	647				

Alternative Saving

Ref	Description of Saving	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
ALT1920-01	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Property Management Increased income already being achieved from conducting rent reviews in line with tenancy agreements None None None None None In line with the TOM</p>				70	Low	Low	SI1
ALT1920-02	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services The use of ANPR to enforce moving traffic contraventions has been operational since July 2016. The number of cameras has increased and the locations varied over this period and the number of PCNs remains above initial estimates. None None Realignment of service budget None None Consistent with TOM objectives.</p>				337	Low	Low	SI2
ALT1920-03	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Leisure & Culture Increased income from Leisure Centres Management Contract None None None None None None</p>				10	Low	Low	SP1
ALT1920-04	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Waste Services Increase level of Environmental Enforcement activities of both internal team & service provider - ensuring the operational service is cost neutral None Skills Gap - Reduced level of engagement shifting focus to enforcement activities Reduces level of engagement / inspections ICT - Upgrade to the current system may be required, as well as mobile devices for staff. None None</p>				150	Medium	Low	SNS1

Alternative Saving

Ref	Description of Saving		2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ALT1920-05	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Waste Services Reduction in external training budget. None None (retained budget sufficient to meet need) None None None None				6	Low	Low	SNS2
ALT1920-06	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Greenspaces Reduction in grant to Deen City farm as part of agreement involving capital investment None None None None None None				10			
ALT1920-07	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Greenspaces Realign budgets to better reflect current levels of income from outdoor events. None None None None None None				64			
Total Environment and Regeneration Savings			0	0	0	647			

Savings Type

- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service
- 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

SUMMARY OF DEFERRED DEPARTMENTAL SAVINGS 2020-24

DEFERRED SAVINGS PROPOSALS - Cabinet January 2020	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	(196)	0	0	196	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	0	0	0	0	0
Community and Housing	0	0	0	0	0
Total	(196)	0	0	196	0
Total (cumulative)	(196)	(196)	(196)	0	

DEFERRED SAVINGS PROPOSALS Cabinet October 2019	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	0	0	0	0	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	(65)	(10)	75	0	0
Community and Housing	0	0	0	0	0
Total	(65)	(10)	75	0	0
Total (cumulative)	(65)	(75)	0	0	

TOTAL DEFERRED SAVINGS PROPOSALS	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	(196)	0	0	196	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	(65)	(10)	75	0	0
Community and Housing	0	0	0	0	0
Total	(261)	(10)	75	196	0
Total (cumulative)	(261)	(271)	(196)	0	

DRAFT PROPOSED DEFERRED SAVINGS

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS18	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Facilities Management Closure of Gifford House and relocation of SLLP to the Civic centre None None None None None 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.	79	(69)			69	Medium	Medium	SPROP
	2019-20 CS17	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Facilities Management Closure of Chaucer centre and relocation of operational teams at the Civic centre Loss of income generation from external lease arrangements and conference/meeting room facilities which could potentially be provide at other council venues. None None 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. None 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.	200	(77)			77	Medium	Medium	SPROP
	2018-19 CS15	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Business Improvement - Policy & Partnerships Reduced headcount from 4.6 to 3.6 Some of the following services would need to cease - CMT administration, support for Merton Partnership, development and implementation of the Strategic Partner Programme, Merton Intelligence Hub and our strategy around the use of data. The service will explore the introduction of general working. Deletion of one post See service implications The PSP team delivers support services that tend to support corporate cross cutting projects and there the impact of staff cuts would impact in terms of the projects/Support that would cease. These are likely since staff are affected. Partnership working, objectives around improved use of data and objectives to improve preventative services within the VCS.	313	(50)			50	Medium	Medium	SS2
			Total Impact of Deferred Savings		(196)	0	0	196			

SUMMARY OF DEPARTMENTAL GROWTH 2020-24 (excluding DSG Deficit)

	2020/21	2021/22	2022/23	2023/24	Total
New Growth Proposals-Cabinet January 2020	£000	£000	£000	£000	£000
Corporate Services	0	0	0	0	0
Children, Schools and Families	3,847	404	384	390	5,025
Environment and Regeneration	937	0	0	0	937
Community and Housing	0	0	0	0	0
Total	4,784	404	384	390	5,962
Total (cumulative)	4,784	5,188	5,572	5,962	

	2020/21	2021/22	2022/23	2023/24	Total
Growth Proposals - Cabinet October 2019	£000	£000	£000	£000	£000
Corporate Services	430	0	0	0	430
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	0	0	0	0	0
Community and Housing	0	0	0	0	0
Total	430	0	0	0	430
Total (cumulative)	430	430	430	430	

	2020/21	2021/22	2022/23	2023/24	Total
Total Growth Proposals	£000	£000	£000	£000	£000
Corporate Services	430	0	0	0	430
Children, Schools and Families	3,847	404	384	390	5,025
Environment and Regeneration	937	0	0	0	937
Community and Housing	0	0	0	0	0
Total	5,214	404	384	390	6,392
Total (cumulative)	5,214	5,618	6,002	6,392	

Draft

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - GROWTH PROPOSALS

Panel	Ref	Description of Growth		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
C&YP		Description	ART - placements (fostering, residential, mother and baby and secure); supported housing; no recourse to public funds; UASC placements and former UASC who are now care leavers.	1,556	160	160	160	GP1
		Service Implication	Reflecting the current cost pressures in the budget and anticipating future additional pressures. Overspending on the placements budget year on year. Child in care numbers are remaining stable, thanks to SIB and other initiatives. But extended duties to care leavers and increasing cost pressures in the sector mean that even with stable numbers of looked after children, costs continue to rise. In addition there's an agreed increase in UASC numbers which will also play out in care leaver numbers in due course. Spend on families with no recourse to public funds has reduced for the past three years, but continues to exceed the current budget and depending on Brexit outcome we could see an increased pressure here.					
		Staffing Implications	N/a - relates to commissioned provision.					
		Business Plan implications	The growth will enable the service to meet its statutory duties for sufficiency of provision for looked after children and care leavers.					
		Impact on other departments	N/a.					
		Equalities Implications	Children's social care and youth inclusion supports vulnerable children and young people. Many of them and their families will have one or more protected characteristics. Growth in the placements budget will enable us to support these children and young people in appropriate placements until they leave care.					
		TOM Implications	Consistent with TOM which predicted likely pressures on providing suitable placements. (Growth of £1m in 2017/18 left a residual pressure in the placements budget of £1.7m which the service has worked hard to bring down). Also reflects higher numbers of older looked after children who need more flexible housing arrangements and the impact of NRPF (p41)					

Draft

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - GROWTH PROPOSALS

Panel	Ref	Description of Growth		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
C&YP		Description	Community Placement; Education Psychology Staffing; EHCP Taxi Transport Costs; SEND Team additional staffing.	2,291	244	224	230	GP1
		Service Implication	Reflects a) community placement half year cost anticipated for 20/21 after which ASC expecting no additional cost as will be a CHC case. Significant increase in EHCP requests has knock on effect on need for educational psychologists and Case Officers for the SENDIS Team; transport costs also expected to increase in line with % increase in EHCPs.					
		Staffing Implications	Anticipate increase of up to 4 FTE educational psychologists, and up to 8 Case Officer posts in SENDIS Team, with further, smaller increases in establishment expected in future years to match growth in numbers of children with additional needs.					
		Business Plan implications	The growth will enable the service to meet its statutory duties for sufficiency of provision for children entitled to an Education Health and Care Plan.					
		Impact on other departments	N/a.					
		Equalities Implications	The specialist services within Education for children with additional needs are targeted at children and young people with special educational needs and disabilities. This is a protected characteristic. Growth in these budgets will better enable us to support these children and young people appropriately until age 25 when the statutory duty ceases.					
		TOM Implications	With the exception of the community placement, which is a one-off situation, consistent with the TOM which clearly outlines the increasing demand in SEN services, rising faster than the general population, and notes the concomitant demand for SEN transport.					
Total				3,847	404	384	390	

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Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

Panel

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

DEPARTMENT: ENVIRONMENT AND REGENERATION GROWTH - BUDGET PROCESS 2020/21

Panel	Ref	Description of growth		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
SC	ENV1920-G1	Service/Section Description	Waste Services Waste, street cleansing, winter maintenance and fleet maintenance services contract (Phase C)	740				GNS1
		Service Implication	In line with the annual review process growth is required to maintain the core service provision in waste collection and street cleansing. This takes into account additional property growth and other contractual matters. Following the annual review process schedule 10 of the contract is revised and the core financial cost updated. This equates to £740k per annum for Merton.					
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	None					
SC	ENV1920-G2	Service/Section Description	Waste Services Waste, street cleansing, winter maintenance and fleet maintenance services contract (Phase C)	197				GNS1
		Service Implication	Merton, in common with the rest of the country, has experienced a significant increase in fly-tipping and abandoned waste. The service has been handling approximately 12,000 incidents across the borough each year. In order to take a proactive approach to fly tipping the service has implemented a new fly-tipping strategy and agreed action plan for 2020/21. The associated cost to address the increase in fly tipping is £197k.					
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	None					
Total				937	0	0	0	

Type of Growth Key

GI1 Income: Decrease due to fall in demand for service
GI2 Income: Decrease due to reduction/deletion of service
GS1 Staffing: increase in level of service
GS2 Staffing: New service
GNS1 Non - Staffing: increase in level of service
GNS2 Non - Staffing: New service
GP1 Addition to Procurement / Third Party arrangements
GPROP Increase in Property Related costs

Panel

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

REVENUE SAVINGS PROPOSALS 2020-24

SAVINGS TARGETS BY DEPARTMENT	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	509	400	0	0	909
Environment and Regeneration	1,240	340	0	0	1,580
Community and Housing	0	500	0	0	500
Total	2,319	1,191	125	0	3,635
Total (cumulative)	2,319	3,510	3,635	3,635	

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS1	<p>Service/Section Pension Fund</p> <p>Description Right sizing charge to Pension Fund for Pension Manager time</p> <p>Service Implication None</p> <p>Staffing Implications Apportion the Pension Manager work time according to the budget</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications None</p>	221	24	0	0	0	Low	Low	SI1
	2020-21 CS2	<p>Service/Section Insurance</p> <p>Description Savings in Insurance Fund top up budget</p> <p>Service Implication possible reduction in the insurance fund reserve</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 internal fund fall short and unable to meet any unexpected major claims.</p>	716	70	0	0	0	Low	Low	SNS2
	2020-21 CS3	<p>Service/Section Treasury</p> <p>Description Increase in Investment Income</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 None</p>	664	100	0	0	0	Low	Low	SI 1

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS4	<p>Service/Section Revenues and Benefits</p> <p>Description Housing benefit written off debt recovery (one off)</p> <p>Service Implication External debt collection of previously written off housing benefit overpayments following availability of improved data matching resource</p> <p>Staffing Implications None</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications Appropriate debt recovery processes being used, phoning and writing to debtors - no enforcement agents (bailiffs) are being used. Payment arrangements and attachment to earnings are being utilised</p> <p>TOM Implications</p>	0	120	(120)			Low	Low	SI2
	2020-21 CS5	<p>Service/Section Customers, Policy and Performance</p> <p>Description Reduction in various running costs across the division through increased efficient use of resources.</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 None</p>	1,381	20				Low	Low	SNS1

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS6	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Customers, Policy and Performance Community engagement - reduction in running costs through increased efficient use of resources (linked to increased exploitation of digital). None None None None None Supports move to digital platforms</p>	149	8			Low	Low	SNS1
	2020-21 CS7	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Customers, Policy and Performance Staff reductions To be established - expected as part of Customer Contact Strategy implementation. To be established once detailed proposals are developed as part of implementation of Customer Contact Strategy implementation. Expected as part of Customer Contact Strategy To be established once detailed proposals are developed as part of implementation of Customer Contact Strategy implementation. To be established once detailed proposals are developed. In line with Customer Contact Strategy</p>	2,192			75	Medium	Medium	SS1

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	2020-21 CS8	Service/Section	Infrastructure & Technology Division - Facilities Management								
		Description	A further £100k reduction of the repairs and maintenance budget for corporate buildings, which with the previously agreed £100k saving in 2020/21 will give a net reduction of £200k against a current baseline budget of £900k	900	100				Low	High	SNS2
		Service Implication	This will necessitate a fundamental change in the current operational arrangements for maintaining the Councils 110 operational buildings, moving from planned maintenance to an absolute minimum level of service based around Statutory requirement and 'Fix on Fail' only. Repairs and maintenance work will only be undertaken where it directly affects the safety, security or weather proofing of a building which will result in a significant deterioration in the overall condition of the Councils buildings and its accommodation.								
		Staffing Implications	Still to be determined								
		Business Plan implications	None								
		Impact on other departments	The reduction in planned maintenance and the condition of buildings will have a direct impact on other departments and the various services that are delivered from the Councils operational buildings.								
		Equalities Implications	None								
		TOM Implications	Still to be determined.								

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	2020-21 CS9	Service/Section	Infrastructure & Technology Division - Facilities Management								
		Description	Reduction in the frequency of the cleaning within the Councils corporate buildings.	286	30				Low	Low	SNS2
		Service Implication	A reduction in the frequency of cleaning from 5 times a week to 3 will not have any direct impact on service delivery, but will result in a gradual deterioration in the overall condition and cleanliness of the Councils operational buildings and accommodation.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	The savings will have an impact on other departments due to the deterioration in the cleanliness of the operational buildings where customer facing services are delivered.								
		Equalities Implications	None								
		TOM Implications	None								
O&S	2020-21 CS10	Service/Section	Infrastructure & Technology Division - Transactional Services								
		Description	Further restructuring of the Transactional Services team	531		100			Low	Medium	SS2
		Service Implication	Will increase the time taken to process income and expenditure payments and set up new suppliers on the Councils financial system. Will have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.								
		Staffing Implications	Previously agreed saving of £100k in 2020/21 which reduces the current establishment from 13 FTE down to 10 and the additional £100k saving will reduce the team down to 7 FTE.								
		Business Plan implications	To be determined								
		Impact on other departments	Likely to have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.								
		Equalities Implications	None								
		TOM Implications	None								

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS11	Service/Section	Infrastructure & Technology Division - Commercial Services	323			50		Low	High	SS2
		Description	Restructure of the Commercial Services (Procurement) team and deletion of 1 permanent FTE post.								
		Service Implication	The Commercial Services team provide specialist procurement advice and support across all areas of the business. The team are responsible for delivering £14M of procurement related savings over the next three years and also ensure that the council is able to demonstrate value for money through its various procurement and commissioning activities.								
		Staffing Implications	Restructure to reduce the permanent establishment by 1 FTE.								
		Business Plan implications	Unlikely to fully achieve agreed corporate savings of £14M due to the reduction in the level of resources.								
		Impact on other departments	Significant impact on other departments who rely on the Commercial Services team to provide specialist technical advice and support on procurement activities.								
		Equalities Implications	None								
		TOM Implications	To be determined								
O&S	2020-21 CS12	Service/Section	Infrastructure & Technology Division	9	5				Low	Low	SNS2
		Description	Cancel lease on two Council vans								
		Service Implication	Staff from both the IT and Facilities Management teams extensively utilise the vans to transport equipment and materials around the borough, which are required to undertake urgent repairs and rectify faults.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	The IT and FM teams will be unable to continue to provide such a reactive and responsive service, which will in turn impact on departments.								
		Equalities Implications	None								
		TOM Implications	None								

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS13	Service/Section	Corporate Governance								
		Description	Corp Gov AD - Running Costs	39	24				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2020-21 CS14	Service/Section	Corporate Governance								
		Description	Information governance - reduction in consultancy spend	15	10				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2020-21 CS15	Service/Section	Corporate Services								
		Description	Miscellaneous savings (eg. Subscriptions)	66	39	(29)			Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								

PROPOSED REVENUE SAVINGS 2020-24

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS16	Service/Section	Corporate Services								
		Description	Saving in Consultancy costs	70	20				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
			Total		570	(49)	125	0			

Type of Saving

- 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
- SPRO** Reduction in Property related costs

DEPARTMENT: Children, Schools and Families - New savings

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-04	Service Description	Children Social Care Review of the current Permanency and 14+ service to establish a Leaving Care service delivered by personal advisors rather than social workers	911	60				Low	Low	SS1
		Service Implication	Organisational change required to deliver proposal. Disruption of care experienced young people's relationships with their allocated social worker. No statutory implications as support for eligible care experienced young people over 18 years doesn't require qualified social workers.								
		Staffing Implications	Resource to review, prepare and lead organisational change. Likely redeployment of qualified social work staff from 14+ service to social work vacancies in other CSC & YI service areas.								
		Business Plan implications	None								
		Impact on other departments	Potential for resource efficiencies between CSC and ASC for those eligible care experienced young people who are also eligible for Care Act services and support.								
		Equalities Implications	The Council's HR and organisational change procedures will be used for the engagement, equalities impact assessment and consultation of affected staff.								
		TOM Implications	Proposal to reduce use of qualified social workers for functions where their expertise is not a requirement is consistent with TOM.								

DEPARTMENT: Children, Schools and Families - New savings

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-05	Service Description	Children Social Care Full year effect of transfer of adoption service to Adopt London South	1,216	30				Medium	Medium	SP1
		Service Implication	Full year effect of the regional centralisation of adoption services delivering savings through a larger commissioning base and the benefit of economies of scale.								
		Staffing Implications	Some staff TUPE transferred into the regional arrangements, remainder of service restructured during 2019/20.								
		Business Plan implications	Certain services ceased to be provided by Merton as they were outsourced to Adopt London South.								
		Impact on other departments	None								
		Equalities Implications	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We used the Council's agreed HR policies and procedures for the restructure.								
		TOM Implications	In line with CSF TOM								

DEPARTMENT: Children, Schools and Families - New savings

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-06	Service Description	Children Social Care Review of safeguarding and social work training budgets	166	60				Low	Medium	SNS1
		Service Implication	Opportunity to better align staff, current training offer and partner contributions to improve training offer and deliver efficiencies.								
C&YP	CSF2019-07	Staffing Implications	Reduction in breadth and quality of training may reduce staff retention and recruitment increasing agency costs. A reduction in workforce skill and knowledge may compromise the quality of social work practice, resulting in the potential for increased harm to children.	82	30				Low	Low	SP1
		Business Plan implications	None								
C&YP	CSF2019-07	Impact on other departments	None	82	30				Low	Low	SP1
		Equalities Implications	Identified risks would have greatest impact on children and vulnerable families.								
C&YP	CSF2019-07	TOM Implications	In line with TOM	82	30				Low	Low	SP1
		Business Plan implications	None								
C&YP	CSF2019-07	Service Description	Children Social Care Reduction of Central recruitment cost budget	82	30				Low	Low	SP1
		Service Implication	Annual recruitment advertising contract with national Guardian now in place to reduce costs of 'spot purchasing' the same.								
C&YP	CSF2019-07	Staffing Implications	None	82	30				Low	Low	SP1
		Business Plan implications	None								
C&YP	CSF2019-07	Impact on other departments	None	82	30				Low	Low	SP1
		Equalities Implications	None								
C&YP	CSF2019-07	TOM Implications	In line with TOM principles	82	30				Low	Low	SP1
		Business Plan implications	None								

DEPARTMENT: Children, Schools and Families - New savings

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-08	Service Description	Education Review of school premises and contracts staffing structure	653	45				Low	Low	SS1
		Service Implication	Present vacancies in team won't be filled and re-organised to ensure service is delivered								
		Staffing Implications	Minor due to present vacancy								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
C&YP	CSF2019-09	Service Description	Education Repurposing of some posts in education inclusion service	1,773	150				Medium	Medium	SS1
		Service Implication	1)Merton's NEET and NK rates are low. The MY Futures team leads on NEET/NK work. Over the last two years it has been restructured and refocused, reducing management and setting up targeted roles for care leavers, young people with mental health needs and young people with special educational needs and disabilities. This restructure has freed up 135k. 2) Merton's Youth service is income generating and has increased it participation rate over 3 years. We will reduce premises costs but will not reduce front line offer to young people. 15k								
		Staffing Implications	3 Vacant posts of targeted youth workers; historical underspend in premises cost centres								
		Business Plan implications	Work more targeted at vulnerable groups								
		Impact on other departments	1) Work more targeted at vulnerable groups and employability service pathway set up. 2) less premises funding for maintenance of buildings.								
		Equalities Implications	Work more targeted at vulnerable groups, particularly SEND.								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-10	Service Description	Education Reduced contribution towards the MSCB This will bring Merton's contribution more in line with statutory partners	144	44				Low	Medium	SNS2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	Service will be planned in lined with total available partner funding								
		Impact on other departments	None								
		Equalities Implications	None. The partnership does not deliver direct services to Merton residents.								
		TOM Implications	None								
C&YP	CSF2019-11	Service Description	Cross cutting Review of centralised commissioning budgets. There will be a review of current staffing across the Integrated Children's Commissioning Team. This would lead to a potential saving of approximately £90k (Salary saving of £74k and non-staffing underspend of £16k)	815	90				Low	Low	SS2
		Service Implication	Redundancy of the Head of CSF Commissioning Role								
		Staffing Implications	Redundancy of the Head of CSF Commissioning Role								
		Business Plan implications	Consultation and potential restructure of the Integrated Commissioning Team across PH (and potentially CCG).								
		Impact on other departments	Review and potential restructure will involve Public Health Lead for Children Services.								
		Equalities Implications	Staff will be fully consulted on any proposed changes and have the opportunity to influence any final structure, within budget								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-12	Service Description	Public Health A recurrent saving will be achieved by a review of public health commissioned services. The saving will be made from reductions in Healthy Child 0-19 service budget and Public health contribution to the Risk and Resilience budget.	3,835		400			Medium	Medium	SP1
		Service Implication	The re-commissioning of community services provides an opportunity to review current service model and gain efficiencies from integrated commissioning and service delivery. However it is anticipated that there will be some changes and reductions in universal and targeted services. Areas which will be reviewed for redesign may include, but are not limited to, support for vulnerable young parents (currently FNP).								
		Staffing Implications	No staffing implications for LBM. However staff changes including potential staff reductions will be within commissioned services as part of new service models. There may be associated redundancy costs for staff within the commissioned services which will need to be factored into any efficiencies/savings plans and due diligence carried out. This may initially reduce the anticipated efficiency.								
		Business Plan implications	There are uncertainties in the Public Health (PH) grant for 21/22. If there are further reductions in Merton's PH grant, some of these efficiencies might be used to mitigate other PH statutory or key services. If there is any increase in the PH grant this may reduce the impact of the efficiencies.								
		Impact on other departments	There are interdependencies between CSF, C&H and MCCG. Through the co-commissioning of community health services with MCCG, local integration will help mitigate the impact of financial reductions. The new service model may impact on other department services, e.g. CSF Early Help and Early Years services.								
		Equalities Implications TOM Implications	An equalities impact assessment of new service models will be undertaken as part of the procurement process. tbc								
Total					509	400	0	0			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1920-01	Service/Section	Parking Services								
		Description	<p>Application to change Merton's PCN charge band from band B to band A. To effect this a full business case will need to be presented to Full Council. Following this, an application will be made to the London Councils Transport, and Environment Committee. Depending on the outcome at the Committee, the Mayor will also be required to ratify the application and the Secretary of State has final sign off. This 'saving' reflects the impact on estimated revenue until motorist compliance takes full effect. The objective is to reduce non-compliance but if the band change is implemented it is likely that there will be a short term increase in revenue.</p> <p>In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better compliance and driver behaviours in respect of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>	(7,921)	340	340			Med	Low	SI1
		Service Implication	System configuration & consultation process.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	To be assessed								
		TOM Implications	consistent with TOM objectives								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1920-04	Service/Section	Waste Services								
		Description	The service change in October 2018 has had a significant impact on waste arisings and recycling levels. Residual waste volume has reduced by c12% whilst recycling levels have increased from c34% to c45% . Whilst we have already built £250k into the MTFS we believe that this can be added to.	6,266	250				Med	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	consistent with TOM objectives								
	ENV1920-05	Service/Section	Waste Services								
		Description	The Kingdom environment enforcement contract is due for reprocurement and renewal in Spring 2020. This provides an opportunity for it to be broadened and also to ensure that its operation is as effective as possible for the Council .	(517)	50				Med	Med	SI2
		Service Implication	Possible broadening of FPN offences being enforced. Also, payment rate and volume could go down								
		Staffing Implications	None								
		Business Plan implications	Improved enforcement presence across the Borough and opportunity to work across divisions to maximise potential enforcement receipts								
		Impact on other departments	Possible improvements in the type and number of enforcements.								
		Equalities Implications	To be considered as part of expansion of enforcement remit								
		TOM Implications	Refines and improves enforcement model within scope of TOM								
Total Environment and Regeneration Savings					1,240	340	0	0			

PROPOSED SAVINGS 2020-24
DEPARTMENT: COMMUNITY AND HOUSING

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 52	2020-21 CH1	Service/Section	Public Health								
		Description	Further reduction in contracts and grants.	10,000		500			Med	Med	SNS2
		Service Implication	Assumes that the current ring fence is removed by April 2021. Further work is needed to identify the options to deliver these savings. It is likely to fall in areas such as prevention rather than demand led services such as sexual health or substance misuse. It may therefore impact more on voluntary sector providers than health providers.								
		Staffing Implications	tbc								
		Business Plan implications	There may be a reduction in performance against key performance indicators								
		Impact on other departments									
		Equalities Implications	The equalities impacts will depend on the detailed actions identified. However, Public Health services have a strong focus on reducing health inequalities and the Council's response to that will be reduced as a result.								
		TOM Implications									
			TOTAL		0	500	0	0			

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

Panel	Ref	Description of Saving		Baseline Budget £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £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>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. 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

Being replaced by an alternative

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

Panel	Ref	Description of Saving		Baseline Budget £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-09	Service Description	Education Radically reduce some statutory education functions	8,137	200				High	High	SS2
		Service Implication	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		Business Plan implications	No specific Implications								
		Impact on other departments	No specific Implications expected although we could see some legal challenge.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. This will reduce support to vulnerable and at risk children, increasing pressure on our universal service's capacity to manage these needs.								
		TOM Implications	Statutory Education and Social Care services for C&YP will be further reduced. The department will be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. Detailed work will need to ensure that risk and vulnerability is prioritised and careful consideration of the ability to deliver the statutory minimum required.								

Being replaced by an alternative

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

Panel	Ref	Description of Saving		Baseline Budget £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-10	<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>Radically reduce support for LAC/CSE/respice</p> <p>During 2019/20 we will review our eligibility criteria and service offer for some of our most vulnerable clients. This is likely to mean reduced therapeutic support to highly vulnerable children including looked after children and care leavers</p> <p>These services are mainly commissioned or spot purchased. There may be staffing implications as the current contract means that some of our own staff are employed and could be eligible for redundancy.</p> <p>No specific Implications</p> <p>These reductions may place additional burdens on universal, targeted and specialist services.</p> <p>This will reduce support to vulnerable and at risk children including C&YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&YP, care leavers or young people with complex disabilities, young people in the youth justice system, increasing pressure on our parents/carers and universal service's capacity to manage these needs.</p> <p>The TOM sets out an approach to prioritisation but this level of saving is likely to impact on those already most at risk and vulnerable young people at the top end of our Well Being Model</p>	10,545	200				High	High	SNS2
Total Children, Schools and Families Savings					700	0	0	0			

Being replaced by an alternative

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-01	<p>Service Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p align="center">Cross Cutting</p> <p>Review of CSF admin structure 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. We will prioritise our core statutory education and social care functions. A smaller workforce will reduce our ability to work on cross cutting issues and new developments. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals. 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	200				Medium	High	SS2

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-02	<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>Establish more cost effective Merton independent living provision</p> <p>The likely routes to achieve more cost effective provision may reduce flexibility of location and support available for young people.</p> <p>Commissioning and procurement capacity and expertise required.</p> <p>This is an existing action in the CSF Business Plan to deliver cost effective independent living provision</p> <p>Work with colleagues in C&H required</p> <p>The Council's commissioning and procurement policies will be used. Cost effective provision with lower levels of support would improve the experience of care leaving young people who have unresolved immigration status.</p> <p>This ethnicity of this group is primarily BAME.</p> <p>Consistent with CSF TOM</p>		400				Medium	Low	SP1

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-03	Service Description	Cross Cutting Early help re-design of Transforming Families team, Family and Contact team at Bond Road and 0-5s Supporting Families team	2,148	100				Low	Medium	SS2
		Service Implication	To create a new all ages Family Wellbeing Service, that works intensively with children and families assessed as having needs prior to statutory intervention across the age ranges of 0-25. To streamline and improve referral, assessment and practice, creating economies of scale.								
		Staffing Implications	A staffing reorganisation is being implemented, and it is anticipated there will be a reduction of approximately 5- 7 posts								
		Business Plan implications	This will involve a change to service provision, bringing together several team functions from across a combination of teams within Children SC&YI and Education								
		Impact on other departments	Not significant, however, work is taking place to identify any possible impact across wider children's								
		Equalities Implications	Contained with the EIA assessment as part of the reorganisation process.								
		TOM Implications	This delivers the early help redesign as stated in the TOM								
Total Children, Schools and Families Savings					700	0	0	0			

Previously Agreed Saving

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputation al Impact	Type of Saving (see key)
SC	E1	Service/Section Description	Regulatory Services Partnership Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	60	65	75		Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
Total Environment and Regeneration Savings				60	65	75	0			

Deferred Savings proposal

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputation al Impact	Type of Saving (see key)
SC	E1	Service/Section Description	Regulatory Services Partnership Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	60		65	75	Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
Total Environment and Regeneration Savings				60	0	65	75			

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
OS	Overview & Scrutiny
HC&OP	Healthier Communities & Older People
SC	Sustainable Communities

SUMMARY OF DEPARTMENTAL GROWTH 2020-24

SAVINGS TARGETS BY DEPARTMENT	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Corporate Services	430	0	0	0	430
Children, Schools and Families	9,297	(1,297)	726	925	9,651
Environment and Regeneration	0	0	0	0	0
Community and Housing	0	0	0	0	0
Total	9,727	(1,297)	726	925	10,081
Total (cumulative)	9,727	8,430	9,156	10,081	

DEPARTMENTAL GROWTH 2020-24
DEPARTMENT: Corporate Services

Panel	Ref	Description of growth	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
	2020-21 CSG1	Description - Service Implications Emergency Planning Growth is required in order to increase the level of service to better respond to major or prolonged incidents and comply with resilience standards for London. It will also be used to fund the Council's contribution to the central resilience fund. Staffing Implications Additional 1 permanent FTE. Further requirements for a rota of staff to be available for incident response. Business Plan implications Impact on other departments The growth will enable the service to meet its business plan Staff from other departments will be part of the increased rota arrangements Equalities Implications None TOM Implications None	150				GS1 / GNS1
Page 62	2020-21 CSG2	Description - Service Implications Microsoft Licences (Enterprise Agreement) Allows the Council to continue the use of Microsoft applications and services, required to licence and run the IT infrastructure and end user computers Staffing Implications None Business Plan implications Impact on other departments The growth will enable the service to meet its business plan Growth to this Corporate Services budget will ensure other departments can maintain their use of IT products requiring these licences Equalities Implications None TOM Implications Consistent with technology strategy within the TOM	280				GNS1
	Total : Corporate Services Growth 2020-24			430	0	0	0

Type of Growth Key

GI1	Income: Decrease due to fall in demand for service
GI2	Income: Decrease due to reduction/deletion of service
GS1	Staffing: increase in level of service
GS2	Staffing: New service
GNS1	Non - Staffing: increase in level of service
GNS2	Non - Staffing: New service
GP1	Addition to Procurement / Third Party arrangements
GPROP	Increase in Property Related costs

Panel

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

DEPARTMENT: Children, Schools and Families - Growth

Panel	Ref	Description of growth	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
C&YP	CSF2019-G01	<p>Description - New burdens funding to offset DSG deficit The number of EHCPs have increased significantly over the past five years from 1,075 in January 2016 to 1,712 in January 2019. This is a 59% caseload increase resulting in a huge increase in cost with a very small increase in grant funding, allocations announced still to be confirmed, so will be kept under review.</p> <p>Service Implications</p> <p>Staffing Implications Due to the increase in EHCPs, staff caseloads have increased in response and staff levels are urgently required to be redressed as caseload levels are not sustainable.</p> <p>Business Plan implications The demand issues are covered in CSFs TOM document as well as in divisional and service plans.</p> <p>Impact on other departments This growth requirement will result in a significant increase the savings requirements for all departments.</p> <p>Equalities Implications N/a</p> <p>TOM Implications The demand issues are covered in CSFs TOM document under SEND in the customer and physical location layers.</p>	9,297	(1,297)	726	925	GP1
Total			9,297	(1,297)	726	925	

Type of Growth Key

- GI1 Income: Decrease due to fall in demand for service
- GI2 Income: Decrease due to reduction/deletion of service
- GS1 Staffing: increase in level of service
- GS2 Staffing: New service
- GNS1 Non - Staffing: increase in level of service
- GNS2 Non - Staffing: New service
- GP1 Addition to Procurement / Third Party arrangements
- GPROP Increase in Property Related costs

Panel

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

SUMMARY OF EQUALITIES ASSESSMENTS

SAVINGS REFERENCE	CABINET	DEPARTMENT	SAVING	OUTCOME
CSF2019-13	27 January 2020	Children, Schools and Families	Review Adolescent and Family Service provision	3
CSF2019-14	27 January 2020	Children, Schools and Families	Development of Family Network Co-Ordinators Service	1
CSF2019-15	27 January 2020	Children, Schools and Families	Culture change and clarification of financial support entitlements for care leavers	2
CSF2019-16	27 January 2020	Children, Schools and Families	Implementation of the DfE National Minimum rate for Fostering, Special Guardianship & Adoption Allowances; Refresh of Special Guardianship Financial Support policy	2
CSF2019-17	27 January 2020	Children, Schools and Families	Increased use of in-house foster carers	1
CSF2019-18	27 January 2020	Children, Schools and Families	Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service	3
CSF2019-19	27 January 2020	Children, Schools and Families	SEND Travel assistance - to review eligibility for SEND home to school/college travel assistance	3
CSF2019-20	27 January 2020	Children, Schools and Families	EA not required	N/A
CSF2019-21	27 January 2020	Children, Schools and Families	EA not required	N/A
CSF2019-22	27 January 2020	Children, Schools and Families	EA not required	N/A
CSF2019-23	27 January 2020	Children, Schools and Families	EA not required	N/A
ENV1920-06	27 January 2020	Environment and Regeneration	FutureMerton - Highways advertising income through re-procurement of the advertising contract for the public highway.	1
ALT1920-01	27 January 2020	Environment and Regeneration	Property Management - increased income	2
ALT1920-02	27 January 2020	Environment and Regeneration	Parking Services - use of ANPR	2
ALT1920-03	27 January 2020	Environment and Regeneration	Increased income from Leisure Centres Management Contract	1
ALT1920-04	27 January 2020	Environment and Regeneration	Waste Services - Increase level of Environmental Enforcement activities	2
ALT1920-05	27 January 2020	Environment and Regeneration	Waste Services - Reduction in external training budget.	1
ALT1920-06	27 January 2020	Environment and Regeneration	Greenspaces - Reduction in grant to Deen City farm as part of agreement involving capital investment	1
ALT1920-07	27 January 2020	Environment and Regeneration	Greenspaces -Realign budgets to better reflect current levels of income from outdoor events.	1
CH96	27 January 2020	Community and Housing	Adult Social Care - Homecare Monitoring System	1
CH97	27 January 2020	Community and Housing	Library & Heritage Service - Increase income and make better use of technology to reduce costs	2
CH98	27 January 2020	Community and Housing	Adult Social Care -Transport: Reduction in budget spent on transport services following a Corporate Review.	2
CH99	27 January 2020	Community and Housing	Adult Social Care - Promoting Independence	2

SUMMARY OF EQUALITIES ASSESSMENTS

SAVINGS REFERENCE	CABINET	DEPARTMENT	SAVING	OUTCOME
2020-21 CS 1-4, CS 16&17	14 October 2019	Corporate Services	A series of Resources Division corporate savings	1
2020-21 CS4	14 October 2019	Corporate Services	Housing Benefit Written Off Debt Recovery	2
2020-21 CS5, CS6	14 October 2019	Corporate Services	Back office savings in Customers, Policy and Improvement	1
2020-21 CS 13&14	14 October 2019	Corporate Services	A series of Corporate Governance savings	1
CS7	14 October 2019	Corporate Services	Staffing Establishment Reduction in Customer Experience & Communications	2
CS8, CS9 and CS12	14 October 2019	Corporate Services	Proposed budget savings assessed as not having any potential equalities impact implications.	1
CS10 and CS11	14 October 2019	Corporate Services	Proposed restructure of Transactional and Commercial Services teams	2
CSF2019-01	14 October 2019	Children, Schools and Families	Review of CSF Admin Structure	2
CSF2019-02	14 October 2019	Children, Schools and Families	Establish more cost effective Merton independent living provision	2
CSF2019-03	14 October 2019	Children, Schools and Families	Early Help Service redesign – setting up a new Family Wellbeing Service	2
CSF2019-04	14 October 2019	Children, Schools and Families	Review of the current Permanency and 14+ Service	1
CSF2019-05	14 October 2019	Children, Schools and Families	Full Year Effect of the Transfer of the Adoption Team to Adopt London South	2
CSF2019-06	14 October 2019	Children, Schools and Families	Review of the Safeguarding and Social Work Training Budget	1
CSF2019-07	14 October 2019	Children, Schools and Families	Reduction of Children’s Social Care & Youth Inclusion Central Recruitment Budget	1
CSF2019-08	14 October 2019	Children, Schools and Families	Review of school premises and contracts staffing structure	1
CSF2019-09	14 October 2019	Children, Schools and Families	Repurposing of some posts in education inclusion service	1
CSF2019-10	14 October 2019	Children, Schools and Families	Reduced contribution towards the multi-agency Merton Safeguarding Children Partnership	1
CSF2019-11	14 October 2019	Children, Schools and Families	Review of Centralised commissioning budgets	1
CSF2019-12	14 October 2019	Children, Schools and Families	Review of public health commissioned services	2
ENV1920-01	14 October 2019	Environment and Regeneration	Application to change Merton's PCN charge band from band B to band A.	2
ENV1920-02	14 October 2019	Environment and Regeneration	Compliance rates for ANPR Moving Traffic Offences	1
ENV1920-03	14 October 2019	Environment and Regeneration	Realign rental income budgets from conducting rent reviews in line with tenancy agreements	2
ENV1920-04	14 October 2019	Environment and Regeneration	Waste minimisation	1
ENV1920-05	14 October 2019	Environment and Regeneration	Increase the level of enforcement activity for environmental offences	2
2020-21 CH1	14 October 2019	Community and Housing	Further reductions in Public Health	3

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?	CSF2019-13 - Proposed Savings: Review Adolescent & Family Services
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	El Mayhew, Assistant Director, 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>The proposal is to review Adolescent and Family Services, as part of the wider CSC & YI Review, with a view to achieving £100k saving in financial year 2020/21.</p> <p>Following completion of the Early Help Review and Consultation, coupled with the CSC & YI Review, the desired outcome is to improve alignment of services and interventions to children and young people at risk of contextual harms. Re-alignment of services could improve multi-agency working and safety planning for young people and realise savings and efficiencies from a reduction in staff posts.</p> <p>There is a risk of less effective or reduced resource available to respond to Serious Youth Violence and exploitation of Merton children. This may result in increased numbers of young people being seriously injured or killed and an increase in the number of young people who need to become looked after to increase their safety. The review will consider the severity and likelihood of these risks.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposed review contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to improve alignment of services and interventions which meets the safety needs of young people in the Borough, diverts demand from statutory services and delivers financial savings.</p> <p>Sustainable and safe reduction of staff across CSF is an agreed objective in the CSF Business Plan.</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>Young people, families and communities at risk of contextual harms.</p> <p>The workforce may be affected by realigning existing staff from across multiple service areas. A reduction of 1.5 / 2 FTE permanently established posts would be required to achieve the proposed saving.</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>CSC & YI are the lead department. There are interfaces with Police, Schools, Health and Education partners.</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).

Part of the Adolescent and Family Service was subject to formal HR consultation regarding the Early Help re-organisation during autumn 2019/20. Insight and information gathered as part of that process will be used to further assess whether there might be a disproportionate negative impact on BAME communities, families and young people as a result of planned service efficiencies.

Some of the workforce who might be affected by this proposed review are from BAME groups. There is a risk that a further review and proposed reduction in staff resource may be perceived as disproportionately impacting BAME staff in the interests of achieving Council savings.

BAME young people, families and communities are over represented in the work the CSF undertakes where contextual safeguarding concerns exist. It may be the view of BAME families that they are better able to engage with Council staff from a BAME background about the contextual safeguarding issues facing BAME young people, families and communities. If this is the view of the majority of BAME families, any reduction in posts held by BAME staff, as a result of this proposal, could impact on the effectiveness of the contextual harm interventions delivered by the Council.

Further equality and diversity assessment of young people, families and communities engaging with CSF contextual harm services is required as part of the review. The Council's HR policies and procedures will be used for staff engagement, equalities impact assessment and consultation with affected staff.

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		Positive: Better join-up of contextual harm services could improve safety planning and interventions for young people at risk. Negative: Reductions in budget and staffing could impact on the capacity to intervene and increase safety for young people.

Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X		X		Positive: Better join-up of contextual harm services could improve safety planning and interventions Black, Asian and ethnic minority young people at risk. Negative: Reduced provision would impact on Black, Asian and minority ethnic group young people, families and communities.
Religion/ belief					
Sex (Gender)	X		X		Positive: Better join-up of contextual harm services could improve safety planning and interventions for male young people at risk. Negative: Reduced provision would impact on male young people.
Sexual orientation					
Socio-economic status	X		X		Positive: Better join-up of contextual harm services could improve safety planning and interventions for young people, families and communities. Negative: Reduced provision would impact on young people, families and communities living in poverty.

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?
Impact of proposal on BAME staff, young people, families and communities	Independent Assessment	Submission of final report to CSF DMT	31.01.20	Additional	Assistant Director, CSC & YI	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.

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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

EI Mayhew

Signature:

Date: 26/11/2019

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: 27/12/2019

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?	CSF2019- 14 - Proposed Savings: Development of Family Network Coordinators Service
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	El Mayhew, Assistant Director, 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>This proposal replaces the unachieved savings previously attached to the Family Drug and Alcohol Court (FDAC) initiative. Merton have decommissioned FDAC.</p> <p>The proposal is to develop a Family Network Coordinator service. Family Network Coordinators help family networks to come together, identify and use their own strengths and resources to solve their problems and keep children safe. This is an evidence-based approach which builds resilience and reduces demand on preventative and statutory services. The desired outcomes of this service are:</p> <ul style="list-style-type: none"> - Earlier provision of family network meetings - Increased numbers of families offered and facilitated to hold family network meetings - Reduced demand on preventative and statutory services - Increase in children being cared for within their family network - Reduction in children entering care or requiring Council-sourced care arrangements <p>CSC have successfully secured DfE funding of £61k for 2019/20 to develop this service. The current CSC & YI Service Review is considering how this service might be sustained once the DfE funding ceases.</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>The desired outcomes of the proposal are to harness family strengths and resilience, to divert demand from preventative and statutory services and deliver financial savings.</p>

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children, young people and their families; local partners and the workforce may be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The proposal relates only to CSF.

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).

All children and young people referred to Children's Social Care are within a defined aged bracket of 0 – 18 years. Particular types of issues and service areas within CSC & YI have aspects of disproportionality for example poverty; gender and disability (mental health) in domestic abuse; gender and ethnicity in serious youth violence. This proposal would positively support and impact on all children and families accessing Children's Social Care services.

The underlying principle of the proposal is to seek to use the council's budget and resources more effectively to support children, young people and their families to build resilience and reduce the need for statutory interventions. The proposed savings arise from delivery of more effective interventions to divert families from services rather than withdrawal of existing services.

The DfE grant funding is time-limited and will end in 2020. There might be an impact on the workforce if existing staff resources and budgets are re-organised to maintain the Family Network Coordinator service. Any re-organisation will be undertaken under the Council's HR procedures with workforce equality and diversity impacts being considered in that process.

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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				More effective use of Council's budget and resources to support children, young people and their families.
Disability	X				More effective use of Council's budget and resources to support children, young people and their families.
Gender Reassignment				X	
Marriage and Civil Partnership				X	

Pregnancy and Maternity				X	
Race	X				More effective use of Council's budget and resources to support children, young people and their families.
Religion/ belief	X				More effective use of Council's budget and resources to support children, young people and their families.
Sex (Gender)	X				More effective use of Council's budget and resources to support children, young people and their families.
Sexual orientation				X	
Socio-economic status	X				More effective use of Council's budget and resources to support children, young people and their families.

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	El Mayhew	Signature:	Date: 26/11//2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature:	Date: 27/12//2019

Equality Analysis



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What are the proposals being assessed?	CSF2019-15 - Proposed Savings: Culture change and clarification of financial support entitlements for care leavers
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	El Mayhew, Assistant Director, 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>The proposal is to:</p> <ul style="list-style-type: none"> - lead a culture change across the care leaver service to improve understanding and application of the Council’s statutory duties - improve understanding of care leaver’s entitlements - shift our approach to one that supports care leavers to maximise income and support from other available sources <p>The desired outcomes are to:</p> <ul style="list-style-type: none"> - ensure young people are supported to access finances and services they are entitled to from other sources - ensure that the Council is not providing unnecessary or unlawful financial support - reflect the Council’s changing relationship with eligible young people as they move into adulthood - make best use of available budget and deliver savings
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>The desired outcomes of the proposal are to provide a value for money service for care leavers and deliver financial savings.</p>

12/09/17

<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>Eligible care experienced young people may be affected by the proposed changes to current custom and practice about how they are individually and collectively financially supported by the Council.</p> <p>Care experienced young people with limited, reduced or rescinded statutory eligibility for financial support will be affected by improved understanding of care leaver's entitlements and the proposed reductions in financial support to those who are not statutorily eligible.</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. The proposal relates only to CSF – Children's Social Care & Youth Inclusion</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).

All eligible care experienced young people are within a defined aged bracket of 18 – 25 years. Males and young people of Black, Asian and minority ethnic groups are over represented in the group of eligible care experienced young people (Source: Children, Schools and Families DMT Dashboard October 2019: Males 64%; BAME 64%). Equality and diversity impacts will be considered as part of the review.

Former unaccompanied asylum seeking children who as care experienced young adults become Appeal Rights Exhausted under the immigration legislation are ineligible for local authority assistance beyond that required to prevent a breach of their human rights This group are most likely to be impacted by the proposed changes. These young people are predominately male and of Black, Asian and minority ethnic groups.

The underlying principle of the proposal is to be clearer and more consistent in the use of financial support for those care experienced young adults who are statutorily eligible.

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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		Greater financial awareness and scrutiny may reduce level of financial support care leavers have previously received.
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race			X		Black, Asian and minority groups are over represented in our care leaver population.

Religion/ belief				X	
Sex (Gender)	X		X		Males are over represented in our care leaver population.
Sexual orientation				X	
Socio-economic status			X		Care leavers are vulnerable adults at risk of living in poverty and deprivation.

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?
Impact on unaccompanied asylum seeking children who do not secure immigration status in the UK	Triple planning within Pathway Plans Information leaflets for rising care leavers	Collaborative case file audits. Production of refreshed guidance and information leaflets for care leavers	31.03.20	Existing Additional	Head of Youth Inclusion (14+ Service & Youth Justice)	Yes
Impact on all care leavers where custom and practice financial entitlements change	Circulation and publication of the local offer. Refreshed financial support practice guidelines for social workers and personal advisors.	Already published Presentation of refreshed guidance for sign off at DMT	31.03.20	Existing Additional	Head of Youth Inclusion (14+ Service & Youth Justice)	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	El Mayhew	Signature:	Date: 26/11//2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell Director – Children, Schools and Families	Signature:	Date: 27/12/2019

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?	CSF2019- 16 - Proposed Savings: Implementation of the DfE National Minimum rate for Fostering, Special Guardianship & Adoption Allowances; Refresh of Special Guardianship Financial Support policy
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	El Mayhew, Assistant Director, 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>Foster carers receive a weekly allowance to cover the costs of caring for a child and in some instances a fee where the carer has skills in caring for children with very complex and challenging needs. A local authority’s fostering allowance is used as a baseline for determining financial support packages for Special Guardians and Adopters. Central government set a national minimum fostering allowance which all approved foster carers must be paid. In Merton, the fostering allowance paid is higher than the national minimum. This means that the baseline for determining other financial support packages is higher than it needs to be.</p> <p>The proposal is to implement the national minimum fostering allowances in Merton and re-structure the fee element paid to in-house foster carers. It is proposed that any payments made to foster carers above the national minimum allowance would fall within the fee element. A refreshed Special Guardianship and Adoption Financial Support Policy would be required to support the proposed changes.</p> <p>The desired outcome is a reduction in the baseline and therefore cost of future financial support packages to Special Guardians and Adopters.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to make efficient use our budgets and resources and deliver financial savings.</p>

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children, young people, prospective special guardians, adopters and in-house foster carers.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The proposal relates only to CSF.

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).

All children and young people living in foster care, special guardianship or adoption arrangements are within a defined aged bracket of 0 – 18 years.

Many connected person foster carers and special guardians are relatives of the children they care for. Children and families living in or experiencing poverty and deprivation are over represented in the services and interventions CSC & YI provide. There is a higher incidence of female foster carers, connected carers and special guardians (or females being the primary carer in a couple arrangement) consistent with societal gender stereotyping of women as carers. The proposed reduction in Merton's baseline fostering allowance would have most impact on connected carers, future special guardians and adopters.

Stage 3: Assessing impact and analysis

1
2
3
4
5

5. 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		The proposal would reduce the weekly allowance provided to care for looked after children.
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race				X	
Religion/ belief				X	
Sex (Gender)			X		Women as carers are over represented in the fostering, connected carer and special guardianship groups. The proposal to reduce the fostering

					allowance would reduce the financial support provided to women to care for other people's children.
Sexual orientation				X	
Socio-economic status			X		Many connected carers and special guardians live in or experience poverty and deprivation. The proposal to reduce the fostering allowance would reduce the financial support provided.

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?
Impact on children, women and carers from lower socio-economic backgrounds	Public Consultation	Closure of consultation and production of analysis report	30/09/20	Additional	Head of Children in Care & Resources	Yes
Impact on children, women and carers from lower socio-economic backgrounds	Liaising with the voluntary sector for possible additional non-financial support to Carers.	Provision of information about services available through voluntary sector organisation to support carers.	30/09/20	Existing	Head of Children in Care & Resources	Not yet.

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	El Mayhew	Signature:	Date: 26/11//2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell Director - Children, Schools and Families	Signature:	Date: 27/12/2019

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?	CSF2019- 17 - Proposed Savings: Increased Use of In-House Foster Carers / Placements
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	El Mayhew, Assistant Director, 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>The aim of this proposal is to increase the number of approved fostering households and widen their offer. The objectives are to:</p> <ol style="list-style-type: none"> 1. Increase recruitment and improve the timeliness of assessments to increase approved household numbers 2. Implement the DfE / Fostering Network Mockingbird pilot to improve retention and support carers to widen their offer <p>The desired outcomes are that more children looked after are cared for by Merton in-house foster carers and use of the more expensive independent fostering agencies reduced.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to harness the strengths and resilience within our in-house fostering community, to divert demand for independent fostering agency placements and deliver financial savings.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children, young people and their families; foster carers, local partners and the workforce may be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	Yes. CSF has overall responsibility and relies on support and assistance from the Communications Team for recruitment and marketing activities. Recruitment and marketing activity has been more challenging

partners and who has overall responsibility?

since the repurposing of £14k of fostering marketing budget which was centrally held by the Communications Team and has been directed to the development of the digital platform.

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).

All children and young people referred to Children's Social Care are within a defined aged bracket of 0 – 18 years. This proposal would positively support and impact on all children and families requiring looked after services in that it provides for children to remain living in their local community with continuity of relationships and access to the range of Merton's partnership services.

The underlying principle of the proposal is to seek to use the council's budget and resources more effectively to support children and young people locally. Social work intervention is more effective where children live locally, can be seen regularly and form positive relationships. The proposed savings arise from reduced use of independent fostering agency placements rather than withdrawal of existing services.

Stage 3: Assessing impact and analysis

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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				More effective use of Council's budget and resources to support children, young people and their families.
Disability	X				More effective use of Council's budget and resources to support children, young people and their families.
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X				More effective use of Council's budget and resources to support children, young people and their families.
Religion/ belief	X				More effective use of Council's budget and resources to support children, young people and their families.

Sex (Gender)	X				More effective use of Council's budget and resources to support children, young people and their families.
Sexual orientation				X	
Socio-economic status	X				More effective use of Council's budget and resources to support children, young people and their families.

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

7. 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

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	El Mayhew	Signature:	Date: 26/11//2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director - CSF	Signature:	Date: 27/12//2019

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 CSF2019 - 18
Which Department/ Division has the responsibility for this?	CSF/Education Division

Stage 1: Overview	
Name and job title of lead officer	Jane McSherry (AD Education)
<p>U. 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>Review and reshape of short breaks provision across CWD, Brightwell, commissioned provision and the in-house short break service</p> <p>Aim: To make savings across the 4 services that currently deliver and/or procure a short break offer across the applicable services which are Brightwell Out of School Specialist Provision, short breaks for families without social care intervention, short breaks/respite as part of a CSC plan and commissioned services for children with level 2 needs upwards in the Merton Well-being Model, with the aim of improving access to a range of community based short breaks services.</p> <p>Objective: To reshape the council's overall Short break offer for disabled children aged 0 -18, supporting families to access services in accordance with presenting need (possible changes to criteria), underpinned by a principle of self-serve and minimal intervention /assessment in order to access services.</p> <p>Outcome: To secure sufficient short breaks provision for Merton families across a mixed market model, which is flexible, responsive to presenting need and is easy to access, supporting efficiencies and self-serve for families</p> <p>The proposed reshape is likely to impact upon a change to the service offer which could include changes to short break and respite packages, types of provision available, geographical location of</p>

	<p>services and availability of services. Further work is required to fully understand the impact of this, across the 4 services that are currently involved in the provision and/ or commissioning of short break packages and services.</p> <p>As the service supports SEND children, young people and their families there will be further detailed assessment required as the review progresses, in order to better understand the overall impact of service wide changes for this cohort of families and children, because they have protected characteristics.</p> <p>A review has been started, led by Commissioning and Partnerships within CSF, which will follow a project approach and will include a wide-ranging stakeholder engagement programme with parents, children, young people, staff, multi-agency partners etc. There will also be some work to be carried out with the range of existing providers to work towards securing sufficiency across the mixed market model that already exists in Merton.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>This proposal is contributing to the councils' corporate priorities, which are:</p> <ul style="list-style-type: none"> Resilient Merton Collaborative Merton Smart Merton Ambitious Merton <p>Our proposals aim to contribute to these priorities and aim to deliver across these areas, with a particular focus on Resilient, Collaborative and Ambitious Merton</p> <p>Resilient – supporting families to access comparable childcare services provided by the private, voluntary and schools sector</p> <p>Collaborative – working with service users, our partners and our staff we will work towards achieving these savings proposals</p> <p>Ambitious Merton – identifying opportunities to reduce the direct delivery of services, where it makes sense to do, retaining aspects of the service where there is a business need so to do so.</p> <p>The way Merton works to deliver against these priorities is important, and the following three things have been identified that motivate all of us to deliver:</p> <p>Customers - We want to know our customers and provide the very best service for them</p>

	<p>Pride - We take personal pride in what we do, in working for Merton and pride in Merton the place</p> <p>Team - We actively work to support our colleagues to be the best team and look for ways to work with partners beyond the council to improve Merton the place</p> <p>Corporately, these are Merton’s strengths as an organisation – they frame how we work to achieve our aspirations. The proposals will embed these key priorities and motivational aspects into our future planning.</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>External customers – approximately 450 families currently access a short break that the Local Authority has supported. There are other families with children and young people with a disability who will self-serve their short break provision through the local offer, without any involvement from the LA.</p> <p>Communities – the provisions are located across the borough and they are provided by the Council itself (e.g. Brightwell) as well as commissioned partners either through a contract or a spot purchase arrangement.</p> <p>Partners/Stakeholders – the services currently provide a number of short break provisions to a range of families whose children have disabilities. These services are considered to support family wellbeing and provide a preventative model of support for families, so that children can be safely looked after in their own home, with appropriate support to enable this.</p> <p>Therefore, there are partners within the organisation, as well as outside the organisation including health, schools/education early years, children’s social care and SENDIS, that may be affected in addition to the families. Any change to how a family accesses a service and the availability and location of this service will impact across key stakeholders. Colleagues within facilities and Contracts and School Organisation will be key stakeholders in terms of any change of use of the Brightwell building.</p> <p>Workforce – approximately 15 staff (not all FTE, and this will change over the next 2 years) will be affected, and depending on the final offer, the final number may be reduced/or roles may change. There may also be an impact on workforce outside the council as a result of to changes to contracts.</p>

4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?

As detailed above. The building is supported by the corporate facilities team and this proposal will need to align with other savings proposals regarding the review of buildings within CSF.

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 data sets and information to identify and determine the impact of the proposal on protected characteristics. We are partly but not fully aware, as yet, of the overall impact of this proposal.

Data and evidence used has been secured via:

Registration data from Brightwell

Numerical data from Short breaks

Numerical data from the Children with Disabilities team

iTRENT (to be confirmed)

Further analysis of the service users is required as the review develops. Because we do not currently hold this all in one place, drawing conclusions and analysis from the various data sources has not been possible in terms of fully informing this EIA. A further EIA will be produced with detailed information as the project and review develops. It is fully recognised, therefore, that this EIA is compiled in the context of not having sufficient equalities and service planning data to fully identify the impact of the proposal at this stage. However, as the review has been commissioned, this will be picked up as part of that project work

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	*		*		<u>Service Users</u> Children aged 0 – 18 and their families are the service users and this will not change. However, any changes to an offer could impact

				<p>either negatively or positively, depending on the outcome of this review.</p> <p><u>Negative impact</u> An overall reduction in service could impact on children, young people and their families</p> <p><u>Positive Impact</u> The Brightwell building may become available for alternative users, which could include a provision for children and young people</p>
<p>Disability</p>	<p>*</p>		<p>*</p>	<p><u>Service Users</u> Children aged 0 – 18 with special educational needs and/or disabilities, and their families, are the service users and this will not change. However, any changes to an offer could impact either negatively or positively, depending on the outcome of this review.</p> <p><u>Negative Impact</u> A reduction in service provision could impact on children and young people with disabilities and their families.</p> <p><u>Positive Impact</u> The Brightwell building may become available for alternative users, which could include a provision for children and young people with additional needs including disabilities.</p> <p>There may be an improved offer for children and young people, supporting more choice and self-serve, reducing the requirement for intrusive and further family assessments.</p>

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Gender Reassignment					Not known
Marriage and Civil Partnership					Not known
Pregnancy and Maternity					<u>Service users</u> Not applicable for the children and young people. Family members may be impacted by changes to the overall offer. The impact of this is not known at this time. _____
Race	*		*		<u>Service users</u> The short breaks services are used by children and young people who have a disability. Take up of provision from children and young people from BAME, with disabilities is not fully known at this point in time. Further work and analysis in the planning stages nearer the time will be used to fully understand the impact upon race and BAME groups and any possible actions to mitigate. _____

					understand the impact upon race and any possible actions to mitigate
Religion/ belief					Not known
Sex (Gender)	*		*		<p><u>Service users - parents</u> Estimates would indicate that the highest proportion of adult service users are women/mothers and any change to delivery model may have a positive or negative impact:</p> <p><u>Positive impact</u> The reshaped offer will provide access to a range of services and support that more clearly defines the offer for families living in Merton.</p> <p><u>Negative Impact - parents</u> Any change to a delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Negative impact – children and young people</u> Evidence shows that the highest proportion of children/young people service users are males and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for children/young people and their families presenting with additional needs.</p> <p>_____</p>
Sexual orientation				*	Not known
Socio-economic status			*		<p><u>Service Users</u> Actual household income is not known for all service users</p> <p><u>users</u></p>

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>Gaps in information</p> <p>Impact on service users</p>	<p>To carry out the review which will include a deep dive into the characteristics for existing service users and then refresh this EIA on the basis of the new information.</p> <p><u>Families with disabled children aged 0 – 18</u></p> <p>Provide sufficient consultation and notification to families so they are fully involved in the service redesign</p> <p>Work with the existing sector to secure sufficient places for families</p>	<p>When full data sets are available</p> <p>Families are consulted and a robust offer is developed</p> <p>There is a sufficient market places to deliver the short break places/services</p>	<p>Between January 2020 and August 2020</p> <p>Between January 2020 and August 2020</p>	<p>existing</p>	<p>Heads of Service Commissioning and Partnerships SENDis and Early Years</p>	<p>Y</p>

during the planning phases

Reshape the offer so that it responds to family feedback, staff feedback, stakeholder feedback in accordance with level of savings

Provide information and new service offers, criteria etc so that families can access information easily

Work with the sector to secure alternative providers/ outsource the Brightwell provision
This approach would need to include the arrangements for TUPE, unless schools become the provider

<p>There will be a negative impact for staff who will be vulnerable to redundancy, some staff with protected characteristics are more impacted than others (based on current characteristics, which are likely to change over the next 2 years)</p>	<p>Support staff to take up training and develop skills so they have opportunities across the sector in alternative employment Follow reorganisation and redundancy policy, support staff to be able to become redeployed Where applicable ensure TUPE regulation is applied appropriately Seek advice and guidance from Equality and Community Cohesion Officer and HR</p>	<p>Reorganisation implemented, staff access training and skill development Staff access new roles either in Council, in new employment or via TUPE</p>	<p>Between January 2020 and August 2020</p>	<p>Existing/redundancy costs?</p>	<p>Allison Jones</p>	<p>Y</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

YES

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by		Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature:	Date: 27 December 2019

Equality Analysis



Please refer to the guidance for carrying out an [Equality Analysis](#).
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	CSF 2019-19 SEND Travel assistance - to review efficiencies in providing for SEND home to school/college travel assistance, including eligibility for post-16 students. Subject to recommendations from the appointed consultant on home to school transport
Which Department/ Division has the responsibility for this?	CSF/Education

Stage 1: Overview	
1. Name and job title of lead officer	Tom Procter, Head of Contracts and School Organisation / Karla Finikin, Head of SENDIS
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)	What are you proposing and what are they designed to deliver? The aim is to reduce the council spend on home to school/college travel assistance, while ensuring that vulnerable children and families that require it continue to receive support. To ensure the service is provided in the most cost effective way possible. The work is being undertaken under the auspices of a whole council review commissioned from an independent consultant.
3. How does this contribute to the council's corporate priorities?	Balancing the budget
4. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children and families with SEND (Special Educational Needs and Disabilities) will be affected by this proposal.
5. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	In-house bus services for SEND children are provided by E&R department, but paid for by CSF department through an SLA.

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, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

What impact has this evidence had on what you are proposing?

If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

Data interrogated by the consultant in order to produce the independent report. This will be considered when the consultant's report is available and as individual proposals are considered, will be overlaid with additional data as required to ensure individual proposals have been properly assessed in their equalities context.

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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		√	√		School age children and their families will be impacted
Disability		√	√		The service is specifically for children with SEND so these children and young people will be affected
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?

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

Until the consultant's report is published and the equalities impact of individual proposals has been assessed, it is not possible to determine the most appropriate mitigating actions as it is not clear what the extent of the impact will be (if any). The detail of mitigations will need to be considered fully when individual proposals are considered.

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 109
- 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?
School age children with SEND and their families will be impacted	Before agreeing any specific proposals it will be necessary to consider the specific impacts and the required mitigations. This will be undertaken through a more detailed EIA of individual proposals.	Before each / any individual proposal is taken forward, a review EIA will be conducted to identify any negative impacts and to outline relevant mitigation where possible.	TBC	TBC	Tom Procter/ Karla Finikin	No

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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

Please include here a summary of the key findings of your assessment.

Because this is a service to children with SEND, the protected characteristics group that will be affected is children with disabilities. At this stage it has not been possible to undertake a full equality analysis as it is still necessary to consider the consultant's report and agree specific proposals that will be taken forward. There is a commitment to undertake review EIAs for specific individual proposals as these come forward from the overarching review.

At this stage it is necessary to assess the EA as Outcome 3 because there are so many uncertainties. Council staff are aware that ideally we should seek to achieve an Outcome 2 so that any 'efficiencies' will not have an unjustifiably negative impact on the lives of children with SEND.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Tom Procter, Head of Contracts and School Organisation Karla Finikin, Head of SENDIS	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell Director Children, Schools and Families	Signature:	Date: 27/12/2019

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?	ENV1920-06 Proposed budget saving
Which Department/ Division has the responsibility for this?	E&R/Future Merton

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry, Future Merton 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)	Increase in income from the procurement of a new 15 year bus shelter and street furniture advertising contract. Under the new contract the provider will upgrade all the bus shelters in the borough and introduce high quality digital advertising panels on Free Standing Advertising Units in town centres.
2. How does this contribute to the council's corporate priorities?	Maximising Income generation
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents and the general public will benefit from new state-of-the-art bus shelters which will be more modern, robust and safer as well as being more and energy efficient. The Council will benefit from an increase in income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The provider JC Decaux will own and maintain all the assets and will be responsible for all cleaning and maintenance.

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).

N/A

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	√			√	Positive impact as new shelters will provide better seating & comfort for bus users.
Disability	√			√	The new shelters will have improved design considerations for people with disabilities.
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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sue Keay, E&R Finance & Programme Officer	Signature: S. Keay	Date: 02/12/19
Improvement action plan signed off by Director/ Head of Service	James McGinlay, Head of Sustainable Communities	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?	ALT 1920-01 Increased income from conducting rent reviews in line with tenancy agreements
Which Department/ Division has the responsibility for this?	Environment and Regeneration/Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Assistant Director for Sustainable Communities
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)	Progress rent reviews established within existing leases to commercial tenants to provide increased revenue income to the Council.
2. How does this contribute to the Council's corporate priorities?	By increasing revenue income improve the council's revenue position.
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 commercial tenants will be affected and the Council will benefit from increased income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	SLLP/Corporate Services will be required to document the changes in rent levels and Transactional Services within Corporate Services will be required to collect the new levels of rent.

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 no data regarding the equality groups within our commercial tenants who's relationship with the council for this purpose is purely commercial and as stated within the lease/contract they agreed with 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)?

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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					There is no available data and the tenants have not engaged to provide the monitoring data.
Gender Reassignment					There is no available data and the tenants have not engaged to provide the monitoring data.
Marriage and Civil Partnership					There is no available data and the tenants have not engaged to provide the monitoring data.
Pregnancy and Maternity					There is no available data and the tenants have not engaged to provide the monitoring data.
Race					There is no available data and the tenants have not engaged to provide the monitoring data.
Religion/ belief					There is no available data and the tenants have not engaged to provide the monitoring data.
Sex (Gender)					There is no available data and the tenants have not engaged to provide the monitoring data.

Sexual orientation					There is no available data and the tenants have not engaged to provide the monitoring data.
Socio-economic status			X		There is no available data and the tenants have not engaged to provide the monitoring data. Possible negative impact.

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 tenants already have notice of possible rent increases as the rent review dates are clearly stated within their leases and of course we do not impose an increase it is open to negotiation and consideration by a third party if we prove unable to agree a new rent.	Initiate rent review process	Settlement of rent review	Timetable specified by individual leases	Existing	Howard Joy	No.

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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	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?	ALT 1920-02 The use of ANPR to enforce moving traffic contraventions has been operational since July 2016. The number of cameras has increased and the locations varied over this period and the number of PCNs remains above initial estimates.
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)	<p>Compliance rates for ANPR Moving Traffic Offences have not improved to the level expected and as a consequence the PCN income generated has not reduced as swiftly as anticipated. In addition, additional enforcement opportunities have been added e.g. School zig zag enforcement this year and School superzones to come. As a consequence, the PCN income exceeds budget and could be built into the budget at a prudent level for a period of time whilst kept under review.</p> <p>ANPR enforcement and the issue of PCNs aims to deliver better compliance and driver behaviours in respect of of moving traffic contraventions, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council's traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>
2. How does this contribute to the	<p>Parking and Traffic Management</p> <p>This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel</p>

<p>council's corporate priorities?</p>	<p>needs of the public. Merton's policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail. It contributes in the following ways:</p> <ol style="list-style-type: none"> 1. Reduce congestion 2. Improve road safety 3. Improve air quality and meet EU quality standards 4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019 5. Adopt a healthy street approach 6. Promote healthier life styles and encourage more active travel 7. To ensure good parking management 8. To support the local economy 9. Providing funding for parking and wider transport scheme improvements
<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>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</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>Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.</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).

The Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to move freely throughout the borough.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements
- (iv) Road safety

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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	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for</p>

					<p>kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Disability	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. Including the provision of spaces for disabled motorists by increasing the charge of the PCN value as a deterrent to illegal parking.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Gender Reassignment	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Marriage and Civil Partnership	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for</p>

					<p>kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Pregnancy and Maternity	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Race	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Religion/ belief	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p>

					None identified
Sex (Gender)	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Sexual orientation	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p>
Socio-economic status	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Ben Stephens – Head of Parking Services	Signature:	Date: 8 th October 2019
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	Signature:	Date: 8 th October 2019

Equality Analysis – – Leisure & Culture Development Team



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

What are the proposals being assessed?	ALT 1920-03 To increase income through the Leisure Centre Management Contract with Greenwich Leisure Limited (GLL)
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.)	Outcome: To achieve increased income through the leisure centre management contract. Aims & Proposals: Implement the contractual inflationary uplift on the Leisure Centre Management Contract, whereby the operators will pay the council an increased annual sum
2. How does this contribute to the council's corporate priorities?	Delivers revenue savings through increased income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The operator will be required under the contract to deliver this in accordance with their contract submission. This will include increases in fees and charges to customers, but these will also be in line with the contractual arrangements for annual increases.
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

Leisure Centre Management Contract.

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		√		√	This increased income will be met by the operator delivering sports and leisure in the same way and in accordance with the contract.
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>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>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 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>	
<p>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>		<p>If a policy shows unlawful discrimination it must be removed or changed.</p>	

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: 18 November 2019
Improvement action plan signed off by Head of Service	John Bosley, Head of Public Space Division	Signature: J Bosley	Date: 18 November 2019
Department	Environment & Regeneration		

Equality Analysis



Please refer to the guidance for carrying out an [Equality Analysis](#).
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	ALT 1920-04 Increase the level of enforcement activity for environmental offences ensuring that the service is cost neutral.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD public Space
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)	What are you proposing and what are they designed to deliver? To undertake a procurement exercise to identify an external provider for environmental enforcement – The aim is to improved enforcement presence across the Borough and opportunity to work across divisions to maximise potential enforcement receipts
2. How does this contribute to the Council's corporate priorities?	Increasing revenue, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team will be retained and will work closely with the external provider in order to identify hot spots and areas of operational activity across the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Public space division.

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).

1. Litter is the number one concern of our residents

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)?

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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		✓	✓		The ability to pay the fee issued through the Fix penalty notice.

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

1.
The only people affected by this enforcement contract are those residents or visitors who committed an environmental offence.

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?
Socio-economic status	All cases of non payment will be assed on an individual bases and escalated through the single justice system for processing. For transparency the court has the ability to amend the level of the fine due to the alleged offenders personal circumstances .	Level of reduced fines award by the court	On going	None	C Baker	

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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

[Please include here a summary of the key findings of your assessment.](#)

The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	Signature:	Date:9 10 19
Improvement action plan signed off by Director/ Head of Service	John Bosley	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?	ALT 1920-05 Reduce the level of revenue budget for office stationary
Which Department/ Division has the responsibility for this?	Waste services – Public Space E&R

Stage 1: Overview	
Name and job title of lead officer	Charles Baker
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 realign our revenue budget with actual service requirement and reducing the overall cost of office stationary.
2. How does this contribute to the council's corporate priorities?	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.	The Waste Services and Public Space team members will have reduced budget for the purchase of office stationary.
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).

Current budget allocation

Current budget spend

Future requirements

Stage 3: Assessing impact and analysis

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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		✓		✓	

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

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7. 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	Charles Baker	Signature:	Date: 18 11 2019
Improvement action plan signed off by Director/ Head of Service	John Bosley	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?	ALT 1920-06 Proposed budget saving
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Public Space/Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces 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)	Reduction in annual support grant to Deen City Farm (by £10k, from £94.9k currently)
2. How does this contribute to the council's corporate priorities?	Contribution to council's savings needs and MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Deen City Farm is the stakeholder primarily affected, with potential knock-on effects for users and visitors to the Farm. However, this grant reduction has been negotiated with the Farm in lieu of other investment contributions from the Council that will witness a net reduction in the annual operating costs for the facility.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Deen City Farm, the management team for the Farm having overall responsibility for the facility.

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 Farm is used and enjoyed by a wide cross-section of the community and attracts a number of equality groups. However, this proposal is not expected to have any significant impact on the Farm or its users and has been a negotiated one with the Farm's management in lieu of other investments (see above).

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	
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?
No anticipated impacts	None	N/A	N/A	N/A	Doug Napier	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.

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Stage 4: Conclusion of the Equality Analysis

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	Doug Napier, Greenspaces Manager	Signature:	Date: 12/12/19
Improvement action plan signed off by Director/ Head of Service	Chris Lee/John Bosley	Signature:	Date: 12/12/19

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?	ALT 1920-07 Proposed budget saving
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Public Space/Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces 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)	Realignment of budgets to better reflect current levels of income from outdoor events in parks.
2. How does this contribute to the council's corporate priorities?	Contribution to council's savings needs and MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Outdoor events are enjoyed by a very wide cross section of the community as part of the Council's recreational and leisure offer.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The overall responsibility for outdoor events in parks lies with Greenspaces. However, and depending upon the size and nature of the event, then the emergency and medical services, the Council's Regulatory Services team, and our grounds maintenance contractor, idverde, may be involved.

E09 0145

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).

Outdoor events in parks are enjoyed by a wide cross-section of the community and attract a number of equality groups. However, this proposal is not expected to have a significant impact on these events as this proposal comprises an adjustment of the budget to reflect current (increased) income levels and is not expected to affect the nature, quality nor range of events that the service currently supports in itself.

Stage 3: Assessing impact and analysis

Page 1
 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	
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?
None	None	N/A	N/A	N/A	Doug Napier	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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 11/12/19
Improvement action plan signed off by Director/ Head of Service	Chris Lee/John Bosley	Signature:	Date: 11/12/19

Equality Analysis



What are the proposals being assessed?	CH96 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, and our providers, 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 a means of improving the quality, efficiency and 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 are in the process of re-procuring an equivalent system (which could mean continuing with CM2000 if it is the best value option). The system is only currently used by some of our home care providers and will be extended to additional providers as part of the implementation of the new system during the early part of 2020.</p> <p>The primary aim is to provide a quality monitoring tool for home care visits to ensure that residents receive their assessed care hours so that their care package and agreed outcomes are met. A secondary benefit, however, is that the council will reduce costs by not paying for missed or significantly shortened visits. The system has no impact on the hours of care that individual residents are assessed to need or are provided to them – in fact it should reduce the risk of visits being shortened or missed, and also allows providers to more proactively make alternative arrangements if a visit is missed as the system supports real time monitoring. This has positive impacts in terms of the safeguarding of vulnerable residents.</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. The reduced use of paper timesheets and invoicing enabled by the system also supports the Council's environmental / sustainability commitments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The main impact is on home care providers that we contract with, who are contractually obliged to use the system. The Council is, however, covering the implementation costs for each provider and will continue to fund the ongoing licence and maintenance costs associated with the system.</p> <p>Overall, the impact for customers is positive, for the reasons outlined above, although there is a minor potential impact in that we may require access to their landline for the care worker to log in and out at the</p>

	beginning and end of their visit via a Freephone telephone number. Increasingly, however, monitoring systems of this type use bar codes or similar, located in the customer's home, which carers scan or tap using a mobile phone app as the means of logging in and out of visits. Some providers also supply mobile phones to the customer's house for logging purposes and both of these options mean that landline use should become less prevalent over time.
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.

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).

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The council has operated a home care monitoring system for over a decade and therefore has good knowledge of the benefits and impacts. Similar systems are in common use across the local government sector and the benefits and impacts, the majority of which are generic, are well understood.

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposal should improve the reliability of home care visits, the overall quality and efficiency of delivered home care and the settlement of complaints regarding missed or late calls. Whatever system is deployed will make allowance for those service users without landlines, who object to their use, or do not wish to cooperate with the solution chosen. Increasingly this will be achieved by promoting other more efficient and less intrusive means of logging using mobile technologies.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Marriage and Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Pregnancy and Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Religion/ belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Sex (Gender)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Socio-economic status	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

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 adverse impact for service users and their families, with the main impact being the use of their landline for Freephone calls or attachment of a tag / barcode to their door/hallway etc depending on the logging method in use.
Action required to mitigate	Wherever possible we will promote the use of barcode / tag solutions for logging in and out as a positive alternative to use of the service user's landline.
How will you know this is achieved? e.g. performance measure / target	Proportion of visits logged via barcode / tag increasing over time. Targets for this will be developed with the home care providers using the system.
By when	March 2021
Existing or additional resources?	N/A
Lead Officer	Keith Burns, Head of Commissioning and Market Development

Action added to divisional / team plan?	To include in 2020/21 service plans.
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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.

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Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Phil Howell, AD Strategy & Improvement	Signature: PH	Date: 5/12/19
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 5/12/19

Equality Analysis



What are the proposals being assessed?	CH97 Increase income and make better use of technology to reduce costs
Which Department/ Division has the responsibility for this?	Community & Housing Department / Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins; Head of Library, Heritage & Adult Education Service
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 maintain the current library network and opening hours through better use of self-service technology and increasing income generation whilst delivering ongoing efficiencies.</p> <p>£45k of the saving will be delivered via the reduction of the current security guard contract. The presence will be reduced only at the quieter branch libraries (Raynes Park, Colliers Wood, Pollards Hill and West Barnes). The presence will be replaced with new self-service technology that reduces the need for a physical staffing presence.</p> <p>The rest of the proposal will be delivered by increasing income generation through the redevelopment of an existing site (West Barnes Library by £15k). The savings can only be achieved through the redevelopment of the site as the proposals include the increase of community space that can be used for hireable purposes out of normal opening hours. This model has worked successfully at the new Colliers Wood Library.</p>
2. How does this contribute to the council's corporate priorities?	This proposal ensures that access to frontline library services is maintained.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal aims to deliver efficiencies in the Library & Heritage Service budget to support the Council in achieving a balanced budget as part of the Medium Term Financial Strategy. The proposal will benefit library customers, stakeholders and partners as it maintains the current library network and opening hour offer during difficult economic times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The security guard contract, which is proposed to be reduced as part of this proposal, is a corporate contract led by the Facilities Management team. The responsibility of determining the use of security guards in libraries lies with the Library & Heritage 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).

The Library & Heritage Service has looked at best practice in the library sector both in the UK and further afield and has visited libraries that use the enhanced self-service technology proposed to ascertain how it works and the experience of customers. Experience of similar redevelopments internally means that figures can be accurately projected for increased income.

Other information that has been used includes customer usage data including visitor figures, active usage, ICT usage, stock borrowing and self-service usage. The data has been analysed by protected characteristic groups where data is collected. This data will be used to determine the 'quieter times' where self-service technology could be used.

For income generation financial costings have been based on the successful redevelopment of Colliers Wood Library and the increased income that site has brought in.

There is a working model in the UK of self-service technology that is used by over 100 public libraries called 'Open +'. This solution enables customers to be able to access their library by using their library cards via a door access point. The site is monitored by external CCTV cameras and is becoming more commonly used across public libraries. Other models are also being developed and technological enhancements continue and the Library & Heritage Service will work with all stakeholder groups to identify the best solution for residents.

The analysis has so far demonstrated that the self-service model is likely to have a potential negative impact on all protected characteristic groups and particularly amongst children and young people. In the majority of cases the current technology such as 'Open +' has an age limit on people who can attend the library during unstaffed hours and this is normally set at between 16 and 18 years of age. Further analysis of the impact will be undertaken before the proposal is implemented including developing robust processes and procedures.

No negative impact has been identified within the income generation element of the proposal provided that the library is developed on time so that the saving can be realised.

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		✓	✓		All protected and non protected characteristics will be impacted by this proposal as the use of new self-service technology means that there will be times at branch libraries where there will be no staff support. Times where there will be no staffing presence are proposed to be at quieter times for the libraries and will be adapted for each library. Children young people are likely to be more adversely affected as depending upon the model chosen the majority of self-service options could restrict the usage of libraries during these times for children and young people.
Disability		✓	✓		All sites are fully DDA compliant and any building adaptations will continue to ensure compliance but staff support will not be available during self-service times.
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?
Further analysis of model of self-service proposed.	Further market engagement regarding potential solutions and learning from best practice across the country.	Solution procured and implemented which maintains performance targets for visitor figures and has only a minimal impact on customer satisfaction.	April 2022	Existing	Daniel Clark	Yes
Further analysis of protected characteristics impacted by the proposals.	Further analysis of protected characteristics and their usage trends. Develop proposals, including user engagement, around self-service opening hours.	Actions identified to mitigate impact on proposals. Minimal impact on customer satisfaction.	April 2022	Existing	Anthony Hopkins	Yes
Awareness of new delivery model.	Draw up a marketing and communications plan to ensure that the proposals are widely communicated to residents.	New delivery plan understood by customers. Minimal impact on usage and customer satisfaction.	April 2022	Existing	Communications Team	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	Anthony Hopkins / Head of Library, Heritage & Adult Education Service	Signature: Anthony Hopkins	Date: 30 October 2019
Improvement action plan signed off by Director/ Head of Service	Hannah Doody, Director of Community & Housing	Signature: HD	Date:5/12/19

Equality Analysis



What are the proposals being assessed?	CH98 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 etc)	<p>It has been agreed to commission an independent external review of Community Transport in Merton. The review will begin in October 2019 and involve each department in the Council.</p> <p>Our aim in Adult Social Care is to ensure that the budget allocated for transport and assisted travel is used as efficiently as possible. We know that with less resource available there is a need to ensure that the maximum amount of our budget is spent on actually providing care and support rather than ancillary services, of which the largest is transport. We are also aware that as services change over the next few years as we revise our L D offer and seek to work in a more person centred way that we will require a service which is flexible enough to support this.</p> <p>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. Eligibility for and access to travel support will continue to be based on assessments carried out based on a person's individual needs and using criteria outlined in an updated Travel policy.</p> <p>We will continue to work towards a situation where all partners and stakeholders agree on the most sustainable model going forward.</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, and a work stream of the Strategy, Improvement and Delivery Board.</p> <p>Adult Social Care is continually seeking to enable customers to become more independent and supporting people to travel on their own or with support is really empowering, and can also improve their health and wellbeing. All assessments of customers will focus on working with people to identify their strengths and support needs, identifying areas where tailored support can increase their community presence.</p> <p>Merton is also working towards implementing a range of policies which will improve air quality in the</p>

	<p>borough and contribute to reacting to the Climate Emergency declared by Merton Council. Using vehicles involved in passenger transport more efficiently will make a significant contribution to this. The Merton Plan contains commitments to ensure that residents are supported to live a more active lifestyle.</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, 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 them.</p> <p>People who use services and their families, staff and other partners will all be included in the review of transport. Following the review, we will consult directly with those involved on any specific named changes. 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, an older person might have a lift from a volunteer to get to their lunch club rather than be collected by a Council minibus, or a person with a learning disability might link up with a 'travel buddy' to attend a community activity. We are aware that changes to people's daily lives can be upsetting and will ensure that people are supported through any subsequent 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>As stated, all Council departments will be involved, and the review will be led by E&R, who have commissioned independent experts to carry out the process. When the review is complete a Corporate decision will be taken with regards to implementing the proposals throughout the Council.</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 any proposed changes. Engagement 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 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. We feel that there is sufficient time to implement changes in a well-managed way.
Disability	x		x		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. 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 October 2019 and proposals worked through from late 2020/21	External consultant/ group	Andy Ottawa y-Searle	Yes

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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	Andy Ottaway-Searle, Head of Direct Provision	Signature: AOS	Date: 5/12/19
Improvement action plan signed off by Director/ Head of Service	Hannah Doody, Director of C&H	Signature: HD	Date: 5/12/19

Equality Analysis



What are the proposals being assessed?	CH99 –Promoting Independence £500k
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 is to continue to support people to remain independent and well, enabling them to remain in their own homes, close to their friends, families, support networks and local communities. This proposal will be 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 is 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; - Increased access to re-ablement for eligible residents in the community; - Better co-ordination with our community health provider including a combined health and social care offer. - improving assessment practice and support planning, - working with the voluntary sector to provide earlier interventions - maximising the benefit of the ASC grants programme <p>This is a continuation of work that has been undertaken over the last two years.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan.
3. Who will be affected by this proposal?.	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

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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).

Over the last two years, the work described above combined with effective management of the market has seen costs contained. This saving represents a reduced impact than that experienced in the last two years to reflect other pressures that will increase demand.

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 re-modelled the way we commission services to achieve better outcomes for customers in the most cost effective way.

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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 aim is to support people to maintain their independence, which supports people to live their lives in the way that is best for them and therefore supports and respects the diversity of people's lives and needs. The proposals might mean, however, that people's needs are met differently to the way that they are used to or expect, and they might be
Disability	✓		✓		
Gender Reassignment	✓			✓	
Marriage and Civil Partnership	✓			✓	

Pregnancy and Maternity	✓		✓		challenged to depend less on support. Some people may find this change difficult.
Race	✓		✓		
Religion/ belief	✓			✓	
Sex (Gender)	✓			✓	
Sexual orientation	✓			✓	
Socio-economic status	✓		✓		

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. Investment in the voluntary sector	Activity levels are monitored monthly and trends considered.	March 2021	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.

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Richard Ellis, Head of Strategy & Partnerships	Signature: RE	Date: 14/11/19
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director Adult Social Care	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 series of Resources Division corporate savings (2020-21 CS 1-4, CS 16&17)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. AD Resources
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>Various savings in back office costs together with increased income from our cash deposits:-</p> <p>Right sizing charge to Pension Fund for Pension Manager time £24,000</p> <p>Savings in Insurance Fund top up budget £70,000</p> <p>Increase in Investment Income £100,000</p> <p>Miscellaneous savings (eg. Subscriptions) £39,000 (20/21), (£10,000 21/21 onwards)</p> <p>Saving in Consultancy costs £20,000</p>
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.	None
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 spend and income data.

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	
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?

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

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

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 7.10.19
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?	Housing Benefit Written Off Debt Recovery – 2020-21 CS4
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)	To collect previously written off housing benefit overpayment debt by external agency following availability of improved data matching and available information. The exercise is targeting debts that were written off where we were unable to trace the debtor or where we were unable to collect as the debtor failed to communicate. The exercise does not include debts where the debtors were unable to pay due to affordability, vulnerability or compassionate reasons. Enforcement agents (bailiffs) are not being used and debtors are only being contacted by phone or written correspondence
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 or ex residents who failed to pay housing benefit overpayments. 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?	Yes – the collection of this debt is being undertaken by an external company (Civica On Demand) although the Revenues and Benefits Service has overall 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).

- Initial results from the exercise which commenced in July 2019. The income collected so far has been through agreed payment arrangements with debtors or where we have applied a statutory attachment to earnings to recover the debt direct from the debtors salary. We are finding that with the new information now provided by the Department of Work and Pensions regarding debtors employers and earnings a good number of these debtors are now working and are in a position to repay the previously written off debts.

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				Yes	Due to the data provided it is not possible to identify any negative impact.
Disability				Yes	Due to the data provided it is not possible to identify t-if any debtors have any disabilities
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race				Yes	Due to the data provided it is not possible to identify the race of debtors
Religion/ belief					
Sex (Gender)				Yes	Due to the data provided it is not possible to identify any negative impact.
Sexual orientation					
Socio-economic status			Yes		Potentially some debtors may not be in a financial position to repay debts – consideration is given and income and expenditure assessments

DRAFT

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?
Review affordability to repay debts where debtors claim they cannot afford payment arrangements	Income and expenditure	Review cases with contractor	On-going	Both	DK	Project 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: 3.10.19
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?	Back office savings in Customers, Policy and Improvement (2020-21 CS5, CS6) A series of Corporate Governance savings (2020-21 CS 13&14)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. AD Resources
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)	Customers, Policy and Improvement: Various savings in back office costs for 20/21:- Reduction in running costs across the Division £20,000 Community Engagement – Reduced running costs £8,000 Corporate Governance: Various savings in back office costs for 20/21:- Miscellaneous savings in running costs £24,000 Saving in Consultancy costs £10,000
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.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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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).

- An analysis of recent years spend and income data.

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)?

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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	
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?

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	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 9.10.19
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?	Staffing Establishment Reduction in Customer Experience & Communications (CS7)
Which Department/ Division has the responsibility for this?	Customers, Policy & Improvement

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Customers, Policy & 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>The proposal is to reduce the staffing establishment in Customer Experience & Communications by 2 x FTE.</p> <p>This is expected to be enabled through the integration of services leading to greater efficiency and use of resources and the implementation of the Customer Contact Strategy.</p> <p>Work to identify which posts will be part of further reviews and reorganisations of the service as the benefits of more integrated, generic working and automating customer contact emerge over the coming year.</p>
2. How does this contribute to the council's corporate priorities?	The proposal supports the theme of Corporate Capacity by ensuring the department offers support to the organisation in the most efficient way.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The reduction will be possible as a result of more efficient and streamlined arrangements being put in place for residents to contact the council. Therefore there is not expected to be any detrimental impact on residents and service users.</p> <p>Whilst ostensibly this proposal involves a reduction in staffing, the service will seek to mitigate the impact of this on staff by exploiting opportunities as vacancies arise naturally.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility is not shared; though departments will need to be fully consulted as the service is delivered on behalf of the organisation as a whole.

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 budget available to the department and division going forward.

Lean reviews of elements of the service that indicate potential for efficiency and streamlining which are now being implemented.

Analysis of current tasks and volumes as part of the development of a business case for the reorganization of CPI in 2019.

It is not possible to undertake further more detailed analysis on impact on staff at this stage as the detailed proposals have not yet been established.

Stage 3: Assessing impact and analysis

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	
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?
To be determined on development of a detailed business case	Detailed EIA to be developed	EIA	Sept 2020	Existing	Head of CE&C	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	Sophie Ellis, AD Business Improvement	Signature:	Date: 10/11/15
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

[Add name/ job title](#)

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?	Proposed budget savings Reference numbers CS8, CS9 and CS12 which are to be delivered across the period 2020/23. These have all 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)	<p>CS8 – Reduction in operating costs on the Councils corporate buildings, by moving from planned maintenance to statutory minimum, fix on fail with work only being undertaken where repairs directly affect the safety, security or weather proofing of a building.</p> <p>CS9 – Reduction in the operating cost for the corporate cleaning contract, which will be delivered through a review of the current specification and a reduction in the level and frequency of cleaning within the corporate buildings.</p> <p>CS12 – Cancel lease agreement on two Council vehicles to reduce operating costs. The vans are used to transport equipment and materials around the borough, and this will result in a significant reduction in the level of service and subsequent delays in completing urgent service affecting repairs.</p>
2. How does this contribute to the council's corporate priorities?	The reduction in operating costs are required 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.	<p>CS8 – No direct impact on any specific individuals or groups, but there will be a gradual reduction in the condition and working environment of the operational buildings.</p> <p>CS9 – No direct impact on any specific individuals or groups, but staff and visitors within the corporate buildings will notice the reduction in the level and frequency of cleaning as a result of the reduction.</p> <p>CS12 - No direct impact on any specific individuals or groups, but there will be a reduction in the time taken to complete repairs and deal with service affecting faults at the operational buildings.</p>
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).

In the main, the proposals relate to general reductions in the level of internal support services provided across the Council, and therefore do not have any direct impact on any specific individuals or groups. Whilst there is no specific evidence available to support this assumption, historically the reductions made in previous years have not been found to have created any such problems or issues.

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	None.

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

None identified

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.**

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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

As a result of completing this equalities analysis it has been determined that there will not be any direct adverse impact on any particular group as a result of implementing the proposed savings.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Technology	Signature: Mark Humphries	Date: 03/10/19
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	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?	Proposed budget savings reference numbers CS10 and CS11 for the period 2020/23. These have all been assessed as potentially having 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)	<p>CS10 – Restructure of the Transactional Services team to reduce operating costs, which will result in the loss of 3 FTE posts. This will result in a reduction of capacity within the team and will increase the time taken to produce and process Accounts Payable and Receivable invoices.</p> <p>CS11 – Restructure of the Commercial Services team to reduce operating costs, which will result in the loss of 1 FTE post. This will result in a reduction of capacity within the team to provide the specialist technical advice and support on the Councils procurement activities.</p>
2. How does this contribute to the council's corporate priorities?	The reduction in operating costs are required 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.	<p>CS10 – The proposed restructure and subsequent deletion of 3 posts will have a direct impact on staff, but the potential for any adverse impact on any particular protected group will be mitigated through the use of the Councils agreed procedures for Managing Organisational change.</p> <p>CS11 - The proposed restructure and subsequent deletion of 3 posts will have a direct impact on staff, but the potential for any adverse impact on any particular protected group will be mitigated through the use of the Councils agreed procedures for Managing Organisational change.</p>
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).

Whilst there is potential for savings proposals CS10 and CS11 to have an adverse impact on a particular protected group this will be mitigated by managing the process using the Councils agreed procedures for Managing Organisational change.

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)?

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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		A large percentage of the Transactional Services team are female staff and therefore the proposed reduction in posts has the potential to impact female staff more than males.
Sexual orientation		X		X	None.
Socio-economic status		X		X	None.

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

The restructuring process will be undertaken in accordance with Councils 'Managing Organisational Change' procedures which will mitigate any potential negative 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** – 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?
A large percentage of the Transactional Services team are female staff and therefore the proposed reduction in posts has the potential to impact female staff more than males.	The restructuring process will be undertaken in accordance with Councils 'Managing Organisational Change' procedures which will mitigate any potential negative impact.	Whether the decision to appoint is subject to any challenge or appeal relating to inequality.	March 2021	Existing	MH	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 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

As a result of completing this equalities analysis it has been determined that there is potential for an adverse impact on a particular protected group as a result of implementing the proposed savings, but that this will be mitigated as a result of managing the process through the Councils agreed procedure for 'Managing Organisational Change'.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Technology	Signature: Mark Humphries	Date: 03/10/19
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

DRAFT

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 CSF2019-01: 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, El Mayhew, 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 outputs of which are already being implemented. 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 approx. 8 posts from a total of 65FTE is anticipated. (This is a smaller number of reductions than originally envisaged, as a result of the outputs of the review work already conducted).</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

	<ul style="list-style-type: none"> • Reduced duplication of work • Increased efficiency and effectiveness of the business, finance and performance support functions across CSF services • Improved resilience of the business support function • 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

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: 8-10-2019
Improvement action plan updated and signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 8-10-2019

DRAFT

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 CSF2019-02: Establish more cost effective Merton independent living provision
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care and Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	Rachael Wardell/EI Mayhew.
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 develop housing pathways for care leavers (including but not limited to shared accommodation, floating support) to replace the semi-independent accommodation currently commonly used, which is high cost and not conducive to improving young, care experienced adults’ independence.</p> <p>This should lead to:</p> <ul style="list-style-type: none"> Care leavers who are more independent and who have access to a wider variety of housing options to meet their individual needs A reduction in the spend on supported housing for care leavers
2. How does this contribute to the council’s corporate priorities?	This addresses our corporate priorities by helping us to meet our statutory duties to care leavers and by assisting us to operate within a balanced budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our ‘customers’ for this proposal are our care experienced young adults (care leavers), and the 14+ Team and others who support them. The proposals will benefit care leavers through increased independence and choice, and the council through reduced costs.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This work will need to be conducted in collaboration with the Council’s Housing Service, with local social and private landlords.

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, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

Demographic information about age, gender and race of care leavers, who are the group affected by these proposals, which leads us to conclude that some protected characteristics are over-represented among care leavers.

What impact has this evidence had on what you are proposing? This hasn't changed the overall proposal as the intention is to support independence (which is a positive objective) through developing appropriate and cost effective alternatives to semi-independent accommodation, however, it has highlighted the need to take an individual approach when working with each care leave to determine the most appropriate accommodation options to meet their needs, within the council's budget, and to be particularly aware of each care experienced young adult's readiness for independence. .

there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

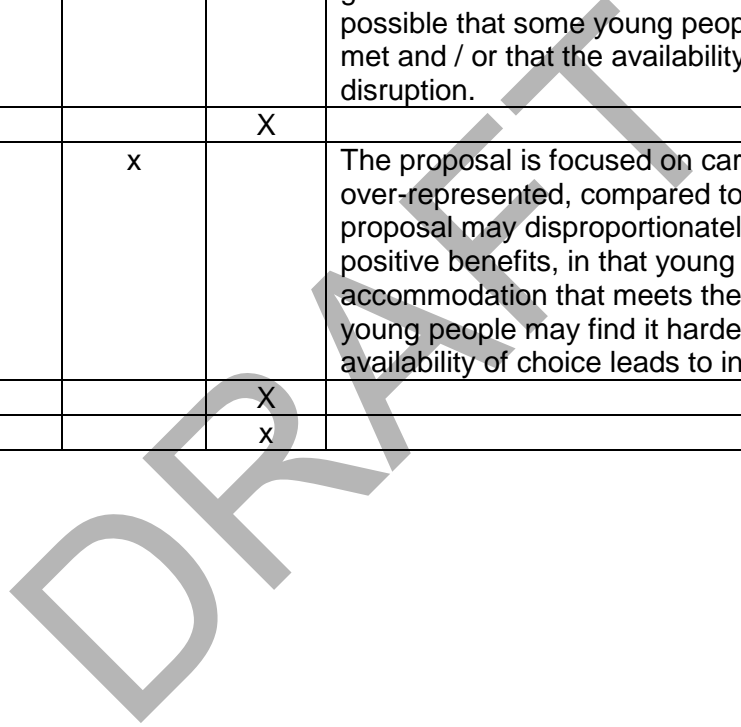
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Stage 3: Assessing impact and analysis

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		The proposal is focused on care leavers, who are older children and young adults with care experience. Therefore, this affects a very specific age group. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.

Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	x		x		The proposal is focused on care leavers. Within this group, young adults who were formerly unaccompanied asylum-seeking children are over-represented, compared to the borough population. Therefore, this proposal may disproportionately affect more young people who are not white British. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.
Religion/ belief				X	
Sex (Gender)	x		x		The proposal is focused on care leavers. Within this group, males are over-represented, compared to the borough population. Therefore, this proposal may disproportionately affect more young men. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.
Sexual orientation				X	
Socio-economic status				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?
The possibility of negative consequences of the reduction in use of semi-independent accommodation for some care leavers for whom this would be a better fit to their needs.	Take a needs led approach to each placement decision, based on young people's choice and developing independent.	Working with care leavers' personal advisers and in discussion with care leavers themselves.	Ongoing on a YP by YP basis	Existing	HoS Care Leavers	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	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

DRAFT

Equality Impact Analysis



Please refer to the guidance for carrying out an [Equality Analysis](#).
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Early Help Service redesign – setting up a new Family Wellbeing Service
Which Department/ Division has the responsibility for this?	CSF (CSF2019-03)

Stage 1: Overview

Name and job title of lead officer	Allison Jones
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>1.1 A reshape of Merton’s Early Help offer is required in order to ensure that CSF continues to deliver an ambitious programme of transformation, meeting its priorities, objectives and savings targets, so that services meet the needs of families in accordance with the MFWBM and that there is assurance of demonstrable and quantifiable outcomes in relation to family wellbeing.</p> <p>1.2 There is acknowledgement that the current offer is fragmented, that there is scope for improvement and that there is room for significant efficiencies to be found, contributing to the overall departmental savings targets and mitigating the impact of significant loss of funding via the Troubled Families DCLG programme.</p> <p>1.3 A reshape in the way proposed will support the reduction of families requiring higher cost provision within the statutory services.</p> <p>1.4 Swift and easy access to Early Help Information, Advice and Guidance (IAG) and Family Wellbeing (FWB) services, reducing the pressures on MASH and more costly child protection services</p> <p>1.5 Improved outcomes for families and evidence of impact</p> <p>1.6 Deliver efficiencies / savings</p> <p>1.7 Mitigate the impact as a result of loss of significant grant funding</p> <p>1.8 Deliver aspirations within TOM and key strategic priorities</p> <p>1.9 Whole systems approach to Family Wellbeing underpinned by value for money and maximising resources/opportunities across the multi-agency networks/agencies</p> <p>1.10 To review and redesign Merton’s EH offer, to include the range of functions held within the following teams directly managed by LBM; 0-5 SFT, Bond Road Family Assessment</p>

	Service, Transforming Families and PEIP, SEND Short Breaks, former VCT Posts x 1, Early Years posts Practice Development, Information Assistants and Business Support
2. How does this contribute to the council's corporate priorities?	<p>The reshaped 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, the Children and Young People Plan and the Health and Well-being strategy. It contributes significantly to our MSCP priorities of Early Help; Think Family and Contextual Safeguarding. This proposal is contributing to the councils' corporate priorities which are:</p> <p>Resilient Merton Collaborative Merton Smart Merton Ambitious Merton</p> <p>Our proposals contribute to these priorities and aim to deliver across these 4 areas. With a particular focus on Resilient, Collaborative and Ambitious Merton and maximising our use of ICT and new ways of working so that all our work is "SMART"</p> <p>The way Merton works to deliver against these priorities is important, and the following three things have been identified that motivate all of us to deliver:</p> <p>Customers - We want to know our customers and provide the very best service for them</p> <p>Pride - We take personal pride in what we do, in working for Merton and pride in Merton the place</p> <p>Team - We actively work to support our colleagues to be the best team and look for ways to work with partners beyond the council to improve Merton the place</p> <p>Corporately, these are Merton's strengths as an organisation – they frame how we work to achieve our aspirations. The proposals will embed these key priorities and motivational aspects into our reshaping and future planning.</p>
3. Who will be affected by this proposal? For example, who are the external/internal customers,	External: families with children and young people living in the London borough of Merton aged between 0 – 25 and Multi agency partners (communities and partners)

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>Internal: CSF Staff, colleagues across the organisation and statutory partners (stakeholders) Workforce directly affected: See business case and associated appendices and documents.</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>This proposal directly affects staff and their teams who currently work in CSF across the two divisions of Social Care and Education, however it is recognised that it will impact differently across various teams in CSF, wider LBM services (ie adult services, housing, Safer Merton) communities and stakeholders. The overall responsibility is with the Director of CSF. The overarching aim is to improve access to appropriate services and follow on improved outcomes for families, many of whom have protected characteristics within this EIA.</p>

DRAFT

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 a range of data sets about the workforce as well as information from the existing services which help identify need, vulnerability and risk. We have considered and taken into account relevant factors with regards to 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)?

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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><u>Service Users</u> <u>Positive impact</u> The age criteria for access to services will be increasing overall supporting families with children across a wider age range</p> <p><u>Negative impact</u> Due to the widened age range for the new service, and level of savings required, there will be a possible shift of resource from families with younger children presenting at a lower level of need to accommodate the wider age range and the tighter eligibility criteria.</p> <p><u>Staffing</u> 57% of the work force is represented by staff who are aged between 45 and over 55. This proposal therefore affects a higher number of staff within these age categories.</p>
Disability	/			/	<p><u>Service Users</u> <u>Positive impact</u> Increased coordination for families via the new service, (it is proposed that there will be improved coordination for families with children/young people</p>

				with disabilities) as well as improved access to early help services for this cohort, which also includes children with SEN. <u>Staffing</u> Self-reported information taken from ITRENT shows that 2% of the workforce have a disability
Gender Reassignment				Not known
Marriage and Civil Partnership				Not known
Pregnancy and Maternity	/		/	<u>Service Users</u> <u>Positive impact</u> The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families who are pregnant and in both the antenatal and the post-natal phase. <u>Negative Impact</u> As the majority of service users are mothers/women, it is possible that this proposal may impact more negatively on this group. <u>Staffing</u> 86% of the workforce are women, and the majority of these are over the age of 45. However, 43% of the total workforce (male and female) are under the age of 45.
Race/ethnicity			/	<u>Service Users</u> No anticipated impact for service users. Data and analysis will be reviewed on a quarterly basis to ensure that services are representative of the local community and that there is representation from across all groups in line with expectations/previous figures and population profiles <u>Staffing</u> 36% of the staff are BME
Religion/ belief			/	<u>Service Users</u> No anticipated impact <u>Staffing</u> 52% of staff classify themselves as religious and 48% prefer not to say
Sex (Gender)	/		/	<u>Service users - parents</u> Evidence shows that the highest proportion of adult service users are women/mothers and any change to delivery model may have a positive impact: <u>Positive impact</u>

				<p>The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families</p> <p><u>Negative Impact - parents</u> Evidence shows that the highest proportion of adult service users are women/mothers and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Negative impact – children and young people</u> Evidence shows that the highest proportion of children/young people service users are males and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for children/young people and their families presenting with additional needs.</p> <p><u>Staffing</u> 86% of staff classify as female. Therefore this proposal proportionately effects more female staff than male staff.</p>
Sexual orientation				Not known
Socio-economic status	/		/	<p><u>Service users -</u> Proportionately more families with lower socio economic status are represented in early help services and the redesigned service will aim to continue to work with those families presenting with the highest level of need.</p> <p><u>Positive impact</u> The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families from particular socio economic groups</p> <p><u>Negative Impact</u> Any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Staffing</u> Data not collected/unknown</p>

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

In accordance with the project plan the project board and associated task groups will ensure that equality considerations are at the forefront of service redesign and transformation.

There will be ongoing workforce development, consultation and community engagement activity with staff, key stakeholders and the community throughout the duration on the service redesign which will contribute to mitigating the possible negative impact of the reshaped offer for any groups who have protected characteristics, in accordance with the project aims

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

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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.**

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).

DRAFT

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?
Age/pregnancy maternity/sex (gender)/socio economic status	<p>Clear referral pathways in place</p> <p>Assessment process gathers data so that equalities can be monitored and considered/embedded within the family plan</p> <p>Published criteria for access to service</p> <p>Multi - agency working/consultation</p> <p>Regular review of service through continuous improvement framework and auditing of threshold application</p> <p>Communication - new service offer is easily available in variety of formats so that all stakeholders and families are aware of the offer and how to access</p> <p>New proposed posts to provide improved information, advice and guidance for families and professionals so that brokerage and local signposting can take place and there is greater utilisation of universal provision across communities supporting family wellbeing</p>	<p>Practice and service standards and dashboard information</p> <p>Performance measures</p> <p>Analysis of performance data</p> <p>Case auditing</p> <p>Embedding the cycle of Continues Improvement</p> <p>Reporting to various Boards/Partnerships</p> <p>Supervision and appraisals</p> <p>User voice feedback</p>	From June 2019 – March 2020 in phase 1 and ongoing as part of usual management and performance monitoring of a service.	Existing	Allison Jones	Contained within the project plan

	<p>Embedding the new practice model</p> <p>Embedding a cycle of continuous improvement</p> <p>Ensuring data is accurate and all family characteristics are recorded so that usage and take up can be reviewed, analysed and service improvements made as required</p> <p>Workforce development programme delivered</p> <p>Recruitment and selection processes are adhered to</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 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

<p>This Equality Analysis has resulted in an Outcome <u>2</u> Assessment</p>
<p>Please include here a summary of the key findings of your assessment.</p> <ul style="list-style-type: none"> • What are the key impacts – both negative and positive – you have identified? • Are there any groups affected more than others? • What course of action are you advising as a result of this assessment?

- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

As above and in accordance with the project plan and ongoing task and finish groups will inform service developments and opportunities in relation to this assessment.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Allison Jones Head of Service Early Years, Childcare and Children's Centres	Signature: 	Date: 17 th July 2019
Improvement action plan signed off by Director/ Head of Service	Jane McSherry Assistant Director Education	Signature: 	Date: 17 th July 2019

DRAFT

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?	CSF2019-04 - Proposed Savings: Review of the current Permanency and 14+ Service
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

Stage 1: Overview

Name and job title of lead officer	El Mayhew, Assistant Director, 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>To review the Permanency and 14+ Services with a view to establishing a defined service for care leavers that:</p> <ul style="list-style-type: none"> - fulfils the Council’s statutory duties to care leavers - reflects the Council’s changing relationship with eligible young people as they move into adulthood - makes best use of available budget <p>Legislation and statutory guidance requires eligible care experienced young people, aged over 18 years, to be provided with a Personal Advisor, a Pathway Plan and support services. Personal Advisors are required to have sufficient knowledge and experience to perform their role but do not require a social work qualification. As a result, the salary for a Personal Advisor is lower than that of a qualified Social Worker. At present there are eligible, care experienced young people in Merton whose Personal Advisor role is being fulfilled by a qualified Social Worker.</p> <p>The current service for eligible care experienced young people in Merton is provided by the 14+ Service. This is resourced by qualified Social Workers and Personal Advisors. The proposal is to review the services for children in care and eligible care experienced young people so that:</p> <ul style="list-style-type: none"> - eligible care experienced young people aged over 18 years will be supported by a Personal Advisor - only young people under 18 years will be supported by a qualified Social Worker
2. How does this contribute to the council’s corporate priorities?	This proposed review contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.

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	The desired outcomes of the review are to provide a value for money service for care leavers, with appropriate support to match their levels of independence and to 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.	<p>Eligible care experienced young people may be affected by the review and any proposed changes to how they are individually and collectively supported by the Council.</p> <p>Social Workers currently acting as Personal Advisors in the 14+ and Permanency Services may be affected by this review and any proposals to resource the service to care leavers with Personal Advisors, although the level of social work vacancies in the service overall makes it likely that other social work roles can be offered.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The proposal relates only to CSF – Children’s Social Care & Youth Inclusion

Stage 2: Collecting evidence/ data

9. 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 that the Social Workers in the 14+ Service will be affected by the proposed review of the need for qualified Social worker posts in a service for care leavers where the workforce can comprise Personal Advisors. Equality and diversity impacts will be considered as part of the proposed review. Following completion of the review, further consideration of the equality and diversity impact of any proposal to delete qualified Social Worker posts would form part of the HR process of any service redesign and the relevant HR processes would be applied equally across the workforce.

All eligible care experienced young people are within a defined aged bracket of 18 – 25 years. Males and young people of Black, Asian and minority ethnic groups are over represented in the group of eligible care experienced young people (Source: Children, Schools and Families DMT Dashboard August 2019: Males 64%; BAME 64%). Equality and diversity impacts will be considered as part of the review.

As the underlying principle of the review is to seek to use workforce resources more efficiently, rather than to reduce any service provision, further evaluation of impact on care experienced young people and the workforce forms part of the proposed 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		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X		X		Positive: Opportunity to consider how eligible care experienced young people might be supported by Personal Advisors from a wider professional and experiential background. Negative: Impact of potential changes on stability and wellbeing of young people.
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X		X		Positive: Opportunity to consider how eligible care experienced young people from BAME groups might be supported by Personal Advisors from a wider professional and experiential background. Negative: Impact of potential changes on stability and wellbeing of young people from BAME groups who are over represented in Merton's care experienced group of young people.
Religion/ belief				X	
Sex (Gender)	X		X		Positive: Opportunity to consider how eligible care experienced young men might be supported by Personal Advisors from a wider professional and experiential background. Negative: Impact of potential changes on stability and wellbeing of young men who are over represented in Merton's care experienced group of young people.
Sexual orientation				X	
Socio-economic status				X	

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 22
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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?
Voices of eligible care experienced young people	Consultation with eligible care experienced young people	Completion of survey / young people's engagement group	30.11.19	Existing	Head of Service, 14+ and Permanency Services	Yes
Views and opinions of 14+ and Permanency workforce	Review and workforce engagement	Task & Finish groups	30.11.19	Existing	Head of Service, 14+ and Permanency Services	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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: El Mayhew	Date: 07-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

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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?	CSF2019-05 - Proposed Savings: Full Year Effect of the Transfer of the Adoption Team to Adopt London South
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

Stage 1: Overview

Name and job title of lead officer	El Mayhew, Assistant Director, 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>In March 2016, the government announced changes to the delivery of adoption services proposing that all local authorities’ adoption services be delivered on a regionalised basis by 2020. The government reinforced their policy ambition through legislative provisions in the Education and Adoption Act 2016. The effect of this legislation is to require local authorities to join together to form regional adoption agencies.</p> <p>In line with the legislation, Merton’s Adoption Team functions, staff and budget transferred to the Adopt London South Regional Adoption Agency on 1 July 2019 with a transitional phase until 1 September 2019.</p> <p>The transfer of Merton’s Adoption Team functions and statutory duties to the Adopt London South Regional Adoption Agency aims to:</p> <ul style="list-style-type: none"> • Comply with the Education and Adoption Act 2016 • Increase the number of prospective adopters recruited • Increase the number of children adopted • Reduce the length of time children wait to be adopted • Improve post-adoption support services to families who have adopted children from care • Realise savings from regionalisation efficiencies, increased effectiveness and economies of scale
2. How does this contribute to the council’s corporate priorities?	The transfer of Merton’s Adoption Team functions and duties to Adopt London South contributes to the Council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.

	<p>The desired outcomes of the regionalisation of adoption services are to provide a value for money service for children requiring adoption, prospective adopters and children who have been adopted from care, with appropriate support to match their levels of need and to deliver financial savings.</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>Children requiring adoption, prospective adopters, children adopted from care, birth parents / families and approved adopters may be affected by the regionalisation of adoption services and changes to how they are individually and collectively supported arising from the harmonisation of those services.</p> <p>Social workers, managers and support staff were affected by the transfer of Merton's Adoption Team to Adopt London South. For Adoption Team staff, the transfer was managed under Merton's HR processes and TUPE requirements. A review of allied staff in the placements and social work services is underway to develop proposals for a future structure which reflects the new adoption service arrangements.</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>Yes, 9 neighbouring South London boroughs have regionalised their adoption functions to form Adopt London South. Governance is provided through a monthly Adopt London South Board, the Adopt London Executive Board and each local authorities' internal Corporate Parenting and Scrutiny Boards.</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).

Equality and diversity impacts for the workforce affected by the regionalisation of Merton's Adoption Team were considered as part of the HR processes which underpinned the transfer of Merton staff under TUPE arrangements.

All children requiring adoption and adoption support are within a defined aged bracket of 0-17 years. It takes longer to find suitable adoptive families for children of Black, Asian and minority ethnic groups, children with additional needs and older children. Less prospective adopters from Black, Asian and minority ethnic groups are successfully recruited and approved as adopters. It is anticipated that regionalisation of adoption resources in South London will enabled targeted approaches to the recruitment, approval and matching of more prospective adopters and matching of children from these groups.

The underlying principle of regionalising adoption services is to use South London's collective workforce resources more efficiently, rather than to reduce any service provision for children and families.

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		<p>Positive: Opportunity to improve the timeliness of children moving to live in their adoptive family.</p> <p>Negative: Impact of potential changes/instability of adoption service delivery during transitional period on approval of new adopters, family finding timeliness, quality of matching and adoption support.</p>
Disability	X			X	<p>Positive: Opportunity to recruit a wider range of prospective adopters who can meet the needs of children with additional needs. Reduction in the</p>

					time children with additional needs wait for an adoptive family to be identified.
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X			X	Positive: Opportunity to recruit a wider range of prospective adopters from a BAME background and/or those who can meet the cultural needs of BAME children with an adoption plan. Reduction in the time BAME children wait for an adoptive family to be identified.
Religion/ belief				X	
Sex (Gender)				X	
Sexual orientation				X	
Socio-economic status				X	

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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?
Age: Impact of potential changes/instability of service during transitional period on family finding timeliness, quality of matching and adoption support.	Performance of Adopt London South is governed through a monthly Board with senior representatives from all involved South London Boroughs. Action and Risk logs are in place to identify, mitigate and track risks.	Performance against the national Adoption Scorecard KPIs	Monthly	Additional resource established as part of Adopt London South governance.	EI Mayhew	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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: El Mayhew	Date: 21/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 22/10/2019

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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?	CSF2019-06 - Proposed Savings: Review of the Safeguarding and Social Work Training Budget
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	EI Mayhew, Assistant Director, 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)	To review the training offer for children’s social work and safeguarding with a view to achieving savings through: <ul style="list-style-type: none"> - Improved alignment of workforce development resources - Recommissioning and / or reduction of training provided.
2. How does this contribute to the council’s corporate priorities?	This proposed review 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 to provide a training offer which meets the needs of the workforce, enables the Council to effectively discharge its statutory duties to children and to 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.	Children’ Schools and Families and the wider Merton children’s partnership workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes. The proposal predominately relates to CSF – Children’s Social Care & Youth Inclusion. There are also opportunities to review the training offer delivered through the Merton Safeguarding Children’s Partnership in collaboration with those partner agencies.

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).

As the underlying principle of the review is to seek to use workforce resources more efficiently, rather than to reduce any service provision or posts, further evaluation of impact on service delivery and the workforce forms part of the proposed 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 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				X	
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. 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.

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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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: El Mayhew	Date: 07-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

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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 CSF2019-07: Reduction of Children’s Social Care & Youth Inclusion Central Recruitment Budget
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	El Mayhew, Assistant Director, 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)	Reduction of Central Recruitment budget from £82,000 to £52,000. The intended outcome of the reduction is to deliver savings.
2. How does this contribute to the council’s corporate priorities?	The proposed budget reduction contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton children and families; the CSF workforce and the Council’s reputation may be affected. If there was an increase in vacancies but insufficient budget to advertise and recruit new staff this may result in insufficient staff available to perform the Council’s statutory duties and pressure on existing staff
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The budget reduction relates to CSF – Children’s Social Care & Youth Inclusion.

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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).

The Children's Social Care & Youth Inclusion workforce is relatively stable. There remain vacancies covered by agency staff for which there is ongoing recruitment activity. An annual contract with the national Guardian newspaper is providing a cost effective platform for recruitment advertising.

All recruitment activity is conducted in line with the Council's HR processes and procedures to ensure equality and diversity impacts are considered.

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	
Disability				X	
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. 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.

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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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: El Mayhew	Date: 07/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 07/10/2019

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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 CSF2019-08: Review of school premises and contracts staffing structure
Which Department/ Division has the responsibility for this?	CSF, Education Division

Stage 1: Overview	
Name and job title of lead officer	Tom Procter, Head of Contracts and School Organisation
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)	Reorganisation of service with deletion of a management position that is presently vacant
2. How does this contribute to the council's corporate priorities?	Meeting the council's financial requirements while protecting frontline services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal is to make the service more efficient so should not impact on customers, communities etc. although with fewer staff the service will be less resilient
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).

As there is not expected to be any impact on services to anyone there will be no impact on the 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?
None						

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.

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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	Tom Procter, Head of Contracts and School Organisation	Signature: Tom Procter	Date: 8/10/19
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	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?	Proposed budget savings CSF2019-09: Repurposing of some posts in education inclusion service
Which Department/ Division has the responsibility for this?	CSF / Education Inclusion

Stage 1: Overview

Name and job title of lead officer	Keith Shipman / Education Inclusion 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)	The My Futures team has been restructured into one team with reduced management costs. Specialist post have been created to target those most vulnerable to being NEET. This has released 130,000. The Youth Service runs 3 sites to deliver from. It premises and rental budgets have been maintained from when they ran other centres and sites so 20k saving can be made without impacting the three key sites.
2. How does this contribute to the council's corporate priorities?	Support the council in meeting its savings targets and balancing its budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Young people are supported by the Youth Service and My Futures teams
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Other partners form the voluntary sector deliver in partnership with the youth 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).

We have monitored the ETE outcome data for the 2 years of the restructure and we have improved results universally with lower NEET and NK. Young people who are NEET are in targeted high risk group and we have created specialist post and processes to meet these needs. The impact of the savings and restructure has been an improvement in data outcomes. For the youth service we have monitored underspends in premises budgets over 3 years and this funding has not been required.

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	*			*	Less Young people are NEET post the restructure and better targeting of resources
Disability	*			*	Specialist targeted NEET worker post created in restructure
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.

DRAFT

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	Keith Shipman, Education Inclusion manager	Signature: K Shipman	Date:09/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date:10/10/2019

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Equality Analysis



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

What are the proposals being assessed?	Proposed budget savings CSF2019-10: Reduced contribution towards the multi-agency Merton Safeguarding Children Partnership.
Which Department/ Division has the responsibility for this?	CSF / Policy, Planning and Partnerships

Stage 1: Overview	
Name and job title of lead officer	Karl Mittelstadt, Head of Performance, Policy and Partnerships
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>What are you proposing and what are they designed to deliver?</p> <p>We are proposing to reduce the council's contribution to the multi-agency Merton Safeguarding Children Partnership by £44,000 during this financial year.</p> <p>The purpose of these savings is to bring Merton council's contribution more into line with those made by the other two statutory partners as the new partnership is billed as being one of equals. Savings can be found by maintaining low discretionary activity of the partnership to ensure low costs.</p> <p>The MSCP does not deliver direct services to Merton children and families. The impact of reducing the partnership's budget on children and families would therefore be indirect and may occur as a result of reduced multi-agency leadership on safeguarding issues.</p>
2. How does this contribute to the council's corporate priorities?	The work of the board contributes to the council's objective of keeping Merton children safe.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Who are your customers (staff, service users, stakeholders, partners etc)? Who will your proposals benefit? How will your proposals benefit the council?</p> <p>The saving proposals do not affect staffing. The partnership has shown that it can function on a reduced financial footprint by delivering an in-year underspend. As a result the impact on the partnership will be minimal.</p>
4. Is the responsibility shared with another department, authority or	State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and

organisation? If so, who are the partners and who has overall responsibility?	<p>voluntary sector involved in the delivery of this function.</p> <p>The council together with the police and CCG have a statutory responsibility to co-ordinate and ensure the effectiveness of actions taken to protect children from harm and to ensure their well-being.</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).

List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).
 What impact has this evidence had on what you are proposing?
 If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

No evidence sought as partnership does not work directly with Merton residents, but rather coordinates multi-agency efforts to safeguard children. This will still be possible on a reduced financial footprint.

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	The Partnership does not deliver direct services to Merton children or families.
Disability		x		X	The Partnership does not deliver direct services to Merton children or families.
Gender Reassignment		X		x	The Partnership does not deliver direct services to Merton children or

					families.
Marriage and Civil Partnership		x		X	The Partnership does not deliver direct services to Merton children or families.
Pregnancy and Maternity		X		X	The Partnership does not deliver direct services to Merton children or families.
Race		x		x	The Partnership does not deliver direct services to Merton children or families.
Religion/ belief		X		x	The Partnership does not deliver direct services to Merton children or families.
Sex (Gender)		X		X	The Partnership does not deliver direct services to Merton children or families.
Sexual orientation		X		X	The Partnership does not deliver direct services to Merton children or families.
Socio-economic status		x		X	The Partnership does not deliver direct services to Merton children or families.

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	Karl Mittelstadt, Head of Performance, Policy and Partnerships	Signature: Karl Mittelstadt	Date:08-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF.	Signature: 	Date:08-10-2019

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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 CSF2019-11: Review of Centralised commissioning budgets
Which Department/ Division has the responsibility for this?	CSF / Joint Commissioning and Partnerships

Stage 1: Overview	
Name and job title of lead officer	Leanne Walder Head of Integrated Commissioning (CSF)
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)	2020/21 - £90,000 Savings from across the Commissioning budgets by <ul style="list-style-type: none"> Restructure of the Integrated Commissioning Team Redundancy of the Head of Integrated Commissioning Post Rationalisation of the non-staffing elements of the commissioning budgets
2. How does this contribute to the council's corporate priorities?	Support the Medium Term Financial Strategy, Directorate TOM and associated savings targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The group affected by this proposal is the staff directly working in the Integrated Commissioning Team. The proposal will be shared through a business case and the team will have opportunity to comment on the associated re-structure necessary to find the required savings. The proposals will benefit the council by contributing to the Medium Term Financial Strategy and savings targets, without having to cut services to the public.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Children's commissioning in Merton is undertaken through an informal integration model across Children Schools and Families, Public Health and the Clinical Commissioning Group. The Head of Integrated Commissioning (CSF) and the Public Health Consultant with Lead for Children currently jointly lead the team. The Director of Public Health is fully aware of and engaged in this proposal. Discussion with senior leadership within Merton and Wandsworth CCGs has also begun, including the potential for formalising this integration during 2021, once their own restructure and possible merger is complete.

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 Integrated Commissioning Team have had a combined team/work plan for the past 3 years and the governance of this work is undertaken through a Strategic Children's Integrated Commissioning Group that is jointly chaired by the Director of Children Schools and Families and the Director of Commissioning Merton and Wandsworth CCGs. The Director of Public Health and other members of the CSF Management Team also attend the meeting, which is held monthly.

The proposal is made in the knowledge that work and workloads within the team have changed (and some reduced), so this will also offer opportunity for re-balancing in light of this.

The proposal currently protects the need (in 2020-21) from taking this saving from direct work with Children, Young People and Families. Significant savings have previously been made from commissioned services, resulting in the current services being directed only at those very vulnerable families just below or already receiving statutory services. List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

The team are already aware of the proposal and will have the opportunity as part of a consultation to the resulting re-structure of the team, in line with HR procedures. The re-structure is likely to lead to opportunity with likely appointment of a Senior Commissioning Manager role from within the existing Commissioning Managers.

Stage 3: Assessing impact and analysis

x

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	√				Possible promotion of one existing Commissioning Manager to a more Senior role

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 impact currently identified in the Equality Analysis						

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	Leanne Walder Head of Integrated Commissioning (CSF)	Signature: Leanne Walder	Date: 09-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 09-10-2019

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Equality Analysis



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

What are the proposals being assessed?	Proposed budget savings CSF2019-12: Review of public health commissioned services
Which Department/ Division has the responsibility for this?	CSF / Public Health

Stage 1: Overview	
Name and job title of lead officer	Julia Groom, Consultant in Public Health
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>A recurrent saving of £400,000 from 2021/22. This will be achieved through the recommissioning of Healthy Child services (including health visiting and school nursing) as part of an integrated approach with Merton CCG, and potentially reducing the public health contribution to the Risk and Resilience service.</p> <p>The recommissioning of community health services provides an opportunity to review the current service model and gain efficiencies from integrated commissioning and service transformation. There may also be some reductions in universal and targeted healthy child services.</p> <p>At this stage the new service model has not been designed and therefore we do not have detailed proposals on service changes and the consequent potential impact on residents and staff. A market warming event setting out the scope of the community services commissioning will be approved by Cabinet on 15 October 2019, with an engagement period for 4 weeks. Following this period and subject to approval, a high level service specification will be produced with an Equalities Impact Assessment.</p>
2. How does this contribute to the council's corporate priorities?	Support the Medium Term Financial Strategy, Directorate TOM and associated savings targets
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The groups directly affected by this proposal are children young people and families, and staff in provider organisations.
4. Is the responsibility shared with another department, authority or	There are interdependencies between Public health, C & H, CSF and Merton CCG. Through the commissioning of community health services with MCCG, local integration will help mitigate the impact

organisation? If so, who are the partners and who has overall responsibility?	financial reductions. A new service model will be developed, this may impact on other department services, such as CSF Early Help and Early Years Services including Children's Centres. of
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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).

The information that will be used to inform the full Equality Analysis includes:

- The Merton Story, Joint Strategic Needs Assessment
- Public Health Outcomes Framework, Public Health England
- Benchmarked data on mandated Child health services
- Service level data from Universal Child Health Services
- Feedback from local engagement work including schools surveys and engagement with parents and CYP
- London and national data and research on universal child health services

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 recommissioning of community services with a reduced budget could impact disproportionately on children, young people and young families including women of child bearing age. The redesign of services through and integrated model will aim to mitigate

					negative impacts and identify innovative models of service delivery that improve pathways and outcomes for children and young people.
Disability	✓		✓		<p>A key role of Health visiting services is the early identification of need and developmental delay among new-born and infants, with onward signposting to appropriate services. A reduction in budget could potentially have a negative impact on identifying children with developmental delay and disabilities.</p> <p>Service redesign of an integrated model which results in closer working across professional groups such as health visiting, paediatrics and CAMHS could result in more robust earlier identification pathways.</p> <p>Currently there are 5 mandated child developmental checks and these would be protected as part of any new service model, mitigating risks.</p>
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity	✓		✓		<p>The recommissioning of community services with a reduced budget could impact disproportionately on young families including women of child bearing age.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and identify innovative models of service delivery to support pregnancy and perinatal health. A focus on maternal mood and infant feeding is embedded in the mandated child health check at 6-8 weeks after birth.</p>
Race	✓		✓		<p>Community healthy child services provide a universal offer to all families in Merton. A reduction in budget could have the potential to reduce services in areas of the borough where there are a higher proportion of residents from BAME communities.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and aim to adopt a model of 'proportionate universalism', where services are available to all but targeted proportionate to needs.</p>
Religion/ belief					
Sex (Gender)	✓		✓		Changes to service design could disproportionately affect women, both in relation to users of service users and to staff who are predominantly female.
Sexual orientation					

Socio-economic status	✓		✓		<p>Community healthy child services provide a universal offer to all families in Merton. A reduction in budget could have the potential to reduce services in areas of the borough where there are higher levels of child poverty.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and aim to adopt a model of 'proportionate universalism', where services are available to all but targeted proportionate to needs.</p>
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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?
Age, disability, pregnancy, maternity, race, sex (gender), socio-economic status	<p>Service redesign will explicitly address health inequalities and protected characteristics.</p> <p>A full equality analysis on detailed service models will be undertaken.</p> <p>Children, young people and families will be engaged in a process of co-creation of services.</p>	KPIs and data monitoring schedules and quality reporting will be developed as part of the service redesign.	April 2021	Existing resources	Julia Groom/Dagmar Zeuner	Public Health C&H

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	Julia Groom, Consultant in Public Health	Signature: J Groom	Date: 10/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 10/10/2019

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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.

<p>What are the proposals being assessed?</p> <p>ENV1920-01</p> <p>Page 251</p>	<p>Application to change Merton's PCN charge band from band B to band A. To effect this a full business case will need to be presented to Full Council. Following this, an application will be made to the London Councils Transport, and Environment Committee. Depending on the outcome at the Committee, the Mayor will also be required to ratify the application and the Secretary of State has final sign off. This 'saving' reflects the impact on estimated revenue until motorist compliance takes full effect. The objective is to reduce non-compliance but if the band change is implemented it is likely that there will be a short term increase in revenue.</p> <p>In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better compliance and driver behaviours in respect of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Parking Services, Environment and Regeneration</p>

<p>Stage 1: Overview</p>	
<p>Name and job title of lead officer</p>	<p>Ben Stephens, Head of Parking</p>
<p>1. What are the</p>	<p>In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better</p>

<p>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>compliance and driver behaviours in respect of of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council's traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>
<p>2. How does this contribute to the council's corporate priorities?</p> <p>Page 252</p>	<p>Parking and Traffic Management</p> <p>This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel needs of the public. Merton's policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail.</p> <p>It contributes in the following ways:</p> <ol style="list-style-type: none"> 1. Reduce congestion 2. Improve road safety 3. Improve air quality and meet EU quality standards 4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019 5. Adopt a healthy street approach 6. Promote healthier life styles and encourage more active travel 7. To ensure good parking management 8. To support the local economy 9. Providing funding for parking and wider transport scheme improvements
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the</p>	<p>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>

workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.

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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).

The Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to park near their homes and close to their desired destination as practicable.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements

Merton is committed to undertaking comprehensive consultation to gain the views of residents and stakeholders. This enables the Council to make informed decisions and to develop our policies.

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	<p>Positive Impact</p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of</p>

					<p>vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Disability	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p>Including the provision of spaces for disabled motorists by increasing the charge of the PCN value as a deterrent to illegal parking.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Gender Reassignment	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Marriage and Civil Partnership	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of</p>

					<p>vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Pregnancy and Maternity	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Race	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Religion/ belief	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Sex (Gender)	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management</p>

					<p>for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Sexual orientation	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Socio-economic status	X		X		<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>If the cost of a PCN increases, those on lower incomes may find it more difficult to pay the penalty charge.</p>

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?
Socio-economic status	Consultation	An increase in the cost of a PCN may have a negative effect on the ability of individuals on low income to pay. Any changes to the current banding charges will involve further consultation with those groups affected	2020	A full set of mitigations will be brought forward as part of the final report for Members consideration	Ben Stephens	A full set of mitigations will be brought forward as part of the final report for Members consideration

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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	Ben Stephens – Head of Parking Services	Signature:	Date: 8th October 2019
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	Signature:	Date: 8th October 2019

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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.

<p>What are the proposals being assessed?</p> <p>ENV1920-02</p>	<p>Compliance rates for ANPR Moving Traffic Offences have not decreased significantly or as estimated since the implementation of the ANPR cameras and as a consequence the PCN revenue remains above original estimations. This 'saving' recognises revenue currently being received by the Council rather than any estimated increase.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Parking Services, Environment and Regeneration</p>

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Stage 1: Overview	
<p>Name and job title of lead officer</p>	<p>Ben Stephens, Head of Parking</p>
<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>ANPR enforcement and the issue of PCNs aims to deliver better compliance and driver behaviours in respect of of moving traffic contraventions, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council's traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>

<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Parking and Traffic Management This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel needs of the public. Merton's policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail. It contributes in the following ways:</p> <ol style="list-style-type: none"> 1. Reduce congestion 2. Improve road safety 3. Improve air quality and meet EU quality standards 4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019 5. Adopt a healthy street approach 6. Promote healthier life styles and encourage more active travel 7. To ensure good parking management 8. To support the local economy 9. Providing funding for parking and wider transport scheme improvements
<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>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who</p>	<p>Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.</p>

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has overall responsibility?	
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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).

The Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to move freely throughout the borough.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements
- (iv) Road safety

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Stage 3: Assessing impact and analysis

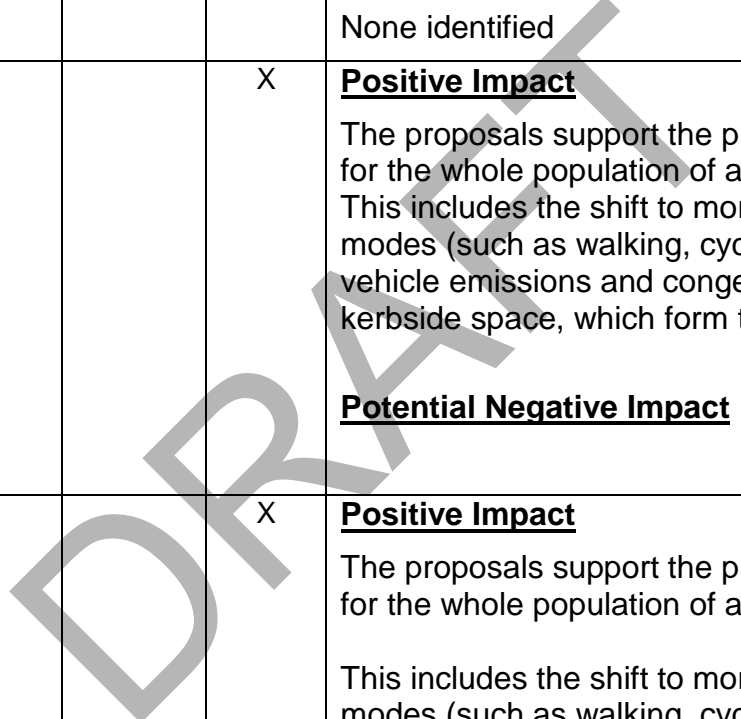
6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for</p>

					kerbside space, which form the backdrop of the policy direction. <u>Potential Negative Impact</u> None identified
Disability	X			X	<u>Positive Impact</u> The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. Including the provision of spaces for disabled motorists. <u>Potential Negative Impact</u> None identified
Gender Reassignment	X			X	<u>Positive Impact</u> The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. <u>Potential Negative Impact</u> None identified
Marriage and Civil Partnership	X			X	<u>Positive Impact</u> The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.

					<p><u>Potential Negative Impact</u></p> <p>None identified</p>
Pregnancy and Maternity	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Race	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Religion/ belief	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>

Sex (Gender)	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>
Sexual orientation	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p>
Socio-economic status	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><u>Potential Negative Impact</u></p> <p>None identified</p>



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

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6. 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	Ben Stephens – Head of Parking Services	Signature:	Date: 8 th October 2019
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	Signature:	Date: 8 th October 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? ENV1920-03	Realign rental income budgets to better reflect current levels of income being achieved from conducting rent reviews in line with tenancy agreements
Which Department/ Division has the responsibility for this?	Environment and Regeneration/Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Assistant Director for Sustainable Communities
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)	Progress rent reviews established within existing leases to commercial tenants to provide increased revenue income to the Council.
2. How does this contribute to the council's corporate priorities?	By increasing revenue income improve the council's revenue position.
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 commercial tenants will be affected and the Council will benefit from increased income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	SLLP/Corporate Services will be required to document the changes in rent levels and Transactional Services within Corporate Services will be required to collect the new levels of rent.

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 no data regarding the equality groups within our commercial tenants who's relationship with the council for this purpose is purely commercial and as stated within the lease/contract they agreed with 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 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					There is no available data and the tenants have not engaged to provide the monitoring data.
Gender Reassignment					There is no available data and the tenants have not engaged to provide the monitoring data.
Marriage and Civil Partnership					There is no available data and the tenants have not engaged to provide the monitoring data.
Pregnancy and Maternity					There is no available data and the tenants have not engaged to provide the monitoring data.
Race					There is no available data and the tenants have not engaged to provide the monitoring data.
Religion/ belief					There is no available data and the tenants have not engaged to provide the monitoring data.
Sex (Gender)					There is no available data and the tenants have not engaged to provide the monitoring data.

Sexual orientation					There is no available data and the tenants have not engaged to provide the monitoring data.
Socio-economic status			X		There is no available data and the tenants have not engaged to provide the monitoring data. Possible negative impact.

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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?
The tenants already have notice of possible rent increases as the rent review dates are clearly stated within their leases and of course we do not impose an increase it is open to negotiation and consideration by a third party if we prove unable to agree a new rent.	Initiate rent review process	Settlement of rent review	Timetable specified by individual leases	Existing	Howard Joy	No.

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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	Howard Joy – Property Management & Review Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay – Head of Sustainable Communities	Signature:	Date:

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Equality Analysis



Please refer to the guidance for carrying out an [Equality Analysis](#).
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed? ENV1920-04	Waste minimisation
Which Department/ Division has the responsibility for this?	E&R – Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD Public Space
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 successful roll out of the new waste collection service in Oct 2018 and the introduction of wheelie bins the service has seen a significant reduction in the volume of general waste which is disposed of via our Energy from Waste Facility (EFW) in Beddington.
2. How does this contribute to the Council's corporate priorities?	To be the best it can for the local environment, identifying potential savings through increased recycling and waste avoidance.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A the disposal of waste has no impact on our residents. Please see separate EA for the introduction of the new waste collection service (SLWP Phase C) and the impact of the containerised collection service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No – This project is part of the wider work undertaken in Partnership with our neighbouring boroughs who form the South London Waste Partnership

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).

1. Continued monthly monitoring of our waste volumes. It is important to note that the monitoring of waste volumes does not impact on our residents / customers

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?

1.
N/A

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 [add](#) Assessment

[Please include here a summary of the key findings of your assessment.](#)

None identified.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	Signature:	Date:8 10 2019
Improvement action plan signed off by Director/ Head of Service	John Bosley	Signature:	Date:

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Equality Analysis



Please refer to the guidance for carrying out an [Equality Analysis](#).
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed? ENV1920-05	- Increase the level of enforcement activity for environmental offences ensuring that the service is cost neutral.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD public Space
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)	What are you proposing and what are they designed to deliver? To undertake a procurement exercise to identify an external provider for environmental enforcement – The aim is for an enhanced enforcement presence across the Borough and opportunity to work across divisions in order to improve the standards of the public realm in our communities through a sustained, efficient and deliverable enforcement model.
2. How does this contribute to the council's corporate priorities?	Increasing in the ability of our enforcement capabilities and range of activities that can be regulated, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team will be retained and will work closely with the external provider in order to identify hot spots and areas of operational activity across the borough. Affected person(s) will include residents and visitors of the borough that may commit environmental enforcement breaches which may be prosecutable.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Public space division.

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).

Litter control and management is one of the number main concerns of our residents. The range of possible enforcement activities being considered within the larger procurement of enforcement services will contribute to reductions in litter occurrences as well as other environmental offences, such as fly-tipping, which impacts negatively on the standards of our public realm. In considering the impact that this has on groups with protected characteristics, the positive benefits are universal and therefore all should benefit from the successful application of this proposal. Likewise, perpetrators of environmental enforcement offences are not representative as coming from a specific group or particular segment of the community, while any prosecutions or issuing of sanctions is based on evidenced gathering and / or witnessing the occurrence.

Stage 3: Assessing impact and analysis

Page 2

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		✓	✓		The ability to pay the fee issued through the Fix penalty notice.

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

1.
The only people affected by this enforcement contract are those residents or visitors who committed an environmental offence.

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.**

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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?
Socio-economic status	All cases of non payment will be assed on an individual bases and escalated through the single justice system for processing. For transparency the court has the ability to amend the level of the fine due to the alleged offenders personal circumstances .	Level of reduced fines award by the court	On going	None	C Baker	

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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

[Please include here a summary of the key findings of your assessment.](#)

The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	Signature:	Date:9 10 19
Improvement action plan signed off by Director/ Head of Service	John Bosley	Signature:	Date:21.10.19

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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?	2020-21 CH1 Further reductions in Public Health
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	Dr Dagmar Zeuner
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 is achieve the proposed budget savings of £500k from 2021/22 in a way that the public health function continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery.</p> <p>There is more work to do to identify the specifics, however this will involve exploring: seeking further efficiencies from services, identification of new efficiencies, service transformation and integration, channel shifting to digital services, risk-sharing with providers, exploring opportunities for cross-borough working and reducing activity in non-statutory programmes.</p>
2. How does this contribute to the council's corporate priorities?	It contributes to the medium term financial strategy and impacts on delivery of the Health & Wellbeing Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Public Health Services aim to support residents to improve their health and promote Merton as a Healthy place, thereby the overall health and wellbeing of the community, to reduce health inequalities and to commission both universal prevention and early identification services (e.g. Health Visiting and School Nursing) and targeted interventions to support people at risk e.g. sexual health and substance misuse.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Public Health is part of the local authority and there are interdependencies between public health, C & H, CSF and with external partners e.g. Merton CCG. Reductions in Public Health spend may have impacts on health and social care demand and costs.

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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).

The evidence that has been considered as part of this assessment includes:

- The Merton Story, Joint Strategic Needs Assessment
- Public Health Outcomes Framework, Public Health England
- Benchmarked data on public health services
- Service level data from public health commissioned services

Stage 3: Assessing impact and analysis

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		X	X	
Disability		X	X		
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X	X		Reduced level of interventions and access to services may therefore affect those with protected characteristics by more than the general population, as they currently benefit from these services disproportionately. Although provision of these services will continue to help tackle inequalities, this may be reduced.
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?
Age, disability, pregnancy and maternity, race, sex (gender) and socio-economic status	Options to make proposed savings e.g. service transformation and integration will explicitly address health inequalities and protected characteristics.	KPIs and data monitoring schedules and quality reporting will be developed as part of service redesign.	April 2021	Existing resources	Dr Dagmar Zeuner	Public Health C&H

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	Barry Causer, Head of Strategic Commissioning	Signature: BC	Date: 22/10/19
Improvement action plan signed off by Director/ Head of Service	Dr Dagmar Zeuner, Director of Public Health	Signature:	Date:

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Equality Analysis



Please refer to the guidance for carrying out an [Equality Analysis](#).
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	In line with the annual review process growth is required to maintain the core service provision in waste collection and street cleansing. This takes into account additional property growth and other contractual matters. Following the annual review process schedule 10 of the contract is revised and the core financial cost updated. This equates to £740k per annum for Merton. (ENV1920 – G1)
Which Department/ Division has the responsibility for this?	E&R – Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley (AD Public Space)
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)	What are you proposing and what are they designed to deliver? As part of the annual review process it is recommended that we agree a growth bid in order to maintain the current service provision for waste collection and street cleansing service. This is to take into account increases in Household growth and ‘assisted collections’ In addition to this the growth bid recognizes changes in the recycling market.
2. How does this contribute to the council's corporate priorities?	To maintain and improve resident’s satisfaction with the waste collection and street cleansing service and to address the fact that litter is the number one priority for our residents.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents will continue to receive the same frequency of service
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The growth bid is a joint requirement with our South London Waste Partnership Boroughs. The contract is held by LB Croydon and managed on our behalf by SLWP. For avoidance of doubt Merton has overall accountability and responsibility for all service

Page 2 of 2

delivered and implemented within the borough boundary.

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).

Under this proposal there will be no change in the frequency of service or the number of residents entitled / qualify for the 'Assisted collection' 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)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

1.
N/A

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 [add](#) Assessment

[Please include here a summary of the key findings of your assessment.](#)

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Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis



Please refer to the guidance for carrying out an [Equality Analysis](#).
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Budget growth to address the increase in fly tipping. (ENV1920 – G2)
Which Department/ Division has the responsibility for this?	E&R – Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley (AD Public Space)
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>What are you proposing and what are they designed to deliver?</p> <p>Merton, in common with the rest of the country, has experienced a significant increase in fly-tipping and abandoned waste. The service has been handling approx. 12,000 incidents across the borough each year. In order to take a proactive approach to fly-tipping the service has implemented a new Fly tipping strategy and agreed action plan for 2020 21.</p>
2. How does this contribute to the council's corporate priorities?	To maintain and improve resident's satisfaction with the street cleansing service and to address the fact that litter is the number one priority for our residents.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents will continue to receive the same frequency of service and access to reporting fly tipping incidents.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>.</p> <p>The contract is held by LB Croydon and managed on our behalf by SLWP.</p> <p>For avoidance of doubt Merton has overall accountability and responsibility for all service delivered and implemented within the borough boundary.</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).

Under this proposal there will be no change in the frequency of service and the contractual requirement to remove fly tipping will remain unchanged. Residents and visitors will continue to be able to access all current forms of communication to advise the service of fly tipping incidents.

Stage 3: Assessing impact and analysis

Page 2
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?

1.
N/A

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 [add](#) Assessment

[Please include here a summary of the key findings of your assessment.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Section E

Service Planning

E. SERVICE PLANNING

Our proposed 20 Final Service Plans, and three Final Commissioning Plans for our commissioned services, are set out in the following pages.

The three Commissioning Plans are:

- Merton Adult Education
- Parks and Green Spaces
- Waste Management and Cleansing

Service Plans were developed by service departments during the 2020/24 Business Planning process. The attached Second Draft Service Plans will be considered by Cabinet on 27 J a n u a r y 2020 and incorporated into the Information Pack for scrutiny by the Overview and Scrutiny Commission and Panels during the February 2020 cycle of meetings.

The proposed Final Service Plans being presented here will be considered for approval by Council on 4 March 2020.

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

Departmental managers were issued with guidance to clarify their understanding of the process and to ensure quality and consistency of submitted plans, and each department reviewed the appropriateness of their service plans during the process. An overview of this guidance is provided below:

Front Page

- Service description: Concise description of the service's key activities and how they might change over the next four years
- Anticipated demand: Details of the demands on the service
- Anticipated non-financial resources: Details of the key resources used to deliver the service
- Corporate strategies: The key strategies to which the service contributes
- Performance indicators: The key monthly, quarterly, or annual performance indicators for the service including their targets
- Budget information: Full details of previous, current and future years' budget, including future anticipated budgetary changes

Back page

Details of major projects and/or procurement being undertaken during 2019/20 including:

- Project timeframe
- Project description
- Major expected benefits of the project (consistent with the benefit categories used by the Merton Improvement Board)
- Risk assessment relating to the project's completion

Below are our Service Plans for 2020/24 in departmental order:

Index of Departmental Service and Commissioning Plans

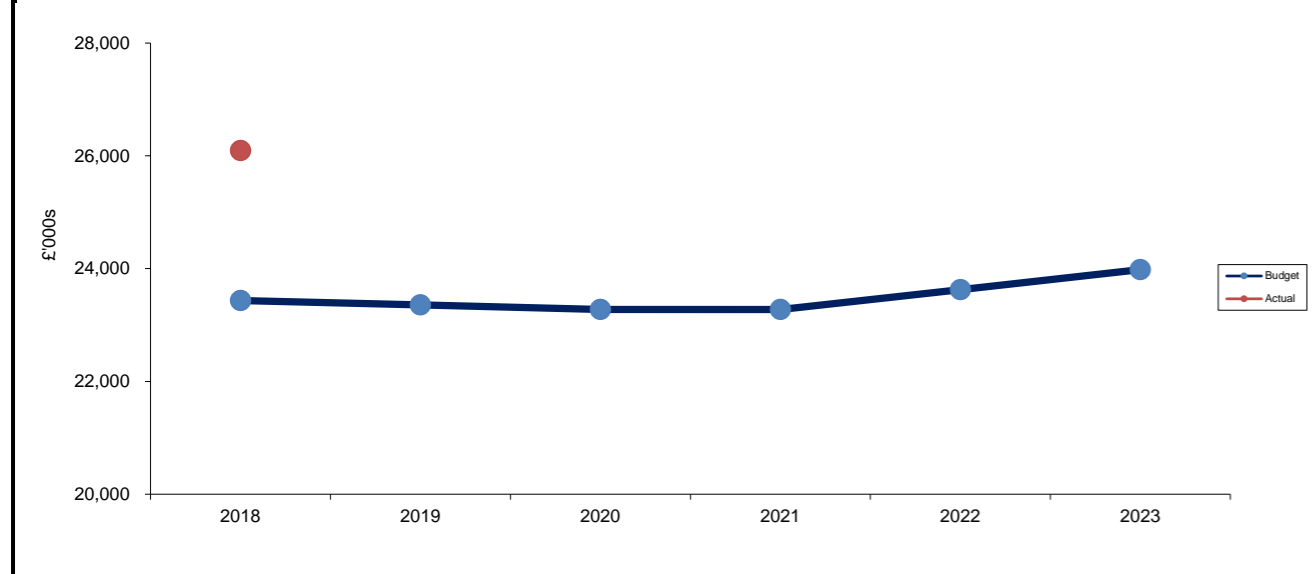
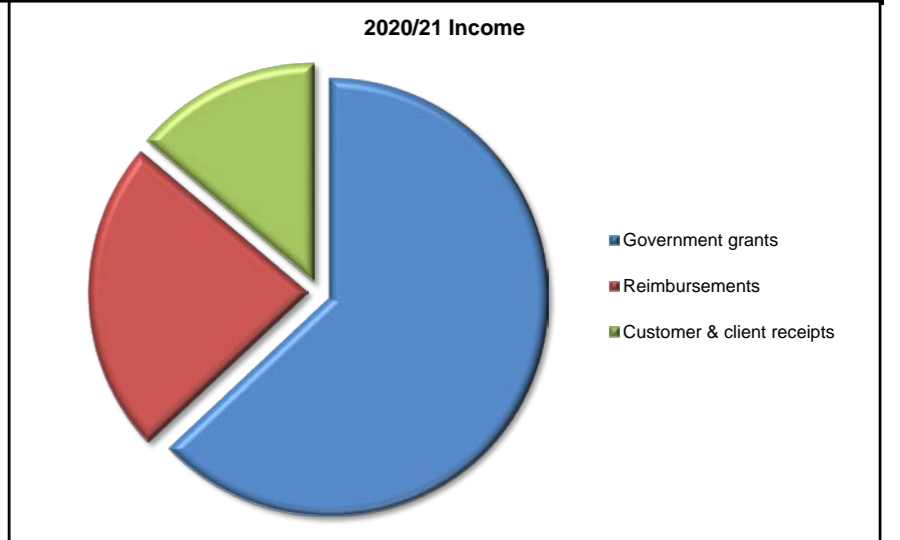
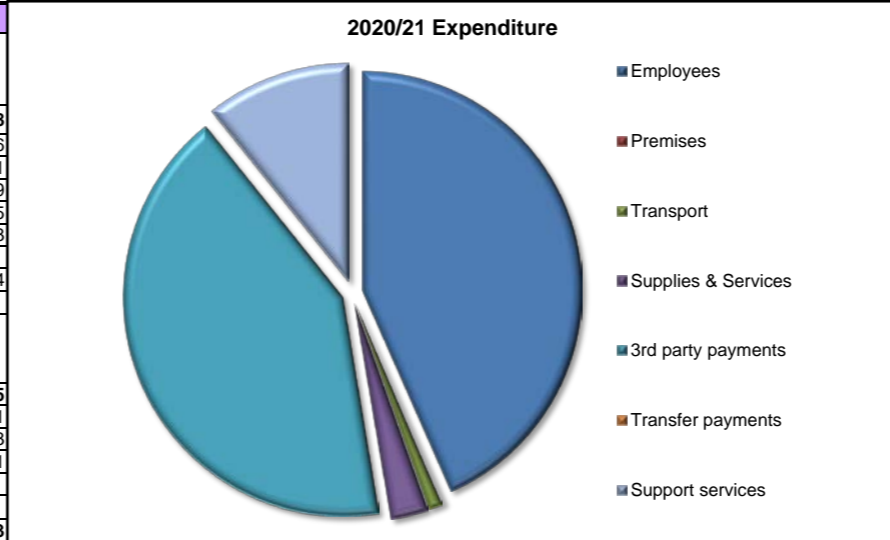
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Corporate Governance	Development & Building Control
Education	Housing Needs & Enabling	Customers, Policy and Improvement	Future Merton
	Libraries	Human Resources	Leisure & Cultural Development
	Merton Adult Learning*	Infrastructure & Technology	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 Cllr Kelly Braund: Cabinet Member for Children's Services Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23		2023/24		
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & children under the supervision of youth justice services, as well as wider services for families.	Population growth - Care leavers	+1 (129)						Looked after Children & Care Leavers Strategy Children and Young People's Plan		
	Population growth - Child Protection Plans	+26 (399)								
	Increase in 0-19 population	+600 (52,230)		+500 (2019/20) +400 (20/21)	+400	+300	+300			
CSC works with children who meet the threshold of statutory intervention. Over the 2018-19 financial year, there were 5,908 contacts, 226 children that were looked after at some point in the year and 399 children subject to a Child Protection plan at some point in the year. There were 274 young adults who met the Care Leavers eligibility criteria (as at 31 Mar 19). There were 36 First-Time Entrants (FTE) to the YJS.	UASC - increased numbers as part of the pan-london rota system	+9 (32)		+5 to 37 (2019/20) +1 (2020/21)	+1	+1	+1			
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
	Staff (FTE subject to change as a result of restructures)	220	205	186	186	186	186			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23 (P)	2023/24(P)				
Number of in-house foster carers recruited	18	15	20	20	20	20	High	Quarterly	Outcome	Increased costs
% children who become subject of a Child Protection Plan for a second or a subsequent time	19	12-20%	12-20%	12-20%	12-20%	12-20%	Range	Monthly	Outcome	Safeguarding issues
% of children in care experiencing 3 or more placement moves	7	10	Below pan London benchmark	Below pan London benchmark	Below pan London benchmark	Below pan London benchmark	Benchmark	Monthly	Outcome	Safeguarding issues
Care Leavers who are in ETE (under 21 years old)	48	70	Same as all Merton children	Same as all Merton children	Same as all Merton children	Same as all Merton children	Benchmark	Quarterly	Outcome	Social exclusion
Care Leavers who are in suitable accommodation	77%	91%	95%	95%	95%	95%	High	Quarterly	Outcome	Safeguarding issues
% of single assessments completed within 45 days	N/A	N/A	100%	100%	100%	100%	High	Monthly	Business critical	Safeguarding issues
% fostered children living in in-house provision	N/A	N/A	TBC	TBC	TBC	TBC	High	Monthly	Outcome	Social exclusion
% of children over age of 4 participating in LAC reviews	N/A	N/A	100%	100%	100%	100%	High	Monthly	Outcome	Safeguarding issues
% of children over age of 4 participating in child protection reviews	N/A	N/A	100%	100%	100%	100%	High	Monthly	Outcome	Safeguarding issues
Proportion of children in care living outside the authority	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Monthly	Outcome	Social Exclusion
% of children re-referred in the last 12 months	N/A	N/A	20-25%	20-25%	20-25%	20-25%	Range	Monthly	Outcome	Social exclusion
Number of offences per young person re-offending	N/A	N/A	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Benchmark	Monthly	Outcome	Social exclusion
Rate of proven re-offending for children in the youth justice system	N/A	N/A	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Benchmark	Monthly	Outcome	Social exclusion

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	24,769	27,573	24,644	894	24,153	24,149	24,503	24,858
Employees	11,605	11,732	11,424	(654)	10,482	10,483	10,485	10,486
Premises	57	61	60	9	60	61	61	61
Transport	230	272	235	20	240	243	246	249
Supplies & Services	659	1,631	681	453	659	668	677	685
3rd party payments	9,682	11,207	9,650	1,066	10,118	10,100	10,440	10,783
Transfer payments	0	6	0					
Support services	2,536	2,664	2,594		2,594	2,594	2,594	2,594
Depreciation	0	0	0		0	0	0	0
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	1,334	1,481	1,289	260	876	874	874	875
Government grants	1,058	855	1,086	285	552	551	551	551
Reimbursements	225	512	203		203	202	202	203
Customer & client receipts	50	113		(25)	121	121	121	121
Reserves								
Capital Funded								
Council Funded Net Budget	23,435	26,092	23,355	1,154	23,277	23,275	23,629	23,983
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2020/21	
CSF Business Support Restructure - £200,000	
Review eligibility criteria and services for most vulnerable clients - £200,000.	
Review of CSF admin structure - estimate for children social care - £50,000.	
Establish more cost effective independent living provision - £400,000	
Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service- £200,000	
2021/22	
Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service- £200,000	
Increased use of in-house foster carers - £40,000	
2022/23	

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

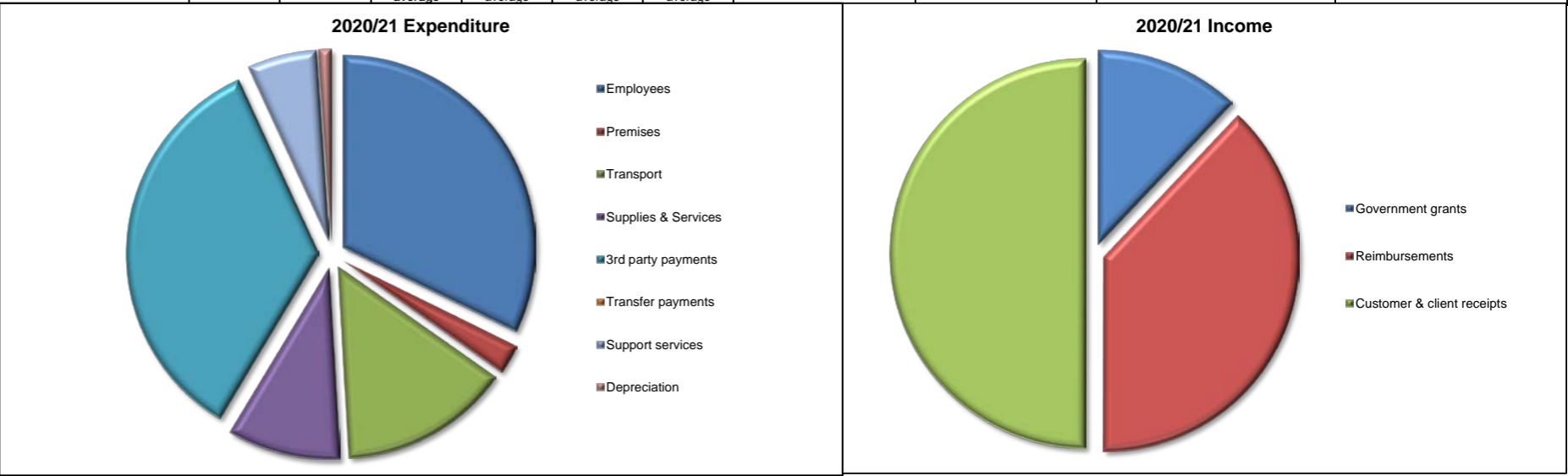
Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Risk		
			Likelihood	Impact	Score
Project 1		Early Help and Family Wellbeing Service Development	Improved effectiveness		
Start date	2019/20	Project Details: An Early Help review has taken place and as a result implementation and mobilisation of the new Family Wellbeing Service is under way. This will improve our service offer so that children and families can swiftly access the right services at the right time, reducing the need for statutory intervention. A review to support the re-structure will take place in allied teams and services within CSC&YI and the Education Division to support improved ways of working.	4	3	12
End date	2023/24				
Project 2		Contextual Safeguarding	Improved effectiveness		
Start date	2019/20	Project Details: Contextual safeguarding approaches will be embedded across CSC&YI system and structures building on grant-funded initiatives which will lead to better identification and safety of vulnerable young people and a reduction in serious youth violence.	4	3	12
End date	2023/24				
Project 3		Supporting Technology and Infrastructure	Improved efficiency (savings)		
Start date	2019/20	Project Details: The practice model will be embedded into IT systems and social workers provided with the tools to enable them to work more smartly and efficiently with clients. Social workers will also receive support to avoid duplication in records. CSF will work with colleagues in IT to address identified challenges in existing case management system.	3	3	9
End date	2020/24				
Project 4		CSC&YI Workforce	Improved staff skills and development		
Start date	2020/21	Project Details: Review of existing structures continues to better align delivery to need and priorities. Strong focus remains on our recruitment and retention strategy and we continue to develop our Practice Model to support this. We continue the development and delivery of Signs of Safety/Signs of Well Being and this is being embedded across the department. We are supporting/complementing this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department.	4	3	12
End date	2023/24				
Project 5		Innovation work streams	Improved effectiveness		
Start date	2020/21	Project Details: There are a number of developments that are planned within CSC to improve services and practices including the Mockingbird Programme, Family Networking, emotional well-being in the Looked After Service and reviewing our estate to improve semi-independent accommodation offer.	3	2	6
End date	2023/24				
Project 6		Early Help and Family Wellbeing Model Development	Improved effectiveness		
Start date	2020/21	Project Details: As part of wider changes to Early Help services and approach, the Safeguarding Children Partnership will review the current wellbeing model (thresholds document) with partners. This will enable statutory and non-statutory partners to identify need earlier, and put in place integrated responses based on a shared understanding of risk and need.	3	2	6
End date	2023/24				
Project 5		Supported Accommodation for Care Experienced Young Adults	Improved effectiveness		
Start date	2020/21	Project Details: There is a shortage of good quality and cost-effective supported accommodation for care experienced young adults for whom LB Merton has statutory duties. There are opportunities to more effectively commission supported accommodation as well as exploring vacant and privately let domestic buildings in the school estate which might be suitable for re-purposing.	3	2	6
End date	2023/24				

Education	
Cllr Kelly Braund: Cabinet Member for Children's Services	
Cllr Eleanor Stringer: Cabinet Member for Schools and Adult Education	
Merton School Improvement (MSI) · monitor, analyse & evaluate pupil & school performance · developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups · strengthening partnership working and school to school support Special Education Needs & Disabilities Integrated Service (SENDIS) · 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. Early Years and Early Help Services · ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties · Reshaping and delivering services with a focus on early help & targeted services for vulnerable families including delivering the Early Help project. · 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 Education Inclusion · providing universal & targeted in house & commissioned services for YP & schools · providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance · developing alternative education offerings to enable YP to stay in ETE · leading on the council's partnership with the police & CAMHS for education · improving attendance and reduce P Excl in Merton schools - My Futures Service - Participation of young people in local democracy and service design School Organisation Pupil place planning, & schools admissions; School expansion & capital programme management. Contracts including SEN Transport commissioning and PFI Policy, Planning and Performance Supporting the directorate: Supporting corporate service planning and risk management processes deliver statutory returns Supporting services produce performance management information to inform continuous improvement activities working with services to maintain an up-to-date directory of policies and procedures Supporting the partnership to support the co-ordination and monitoring of effectiveness of multi-agency approaches to safeguarding to put in place and maintain processes that enable the effective monitoring of agreed multi-agency strategies with particular responsibilities for the Children's Trust Board, MSCP, Corporate Parenting Board and C&YP Scrutiny committee.	

Anticipated demand	Planning Assumptions						The Corporate strategies your service contributes to			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Early Years population (0-4) (mid year 2017 based BPO medium)	14,829	14,631	14,475	14,451	14,486	14,532	Children and Young People's Plan			
Primary age Population (5-11)	20,320	30,185	20,077	19,825	19,538	19,317	SEN and Disabilities Strategy/ASD Strategy			
Secondary age population including post-16 (12-18)	16,762	17,336	17,915	18,462	18,949	19,162	School Expansion Strategy			
Children & Y/P with EHCP (NB 19/19 is Jan 18 and so on)	1,712	2,017	2,217	2,367	2,467	2,567	LAC and Care Leavers Strategy			
Expansion for secondary school (total across all schools)	6 foe (cumulative)	8 foe (cumulative)	8 foe				Early Help and Prevention Strategy			
Increased demand for special school places (total across all schools)	29		60 further SEN				Participation Strategy			
							Safeguarding Board Strategies			
Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Anti-Bullying Strategy			
Staff (FTE subject to change as a result of restructures)	285	280	272	272	272	272	Health and Wellbeing Strategy			
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23 (P)	2023/24 (P)				
% of 16-17 year olds Not in Education, Employment or Training (NEET)	1.8	3	To be below London average	To be below London average	To be below London average	To be below London average	Benchmark	Quarterly	Outcome	Social exclusion
% of new EHCP requests completed within 20 weeks	57	65	TBC	TBC	TBC	TBC	High	Quarterly	Outcome	Safeguarding issues
% outcome of Ofsted schools inspections good or outstanding	91	91	TBC	TBC	TBC	TBC	High	Annual	Outcome	Inspection outcomes
Merton pupil average Attainment 8 score	49.7	51	Top 10% of country	Top 10% of country	Top 10% of country	Top 10% of country	Benchmark	Annual	Outcome	Reputational risk
Merton pupil average Progress 8 score	0.44	0.51	Top 10% of country	Top 10% of country	Top 10% of country	Top 10% of country	Benchmark	Annual	Outcome	Reputational risk
% pupils achieving expected standard at KS2 in reading, writing and maths	68	71	Top 10% of country	Top 10% of country	Top 10% of country	Top 10% of country	Benchmark	Annual	Outcome	Inspection outcomes
% of total 0-5 population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	56	60	TBC	TBC	TBC	TBC	High	Quarterly	Outcome	Social exclusion
Number of children who have been/are excluded (permanent or fixed term) and have an EHCP	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Quarterly	Outcome	Social exclusion
Number of children who have been/are excluded (permanent or fixed term) and are in care	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Quarterly	Outcome	Social exclusion
Number of children who have been/are excluded (permanent or fixed term) and have an EHCP and are also in care	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Quarterly	Outcome	Social exclusion

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	38,572	43,815	38,273	11,208	38,591	39,029	39,356	39,688
Employees	12,707	12,006	12,619	(691)	12,442	12,450	12,457	12,466
Premises	1,146	769	1,094	(50)	968	980	992	1,003
Transport	4,266	5,278	4,620	1,049	5,534	6,004	6,264	6,527
Supplies & Services	4,179	4,880	3,617	1,366	3,667	3,705	3,744	3,783
3rd party payments	13,609	18,005	13,629	9,534	13,336	13,246	13,255	13,265
Transfer payments	0	1	0		0	0	0	0
Support services	2,228	2,439	2,237		2,237	2,237	2,237	2,237
Depreciation	437	437	457		407	407	407	407
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	5,874	6,037	5,507	28	5,560	5,561	5,561	5,561
Government grants	707	895	604	(363)	669	669	669	669
Reimbursements	2,335	2,625	2,169	(300)	2,112	2,112	2,112	2,112
Customer & client receipts	2,831	2,516	2,734	691	2,779	2,780	2,780	2,780
Interest								
Reserves								
Capital Funded								
Council Funded Net Budget	32,698	37,779	32,766	11,236	33,031	33,468	33,795	34,127

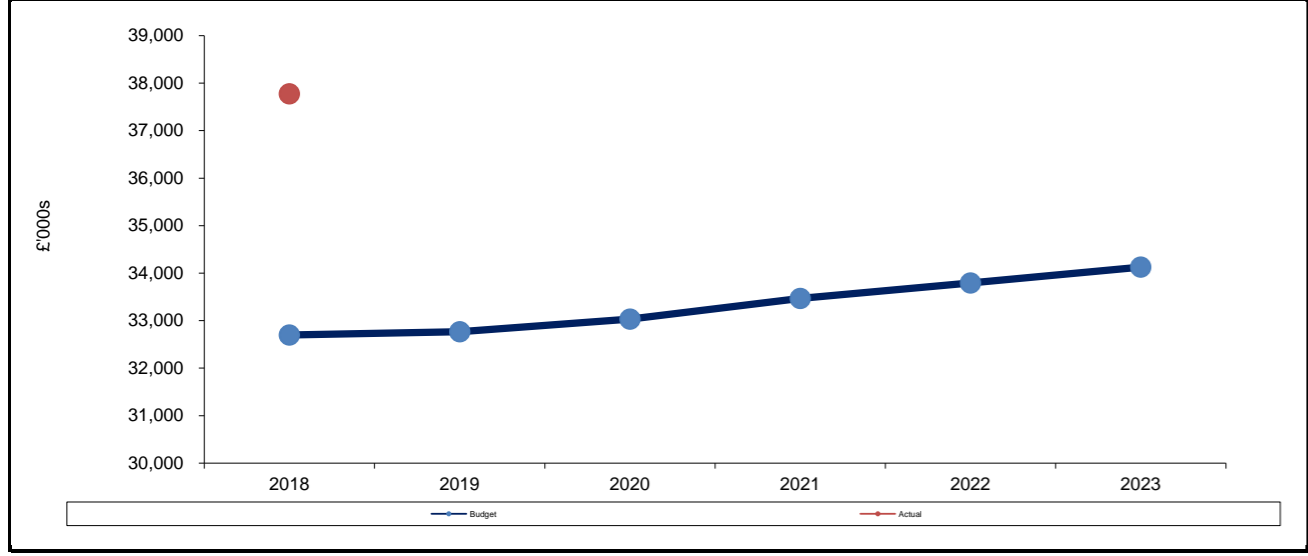


Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Primary Schools		834	1,637	(15)	1,900	1,900	1,900	1,900
Secondary Schools		3,860	1,812	(6)	300	0	0	0
Special Schools		2,514	5,261	9	3,966	2,000	0	0
Other		1,125	352	0	0	0	0	0
	0	8,333	9,062	(12)	6,166	3,900	1,900	1,900

Summary of major budget etc. changes

2020/21

Repurposing of some posts in education inclusion service - £150,000
 Early help re-design of Transforming Families team, Family and Contact team at Bond Road and 0-5s Supporting Families team - £100,000 (Cross-cutting between CSC and education)
 Radically reduce some statutory education functions - £200,000.
 Review of CSF admin structure - estimate for education - £150,000
 Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service - £200,000



2021/22

Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service - £200,000
 SEND Travel assistance - to review eligibility for SEND home to school/college travel assistance, in particular for post-16 students - £150,000

2022/23

2023/24

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

Education

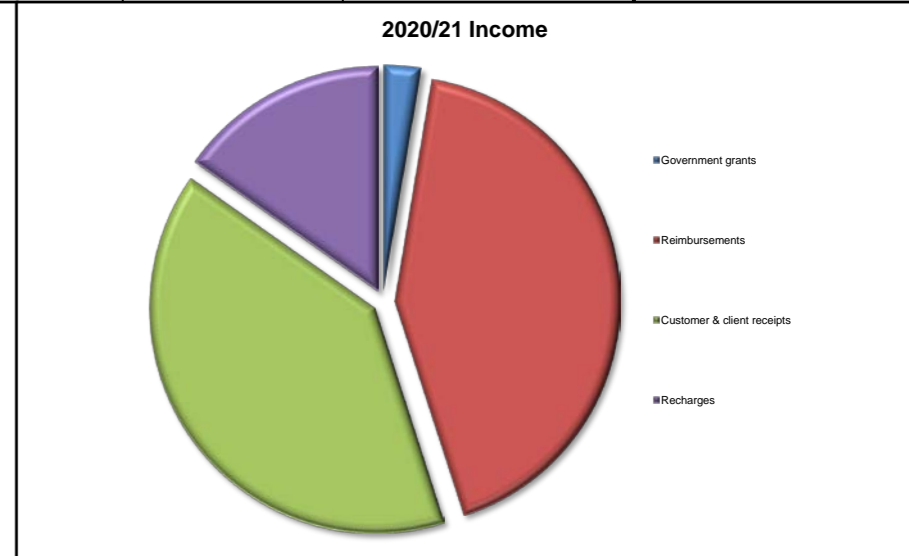
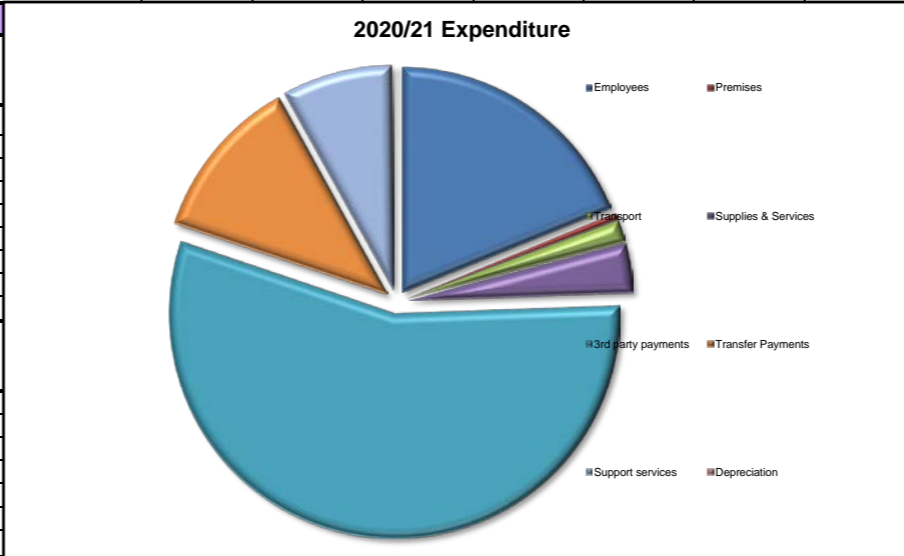
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS	Risk		
			Likelihood	Impact	Score
Project 1	Project Title: Early Help and Family Wellbeing Service Development	Improved effectiveness	4	3	12
Start date: 2019-20	Project Details: An Early Help review has taken place and as a result implementation and mobilisation of the new Family Wellbeing Service is under way. This will improve our service offer so that children and families can swiftly access the right services at the right time, reducing the need for statutory intervention. A review to support the re-structure will take place in allied teams and services within CSC&YI and the Education Division to support improved ways of working.				
End date: 2023-24					
Project 2	Project Title: Improving pupil outcomes at KS5 & School Improvement through partnership with schools(Edn TOM)	Improved effectiveness	2	3	6
Start date: 2019-20	Project Details: An Early Help review has taken place and as a result implementation and mobilisation of the new Family Wellbeing Service is under way. This will improve our service offer so that children and families can swiftly access the right services at the right time, reducing the need for statutory intervention. A review to support the re-structure in allied teams and services within CSC&YI will take place to support improved ways of working. As part of these wider changes to Early Help services and approach, the Safeguarding Children Partnership will review the current wellbeing model (thresholds document) with partners. This will enable statutory and non-statutory partners to identify need earlier, and put in place integrated responses based on a shared understanding of risk and need.				
End date: 2020-21					
Project 3	Project Title: SENDIS IT Infrastructure programme	Improved customer experience	3	3	9
Start date: 2019-2020	Project Details: A programme to oversee the introduction of both an EHCP Hub as well as electronic case management system to support Merton's SENDIS service. This programme will facilitate joint ownership of EHCP assessment, review and planning process across the partnership by providing a secure platform for multiple professionals to work together securely online in the best interests of the child or young person and their parents/guardians. It will also provide a secure web-based platform for the SENDIS case recording and performance reporting. It will also migrate existing EHCPs to the portal to schedule annual reviews of plans as may be required employing the agreed approaches for the implementation as well as migrate existing SEN, Sensory and Education Psychology team's documents to the solution as part of the implementation.				
End date: 2020-21					
Project 4	Project Title: Implement SEND Action plan and DSG recovery plan	Improved customer experience	3	3	9
Start date: 2019-2020	Project Details: Following the agreement of the SEND Strategy and DSG Recovery Plan, the key actions will need to be implemented. This will include a focus on widening the Local Offer, preparation for adulthood pathways and early identification pathways. The DSG recovery plan provides a number of strategies to prevent further increases in spend but will be further influenced by visits and possible direction from the Department for Education. A SEND action plan is being developed alongside the SEND Strategy which will detail the key activity and performance measures that will be monitored to achieve each strategic objective. Progress will be overseen by the multi-agency SEND Strategic Implementation Board and the Children and Young People's Integrated Commissioning Group and will also be reported to Merton's Children's Trust Board.				
End date: 2019-20					
Project 5	Project Title: Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)	Infrastructure renewal	4	3	12
Start date: 2015-16	Project Details: To progress further projects to provide additional state special school places in Merton, and in particular the expansion of Melrose School and an additional site for children with ASD (Autism Spectrum Disorder). To continue to work with Merton mainstream schools to encourage inclusion wherever possible with a strategy to avoid any further secondary places permanent expansions unless it is absolutely necessary and to continue to closely monitor the demand for secondary school places to ensure sufficient places are being provided.				
End date: 2021-22					
Project 6	Project Title: SEN Transport commissioning review	Improved efficiency (savings)	4	3	12
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				
End date: 2021-22					
Project 7	Project Title: Early Help and Family Wellbeing Model Development	Improved efficiency (savings)	4	3	12
Start date: 2019-20	Project Details: As part of wider changes to Early Help services and approach, the Safeguarding Children Partnership will review the current wellbeing model (thresholds document) with partners. This will enable statutory and non-statutory partners to identify need earlier, and put in place integrated responses based on a shared understanding of risk and need.				
End date: 2021-22					

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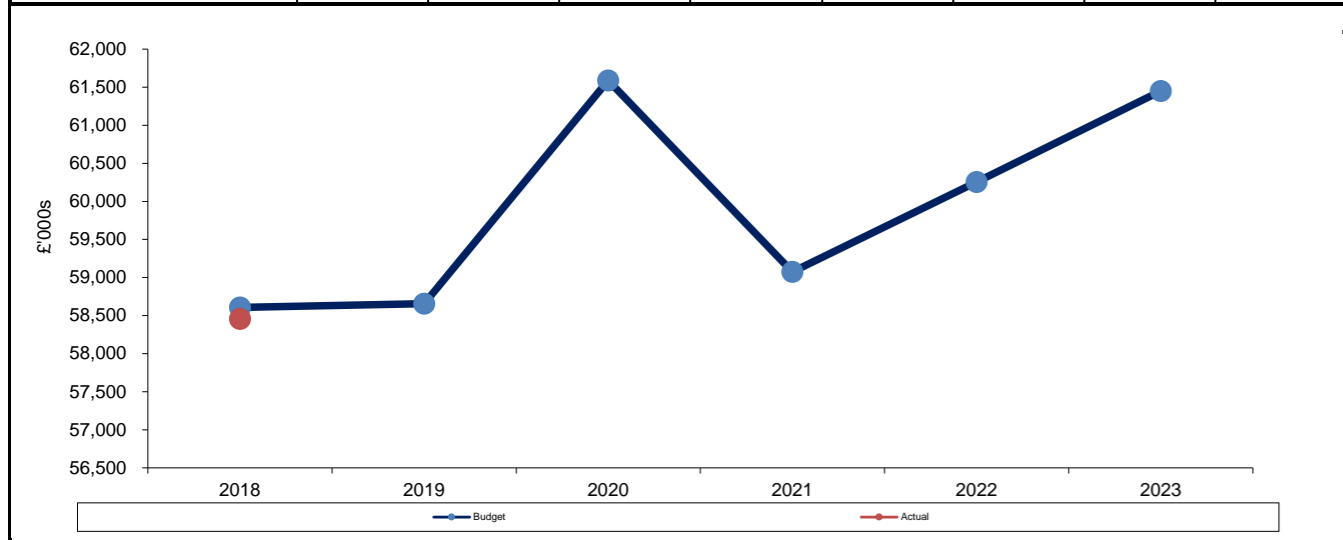
Community & Housing

Adult Social Care	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Tobin Byers: Cabinet Member for Adult Social Care, Health & the Environment	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Enter a brief description of your main activities and objectives below	No. of people requiring services	3,252	3,191	3,170	3220	3220					
	People aged 85-89	335	315	293	315	315					
	People aged 95+	185	180	175	175	175					
	No. of people aged 65+ with dementia	419	431	448	500	500					
The Care Act 2014 is the legislation that underpins the statutory function of ASC. ASC works with people 18 and above and their carers who are in need of support. The Act sets a new national eligibility criteria to define eligibility for services.	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	Staff (FTE)	340.59	357.69	384.46	384.46	384.46	384.46				
Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital.	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)					2023/24(P)
We aim to maximise people's independence with the use of equipment, telecare, reablement, utilising the voluntary sector to limit isolation and loneliness, working with CLCH and our partners in health to ensure that people's health needs are met keeping people healthy and out of hospital.	No of Carers receiving services and/or information and advice	1171	1020	1180	1200	1250	1300	High	Monthly	Business critical	Breach statutory duty
	% people receiving "long term" community services	74	72	72	72	72	72	High	Monthly	Business critical	Increased costs
	No. of DTOCs - Adult Social Care delays only	704	1424	TBC by NHSE	TBC by NHSE	TBC by NHSE	TBC by NHSE	Low	Monthly	Business critical	Increased costs
	% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	83.8	78.8	78.8% but TBC by BCF	78.8% but TBC by BCF	78.8% but TBC by BCF	78.8% but TBC by BCF	High	Annual	Outcome	Increased costs
	% of MASCOT calls answered in 60 seconds	97.68	97.5	97.5	97.5	97.5	97.5	High	Monthly	Quality	Increased waiting times
	Safeguarding Concerns to Enquiry Conversion Rate	N/A	N/A	30%	31%	32%	33%	High	Monthly	Business critical	Safeguarding issues
	Proportion of adults with a learning disability known to us in paid employment	N/A	N/A	30	31	32	33	High	Monthly	Outcome	Social exclusion

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	82,098	84,817	81,393	3,673	84,697	82,182	83,364	84,557
Employees	14,280	15,209	15,610	935	15,980	15,958	15,961	15,972
Premises	344	236	352	(55)	416	417	422	428
Transport	1,454	1,701	1,360	149	1,349	1,368	1,391	1,402
Supplies & Services	3,441	3,578	3,007	456	2,960	3,003	3,047	3,090
3rd party payments	46,235	47,628	44,330	2,203	47,186	44,180	44,836	45,508
Transfer Payments	9,882	9,709	9,894	(16)	9,986	10,437	10,888	11,338
Support services	6,304	6,598	6,681	-	6,681	6,681	6,681	6,681
Depreciation	158	158	158	-	139	139	139	139
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	23,490	26,360	22,735	(3,863)	23,108	23,108	23,108	23,108
Government grants	1,559	2,310	337	(3,611)	607	607	607	607
Reimbursements	9,810	13,517	9,796	(2,588)	9,799	9,799	9,799	9,799
Customer & client receipts	9,088	7,222	9,085	2,335	9,185	9,185	9,185	9,185
Recharges	3,034	3,311	3,516	-	3,516	3,516	3,516	3,516
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
Council Funded Net Budget	58,607	58,457	58,658	(191)	61,589	59,074	60,256	61,450



Summary of major budget etc. changes	
2020/21	Growth for Concessionary fares increase - £92k Includes savings of £2.5m We are awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review in 2019 to understand the medium and longer term funding of that service.
2021/22	Growth for Concessionary fares increase - £0.542m
2022/23	Growth for Concessionary fares increase - £0.992m Included savings of £4.7m
2023/24	Growth for Concessionary fares increase - £1.4m.



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

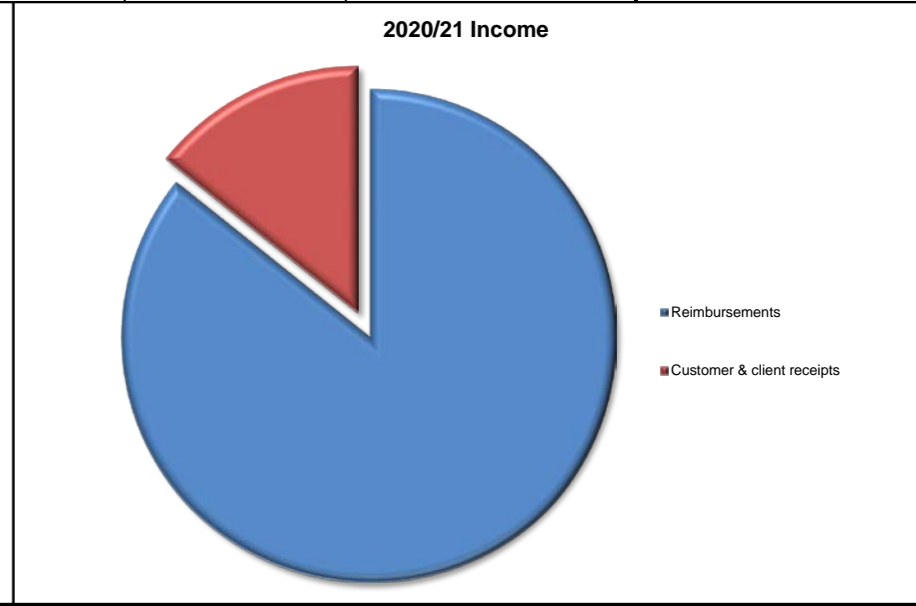
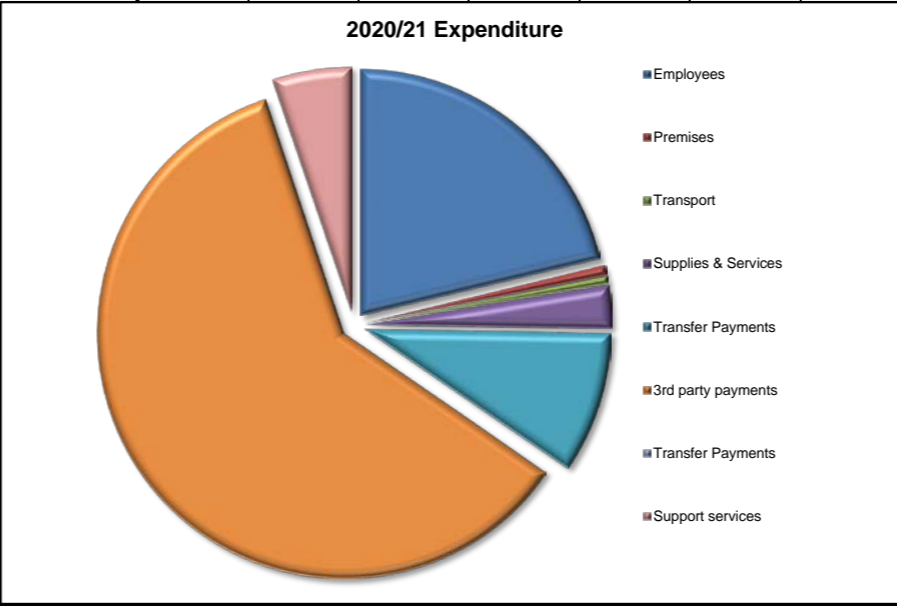
Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Working with health	Improved customer experience			4	3	12
Start date	2019-20	Project Details:	Take forward an integrated approach to community health and care services, working with health partners and the voluntary sector to create a seamless offer to communities and to bring together physical and mental health services. Market engagement in early 2020 will determine the form and scope of the project. We will also continue to work closely with CLCH to bring services closer together.						
End date	2022-23								
Project 2		Project Title:	Commissioning	Improved sustainability			4	2	8
Start date	2019-20	Project Details:	We will 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						
End date	2022-23								
Project 3		Project Title:	Learning Disability Offer	Improved efficiency (savings)			5	3	15
Start date	2019-20	Project Details:	To 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. It will include a review of housing options, day activities and support into employment. We will aim to reduce the use of out of borough placements and support people to remain living close to their communities and support networks, supporting people to live the life they want.						
End date	2022-23								
Project 4		Project Title:	Community Transport	Improved efficiency (savings)			5	2	10
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.						
End date	2021-22								
Project 5		Project Title:	Customer Journey	Improved effectiveness			4	2	8
Start date	2018-19	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.						
End date	2022-23								
Project 6		Project Title:	Assistive technology	Improved efficiency (savings)			5	2	10
Start date	2019-20	Project Details:	To explore further trading opportunities for MASCOT telecare, response and out of hours services. To explore opportunities to exploit mainstream assistive and smart technology to support independent living. To work with health partners on implementing telehealth.						
End date	2022-23								
Project 7		Project Title:		Improved effectiveness			4	3	12
Start date	2019-20	Project Details:							
End date	2022-23								

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Housing Needs and Enabling Services		Planning Assumptions						The Corporate strategies your service contributes to		
Cllr Martin Whelton: Cabinet Member for Regeneration, Housing and Transport		Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
<p>Enter a brief description of your main activities and objectives below</p> <p>To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector.</p> <p>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.</p> <p>The purpose of this service is to</p> <ul style="list-style-type: none"> - Prevent and relieve homelessness in accordance with statutory housing law, including the reduction of rough sleeping in the borough - Provide homes to people in housing need - Formulate and deliver statutory homelessness and rough sleeper strategy 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 via Shared Lives - 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 advice, options, private tenants & landlords advice	11,250	11,250	10,000	10,000	10,000	10,000	10,000	Homeless Placements Policy (Interim)
		Housing register applicants	10,250	10,700	6,100	6,550	7,000	7,450	7,900	Homelessness & Rough Sleepers Strategy
		Housing options casework	1,350	1,500	1,500	1,500	1,500	1,500	1,500	Housing Strategy
		Demand for temporary accommodation	400	400	380	380	380	380	380	
		Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Housing Needs Staff (FTE)	20.00	20.50	23.00	23.00	23.00	23.00				
Environmental Health (Housing)	5.03	8.03	9.23	9.23	9.23	9.23				
TOTALS	25.03	28.53	32.23	32.23	32.23	32.23				
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Number of homelessness preventions annually	504	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation (monthly average)	171.8	230	200	200	200	200	Low	Monthly	Business critical	Increased costs
Number of enforcement/improvement notices issued annually	75	80	80	80	80	80	High	Quarterly	Outcome	Reduced enforcement
No. of cases resulting in a Prosecution or Civil Penalty Notice of a Landlord	N/A	N/A	4	4	4	4	Low	Annual	Outcome	Reduced enforcement
Average length of stay (nights) of Families in non self-contained B&B	N/A	N/A	21	21	21	21	Low	Monthly	Business critical	Increased costs
To halve the number of Rough Sleepers by 2022, and reduce to zero by 2027	N/A	N/A	17	14	11	9	Low	Annual	Outcome	Increased costs
Implement the Housing Act 2004 by issuing mandatory HMO licences	N/A	N/A	90	90	90	90	High	Annual	Outcome	Breach statutory duty

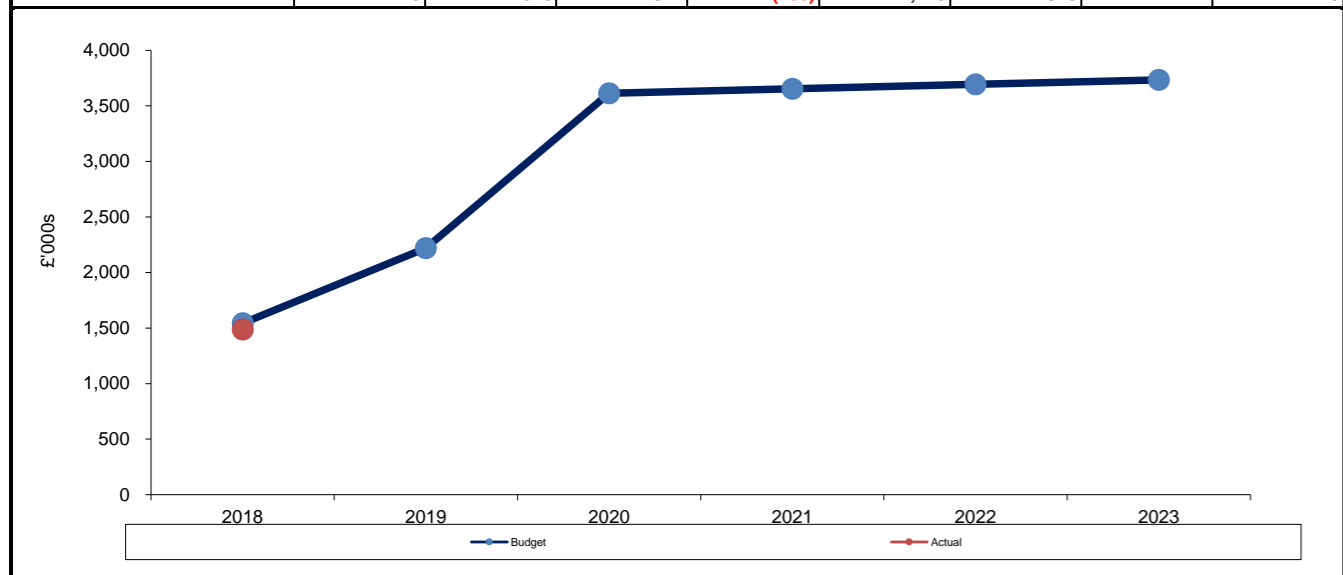
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	4,737	5,763	4,729	1,694	6,185	6,225	6,265	6,305
Employees	959	978	1,213	81	1,304	1,304	1,305	1,305
Premises	40	31	40	(2)	41	41	42	43
Transport	29	18	30	(16)	30	31	31	31
Supplies & Services	371	277	192	169	172	175	177	180
Transfer Payments	571	1,193	571	879	570	570	570	570
3rd party payments	2,475	2,954	2,368	583	3,691	3,727	3,762	3,798
Transfer Payments	0	0	0	0	0	0	0	0
Support services	293	311	315	0	315	315	315	315
Depreciation	0	0	0	0	63	63	63	63
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	3,194	4,275	2,508	1,605	2,508	2,508	2,508	2,508
Government Grants	924	1,311	0	1,095	159	159	159	159
Reimbursements	2,010	2,196	2,174	326	2,015	2,015	2,015	2,015
Customer & client receipts	260	768	335	184	335	335	335	335
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	1,543	1,488	2,220	89	3,677	3,717	3,757	3,796



Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Disabled Facilities Grant	0	826	927	(100)	927	280	280	280
LD Affordable Housing					488	633	462	145
Total	0	826	927	(100)	1,415	913	742	425

Summary of major budget etc. changes 2020/21

Service will be in receipt of several housing related grants:-
Prevention and Flexible Homelessness Support Grant



2021/2022
2022/23
2023/24

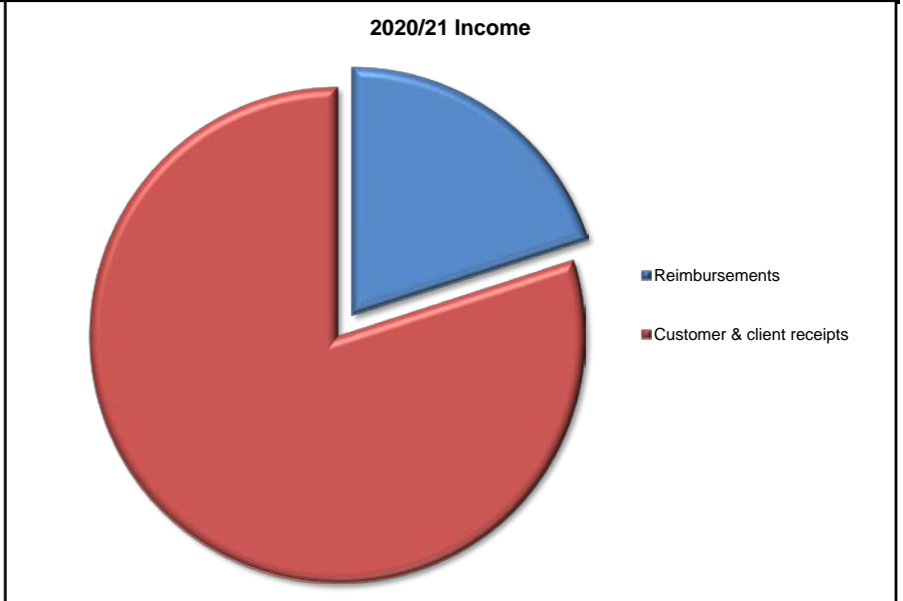
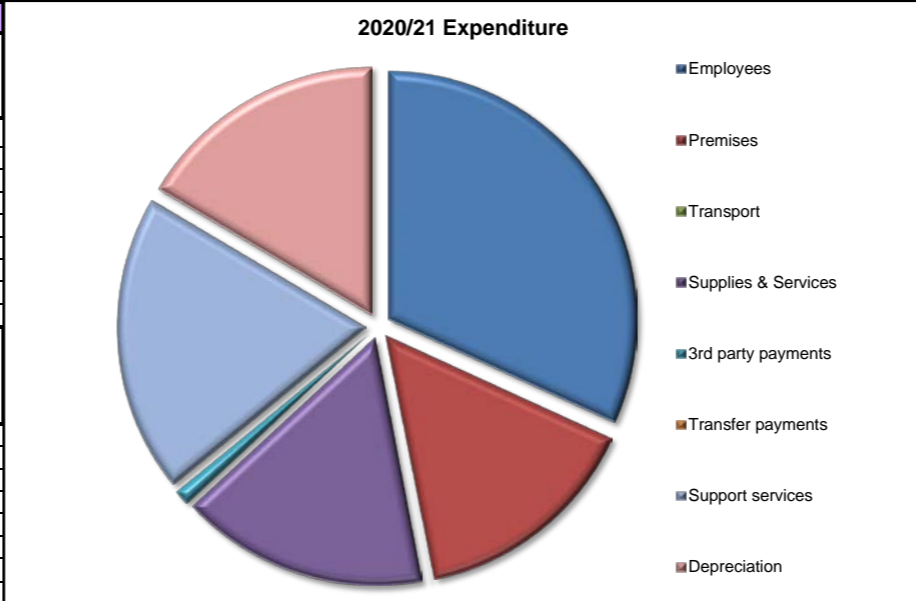
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

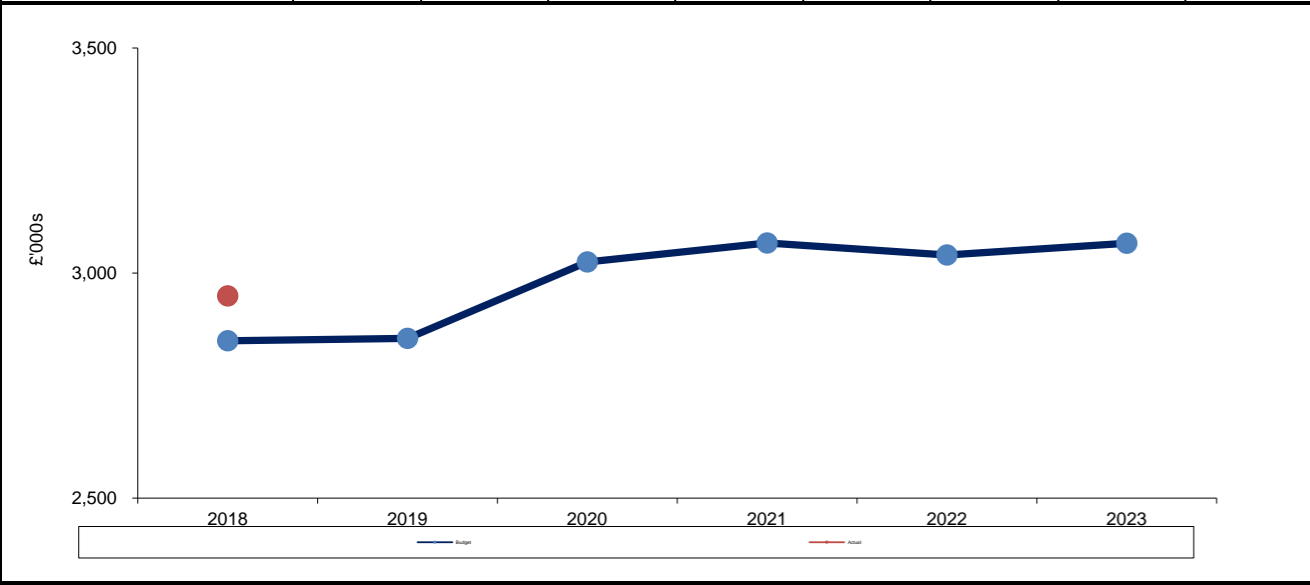
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Private Sector Housing Enforcement	Improved reputation			2	1	2
Start date	2019-20	Project Details:	Develop and implement a range of Housing Enforcement measures to protect private tenants in Merton.	2	1	2			
End date	2021-22								
Project 2		Project Title:	Rough Sleeper initiatives	Improved customer experience			2	2	4
Start date	2019-20	Project Details:	Deliver a range of Rough Sleeper initiatives so as to halve the number of rough sleepers in Merton by 2022	2	2	4			
End date	2021-22								
Project 3		Project Title:	Public Protection Technology Upgrade	Improved effectiveness			2	1	2
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	2020-21								
Project 4		Project Title:	Housing IT software re-procurement	Improved effectiveness			2	2	4
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 5		Project Title:	Homelessness Strategy Implementation	Improved reputation			2	1	2
Start date	2019-20	Project Details:	Work with stakeholders to deliver the strategy and monitor the completion of the actions arising from the Homelessness Strategy	2	1	2			
End date	2024-25								
Project 6		Project Title:		Select one major benefit					0
Start date		Project Details:				0			
End date									
Project 7		Project Title:		Select one major benefit					0
Start date		Project Details:				0			
End date									
Project 8		Project Title:		Select one major benefit					0
Start date		Project Details:				0			
End date									

Libraries		Planning Assumptions						The Corporate strategies your service contributes to					
CILr Caroline Cooper-Marbiah: Cabinet Member for Commerce, Leisure & Culture		Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Enter a brief description of your main activities and objectives below		Active users		56,000	56,500	57,000	57,500	58,000	58,000	Customer Contact Strategy			
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.		Stock issues		900,000	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		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Health & Wellbeing Strategy			
		Staff (FTE)		31.35	29.65	30.88	30.88	30.88	30.88	Heritage Strategy			
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.		Accommodation (Libraries)		7	7	7	7	7	7	Procurement Strategy			
		Equipment (PC's)		152	159	159	159	159	159	Voluntary Sector and Volunteering Strategy			
Certain aspects of the service must be provided for free: - Free lending of books - Free access to information - Free library membership										Workforce Strategy			
		Performance indicator		Actual Performance (A) performance target (T) Proposed Target (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
				2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
		Number of visitors accessing the library service online		234,486	235,000	235,000	235,000	235,000	235,000	High	Monthly	Quality	Reduced uptake of service
		No. of people accessing library by borrowing item or using a peoples network terminal at least once in previous 12 months		71,648	56,500	56,500	56,500	56,500	56,500	High	Monthly	Outcome	Reduced uptake of service
Active volunteers in libraries (rolling 12 month fig)		276	230	230	230	230	230	High	Monthly	Business critical	Reduced service delivery		

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	3,350	3,427	3,404	68	3,451	3,493	3,481	3,507
Employees	1,031	1,072	1,083	9	1,098	1,098	1,099	1,100
Premises	453	668	517	21	519	522	524	526
Transport	4	3	4	1	4	4	4	4
Supplies & Services	632	409	628	38	556	561	520	525
3rd party payments	18	8	18	0	35	69	95	113
Transfer payments	0	0	0	0	0	0	0	0
Support services	677	732	669	0	669	669	669	669
Depreciation	535	535	485	0	570	570	570	570
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	501	478	550	0	426	426	441	441
Government grants	0	0	97	6	0	0	0	0
Reimbursements	334	305	96	0	85	85	85	85
Customer & client receipts	166	173	356	(6)	341	341	356	356
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	2,850	2,949	2,855	68	3,025	3,067	3,040	3,066
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Libraries Buildings	0	7	49	49	200	0	0	0
Libraries IT	0	59	77	77	350	0	140	0
	0	66	126	126	550	0	140	0



Summary of major budget etc. changes	
2020/21	Capital: Library Self-Service £350k
2021/22	
2022/23	Capital: Library Management System £140k
2023/24	Revenue includes savings of £60k



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:	Enhance the digital offer in libraries			Improved effectiveness		
Start date	2019-20	Project Details	Continue to enhance the new library management system and make improvements to the customer website and app. Procure and install new self-service technology in 2021.	3	2	6		
End date	2022-23							
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. Deliver the Arts Council England funded 'Project Sense' to enhance the offer for SEND children and to make physical improvements to the children's libraries at all sites.	3	1	3		
End date	2021-22							
Project 5		Project Title:	Customer consultation, marketing and promotion			Improved customer experience		
Start date	2019-20	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	2021-22							
Project 6		Project Title:	Income Generation			Improved efficiency (savings)		
Start date	2019-20	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	2020-21							
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	2020-21	Project Details	Embed the new security services contract in libraries and monitor performance of the contract so that security guards play an active role in supporting services.	3	2	6		
End date	2024-25							
Project 9		Project Title:	Library redevelopments			Improved customer experience		
Start date	2019-20	Project Details	Progress redevelopment opportunities for West Barnes Library and work collaboratively with partners to look at potential opportunities for other sites.	3	2	6		
End date	2023-24							

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 Eleanor Stringer: Cabinet Member for Schools and Adult Education	
Service Providers: South Thames College Groundwork London	

Planning Assumptions							The Corporate strategies the service contributes to
Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
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	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Staff (Commissioning Team)	3.75	3.75	3.75	3.75	3.8	3.75	
Staff (LDD Curriculum manager)	0	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
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Number of new learners per annum (not registered as learners in previous year)	TBC	1985	1985	1985	1985	1985	High	Annual	Outcome	Reduced uptake of service
% overall success rate of accredited courses per annum	87%	88%	88%	90%	90%	90%	High	Annual	Outcome	Reduced uptake of service
% of learners from deprived wards	29%	32%	30%	30%	32%	33%	High	Annual	Quality	Reduced uptake of service

Financial Information									Additional Expenditure Information
Revenue	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	From 2019/20 Grant will administered by the GLA and London Learners by ESFA
Expenditure	1,367	768	1,370	0	1,423	1,423	1,423	1,423	
Contractor's Fee	1,075	426	1,108	2	1,151	1,151	1,151	1,151	
Employees (Commissioning Team)	223	218	193	(25)	204	204	204	204	
Employees (LDD Curriculum Manager)	0	0	0	0	0	0	0	0	
Support Service	31	34	31	0	31	31	31	31	
Other Costs	38	89	38	23	38	38	38	38	
Revenue	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	
Income	1,347	745	1,347	0	1,397	1,397	1,397	1,397	
Adult Education Block Grant	1,347	745	1,347	0	1,397	1,397	1,397	1,397	
Adult Apprenticeships Grant	0	0	0	0	0	0	0	0	
Other Income	0	0	0	0	0	0	0	0	
Council Funded Net Budget	20	22	23	0	26	26	26	26	
Capital Expenditure	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	

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DETAILS OF MAJOR PROJECTS
Merton Adult Learning

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Continuous Improvement Continue to improve quality across the provision and respond to issues identified in the last Ofsted inspection. Complete annual Self-Assessment Reports and Quality Improvement Plans and work collaboratively with providers to drive up performance.	Improved effectiveness			2	2	4
Start date	2019-20	Project Details:							
End date	2022-23								
Project 2		Project Title:	Deliver the new strategic priorities for the adult learning service working collaboratively with providers Deliver against the 3-year strategic objectives outlined in the Merton Adult Learning Strategy	Economic outcomes			2	1	2
Start date	2019-20	Project Details:							
End date	2022-23								
Project 3		Project Title:	Improve progression and destination collection to inform delivery Working with providers develop robust systems for the collection of progression and destination data to better inform curriculum development and the tracking of learner's development.	Risk reduction and compliance			2	1	2
Start date	2019-20	Project Details:							
End date	2020-21								
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities 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.	Improved effectiveness			3	1	3
Start date	2019-20	Project Details:							
End date	2022-23								
Project 5		Project Title:	Continue to embed the evidence base to more effectively commission the curriculum Make more effective usage of learner and community data to inform the commissioning of adult learning courses whilst retaining a healthy breadth of provision.	Improved customer experience			2	1	2
Start date	2019-20	Project Details:							
End date	2022-23								
Project 6		Project Title:	Provider Procurement Embed new contractor arrangements under new framework and procure main supplier contract whilst continuing to develop the provider market in the borough.	Improved effectiveness			3	2	6
Start date	2019-20	Project Details:							
End date	2022-23								

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:	Implement Merton Health and Wellbeing Strategy 2019-24	Improved effectiveness		
Start date	2019-20	Project Details:	Lead the implementation of the Merton Health and Wellbeing Strategy 2019-24 and the implementation of a rolling programme of priorities including, healthy settings with a focus on healthy workplaces across Merton (Project 4); continue to develop the whole systems approach to diabetes to maintain momentum (see Project 2); develop work with and real involvement of children and young people on health and environment. Continue to embed 'health in all policies', especially through partnerships with E&R, including developing the co-benefits of climate change and health.	2	2	4
End date	2023-24					
Project 2		Project Title:	Whole System Approaches to Diabetes	Improved effectiveness		
Start date	2019-20	Project Details:	Following a 'Diabetes Truth' programme, the Health and Wellbeing Board have developed a whole systems Diabetes Action Plan. This has been an exemplar for future work, and identified high value and evidence based ways to tackle diabetes. The Action Plan has three themes (clinical oversight and service improvement, holistic individual care and healthy place) and has actions for partners across Merton. The HWB have agreed that 'keeping the momentum' is one of their annual priorities. This project aligns with the whole systems approach to childhood obesity (Project 3).	2	2	4
End date	2020-21					
Project 3		Project Title:	Whole System Approaches to Childhood obesity	Improved effectiveness		
Start date	2019-20	Project Details:	Implementation of a refreshed Child Healthy Weight Action Plan (CHWAP) 2019/22, will continue to be a priority. The CHWAP has 3 key themes (1) Making childhood Obesity everybody's business, (2) Supporting children young people and their families (3) healthy place, which includes healthy food and the physical environment. This aligns with the whole systems approach to diabetes (Project 2).	2	2	4
End date	2022-23					
Project 4		Project Title:	Healthy Workplace	Improved effectiveness		
Start date	2019 -20	Project Details:	Working with partners to scale up healthy work places across Merton, with a focus on mental health and active travel, focussed for the latter on the co-benefits with climate change. Building a network with other organisations at different levels, NHS SWL, Merton GP Federation, individual GP practices, Merton BIDs, MVSC and others. Within LBM, applying for the London Healthy Workplace Award, working through the Workforce Strategy Board. . To be linked to the review of the council vehicle fleet, new arrangements for staff travel, and #MertonCan physical activity campaign. Also part of the SID programme (Project 5).	2	2	4
End date	2021-22					
Project 5		Project Title:	Implementation of Prevention Offer	Improved effectiveness		
Start date	2019-20	Project Details:	Lead the implementation of the Prevention workstream of the SID programme and Health and Care Together Board. Implement the '5 Prevention Priorities' model, which focuses on: directory of services; network of connectors, staff training; healthy settings and embedding prevention into health and care pathways. Delivery will be devolved to SID workstreams and MHCT themes, with PH leads to support delivery planning, co-ordination, support and do-once tasks.	2	2	4
End date	2020-21					
Project 6		Project Title:	Development of integrated Community Health Services	Improved effectiveness		
Start date	2019-20	Project Details:	Lead transformation of community health services, working with Adult Social Care, Children, Schools and Families and Merton Clinical Commissioning Group. Develop vision and development of closer integration of services to provide seamless care pathways; engage providers and residents to co-create service models; undertake procurement of integrated services including healthy child services (health visiting and school nursing) and substance misuse ; continue to develop integrated commissioning functions between PH, CSF and MCCG. Participate in the London Sector Led Improvement programme on health visiting and school nursing.	3	3	9
End date	2023-24					
Project 7		Project Title:	Sexual Health Strategy and Integrated sexual health services	Improved effectiveness		
Start date	2019-20	Project Details:	Lead the implementation of Merton joint Sexual Health Strategy - focusing on 3 priorities: education and training; easy access to sexual health and well being services; comprehensive sexual health and wellbeing, including support for vulnerable groups. Service priorities include: further developing integrated sexual health services; strategic approach to managing demand, working collaboratively with London Sexual Health Programme.	3	3	9
End date	2023-24					

Corporate Services

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

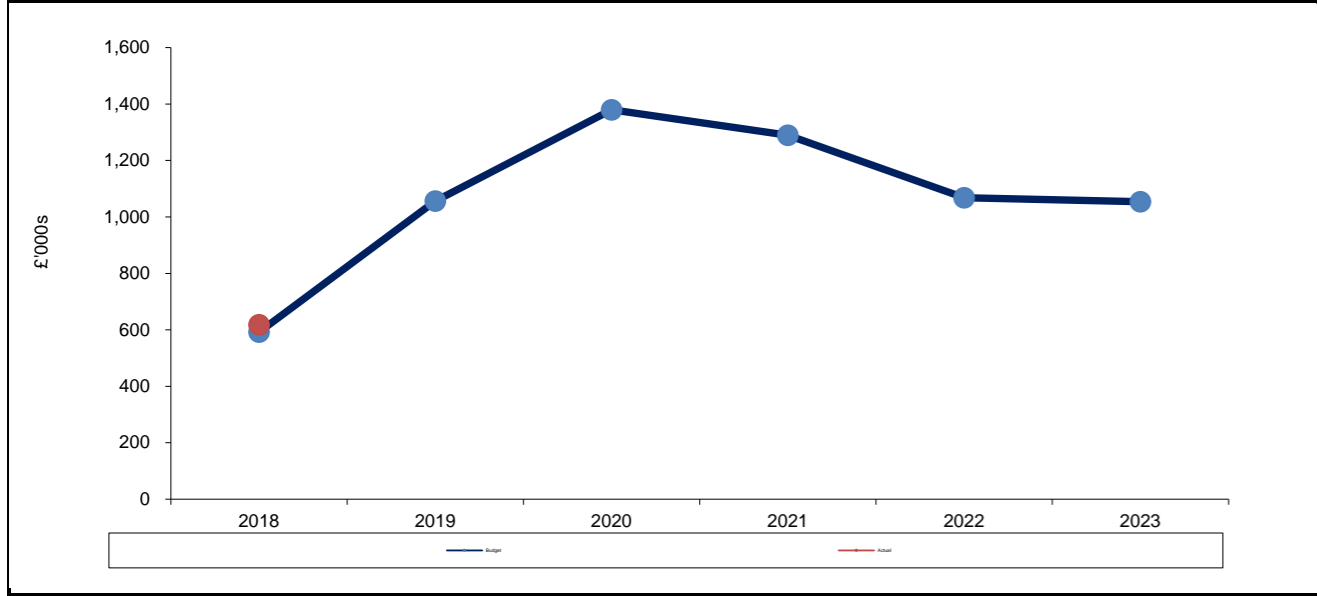
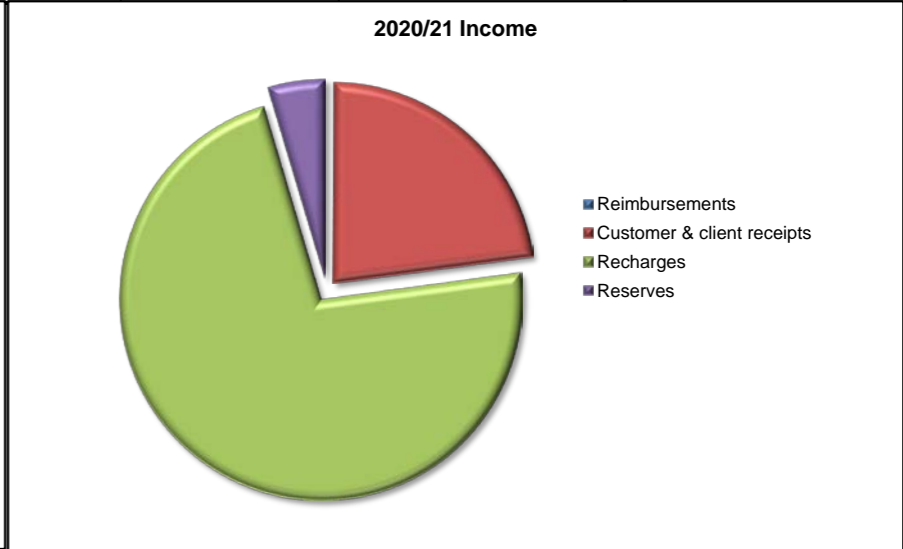
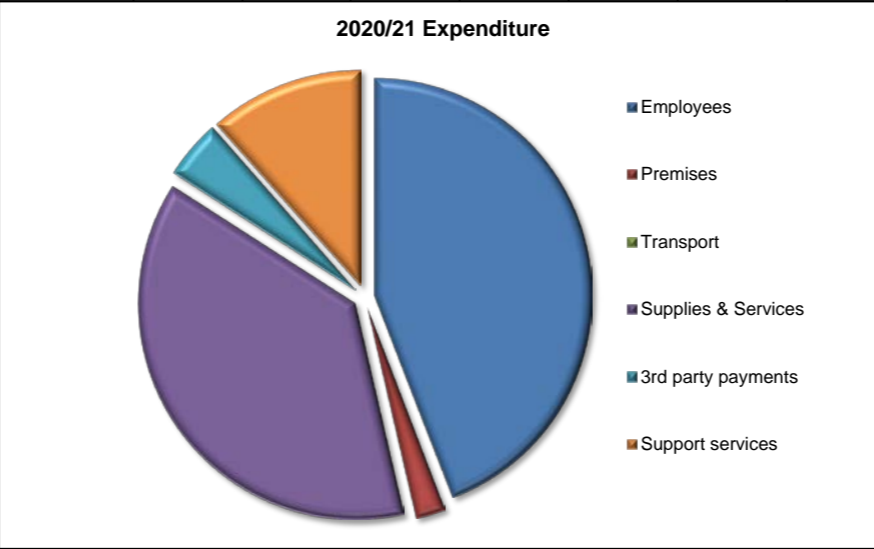
Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Efficiency programme			Improved efficiency (savings)		
Start date	2015-16	Project Details:	To further reduce spend on printing committee agendas by moving CMT members to paperless agendas for LSG, Cabinet, Council and other committees. To encourage Cabinet Members and level 2 managers to follow suit. To encourage the Mayor and Group Leaders to produce electronic Christmas cards to save money on print and postage. To continue 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 promote online event booking to save staff time and provide improved service for customers.	3	1	3		
End date	2021-22							
Project 2		Project Title:	Scrutiny Improvement Programme			Improved customer experience		
Start date	2018-19	Project Details:	To build on the recommendations of the review carried out by the Centre for Public Scrutiny in order to improve effectiveness and impact of the scrutiny function and to engage all non-executive councillors in scrutiny activities. The action plan will be developed by a cross party councillor working group and agreed by the Overview and Scrutiny Commission and reviewed each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.	2	1	2		
End date	2021-22							
Project 3		Project Title:	Creation of centralised Local Land Charges Register			Improved customer experience		
Start date	2014-15	Project Details:	Review of LLC service delivery; dependent on national directive	3	1	3		
End date	2020-21							
Project 4		Project Title:	2018/22 Administer statutory elections, referendums and ballots.			Risk reduction and compliance		
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 2024) together with any other referendums and ballots that may be required.	3	3	9		
End date	2021-22							
Project 5		Project Title:	Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections			Infrastructure renewal		
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.	3	2	6		
End date	2020-21							
Project 6		Project Title:	Data Protection Act (DPA18) / General Data Protection Regulation (GDPR)			Risk reduction and compliance		
Start date	2017-18	Project Details:	Refresh of all IG related policies and strategies and promote to all staff.	3	2	6		
End date	2020-21							
Project 7		Project Title:	To reduce printing costs			Improved efficiency (savings)		
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.	3	1	3		
End date	2020-21							

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Customers, Policy & Improvement		Planning Assumptions						The Corporate strategies your service contributes to		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Customer Experience & Communication 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. Act as a client for the multi-borough coroners Keep residents and Merton's key stakeholders well informed using a range of channels including digital and media relations. - Oversee and promote effective Consultation and Engagement corporately. Continuous Improvement and Corporate Change will: - Support DMTs to embed a culture of continuous improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean. - Quality assure the Portfolio on behalf of Merton Improvement Board (MIB), CMT & DMTs - Drive and facilitate the strategic planning process, whether via the TOMs or an alternative mechanism - Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies. The Policy, Strategy and Partnerships team will: - support the council's partnership framework including the Merton Partnership Executive Board, Compact Board and Annual Meeting of the partnership - commission community advice and voluntary sector support services - manage the council's performance framework and reporting on the council's performance on KPIs - provide advice on equalities and preventing terrorism - provide policy support to CMT including the development of a new Community Plan and the implementation of recommendations from the LGA Peer Challenge The Registrars Service will discharge the council's responsibilities for the registration of births, deaths, marriages		Telephone callers (figs reflecting 2019 restructure)	400,000	250,000	230,000	210,000	200,000		Communications Strategy	
		Face to face customers (figs reflecting 2019 restructure)	70,000	65,000	60,000	55,000	50,000		Customer Contact Strategy	
		Continuous improvement & Corporate Change (days)	1100	1100	1320	1320	660	660	Equalities Strategy	
		Policy, Strategy & Partnerships (days)	1012	1232	1452	1232	1232	1012	Information Management Strategy	
		Communications & Engagement (days)	1430	880	880	1430	1430		Social Media Strategy	
		Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
		Staff - CI & CC (FTE & fixed term)	5.0	7.0	8.0	8.0	5.0	5.0		
		Staff - Policy, Strategy & Partnerships	4.6	5.6	6.6	5.6	5.6	4.6		
		Staff - Customer Services	30.5	29.5	34.3	34.3	32.3	32.3		
		Staff - Comms & Engagement	6.5	6.5	6.5	6.5	6.5	6.5		
Performance indicator	Actual Performance (A) Performance Target (P) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
% of positive and neutral media coverage tone	76.99	85%	75%	75%	75%	75%	High	Monthly	Perception	Reputational risk
Number of volunteers recruited through MVSC	393	350	350	367	385	404	High	Quarterly	Outcome	Reduced customer service
First contact resolution (Merton Link)	83.73	75%	75%	75%	76%	77%	High	Monthly	Perception	Reduced customer service
Income from Registrars' events	655,491	400,000	400,000	400,000	400,000	400,000	High	Monthly	Business critical	Loss of income
Digital take up (CRM services)	N/A	N/A	60%	61%	63%	65%	High	Monthly	Outcome	Reduced customer service
Ease of use of website - %	N/A	N/A	45%	46%	47%	48%	High	Monthly	Quality	Reduced customer service
Appointment availability of Registration Services	N/A	N/A	95%	95%	95%	95%	High	Monthly	Quality	Reduced customer service
Resources raised by Merton Giving for the Voluntary Sector	N/A	N/A	£60,000	£63,000	£66,150	£69,457	High	Quarterly	Outcome	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	5,226	5,194	5,098	24	5,293	5,310	5,180	5,166
Employees	2,074	2,060	2,139	76	2,337	2,337	2,338	2,289
Premises	145	170	117	23	117	119	121	123
Transport	3	2	3	(2)	1	1	1	1
Supplies & Services	1,989	2,154	1,989	166	1,995	2,006	1,870	1,899
3rd party payments	318	0	242	(239)	233	237	241	244
Support services	697	808	609	-	609	609	609	609
Depreciation								
Revenue £'000s	4,634	4,576	4,042	(148)	3,913	4,021	4,112	4,112
Government grants	51	51	0	(51)	0	0	0	0
Reimbursements	3	33	3	2	3	3	3	3
Customer & client receipts	1,152	1,225	967	(100)	982	982	982	982
Recharges	3,583	3,422	3,126	0	3,126	3,126	3,126	3,126
Reserves	-155	-155	-54	0	-198	-91	0	0
Capital Funded								
Council Funded Net Budget	592	618	1,056	(125)	1,380	1,289	1,068	1,054
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Customer Contact Programme	0	125	473	(180)	1,350	1,900	0	0
	0	125	473	(180)	1,350	1,900	0	0



Summary of major budget etc. changes	
2020/21	2019-20 CS02 Charge for Blue Badges £15k CS2016 -06 Merton Link - efficiency savings £30k 2019-20 CS28 Cash Collection reduction £12k 2020-21 CS5 Reduction in various running costs across the division £20k 2020-21 CS6 Community engagement - reduction in running costs £8k
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 2020-21 CS7 Staff Reductions £75k
2023/24	2023-24 CS15 Policy & Partnerships - reduce headcount £50k

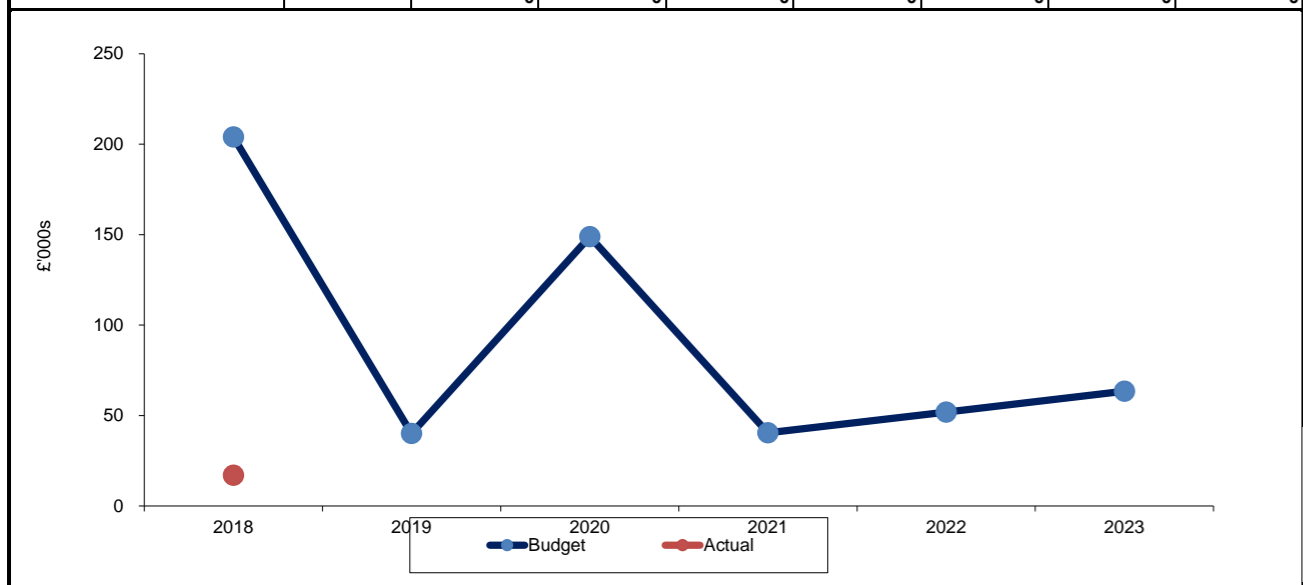
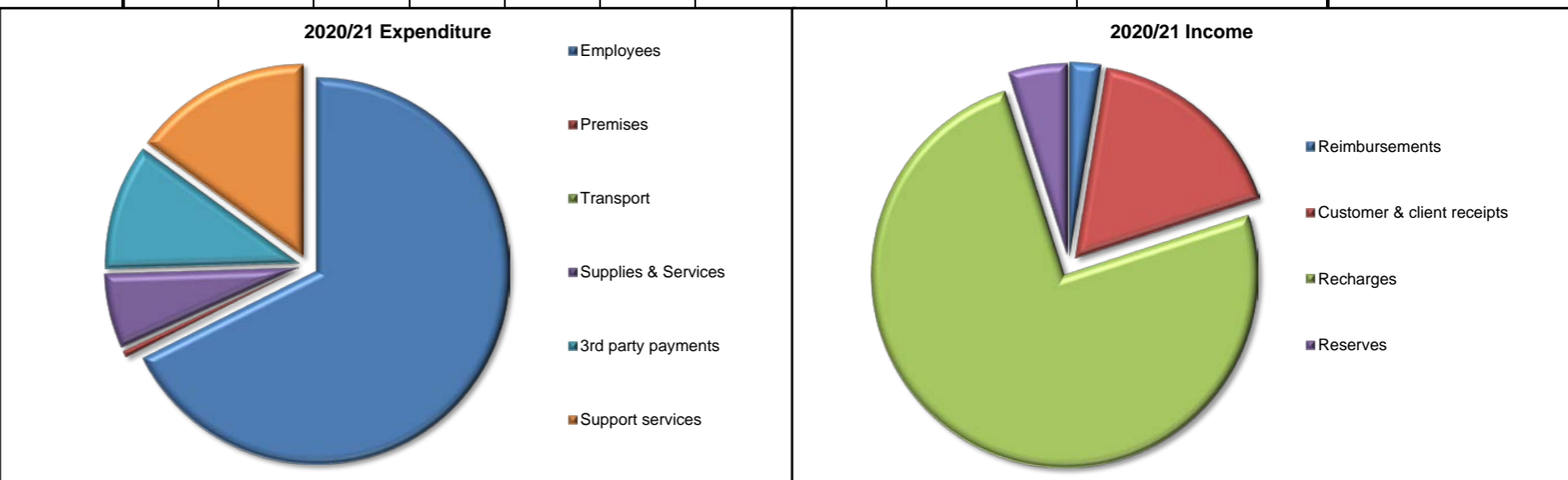
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customers, Policy & Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Website Improvement Project	Improved customer experience		
Start date	2019-20	Project Details:	Deliver the Customer Contact Strategy	3	3	9
End date	2021-22					
Project 2		Project Title:	Redesign of Merton Link	Improved customer experience		
Start date	2019-20	Project Details:	Implement the redesign of Merton Link to improve the customer experience and increase self service.	2	2	4
End date	2020-21					
Project 3		Project Title:	Implement recommendations of internal review and LGA Peer Challenge	Improved effectiveness		
Start date	2019/20	Project Details:	Manage the workstreams implementing the recommendations from the Internal Review and LGA Peer Challenge. Provide programme, project and policy support to the workstreams	3	2	6
End date	2020/21					

Human Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	service contributes to			
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,000	3,800	6,000	6,000	6,000		Workforce Strategy			
1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR advice and consultancy support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	<i>Employee figures now include Schools, Casuals and Shared Services expansion</i>										
	New recruits to be appointed	140	145	140	142	142		Economic Development Strategy			
	New Apprentices to be appointed	33	33	33	33	33		Equality and Community Cohesion Strategy			
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	Staff (FTE)	32.5	32.5	32.8	32.8	32.8	32.8				
	Apprentices (FTE)	0	4	5	5	5	5				
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
	No. of working days per FTE lost to sickness absence excluding schools	9.55	7	8.5	TBC	TBC	TBC	Low	Quarterly	Outcome	Increased costs
	Length of time from Job being advertised to offer being made	N/A - indicator has been revised		45	45	45	45	Low	Quarterly	Outcome	Increased costs
Completion of all performance appraisals	86%	98%	100%	100%	100%	100%	High	Annual	Outcome	Poor decision making	
Voluntary turnover rate (the rate of resignations)	7.54	12%	12%	12%	12%	12%	Low	Quarterly	Outcome	Reputational risk	
No. of Apprentices excluding schools (Govt Apprenticeship Levy Scheme)	175	60	60	TBC	TBC	TBC	High	Quarterly	Outcome	Increased costs	
No. of Apprentices in schools (Govt Apprenticeship Levy Scheme)	N/A	30	30	TBC	TBC	TBC	High	Quarterly	Outcome	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	2,817	2,661	2,930	209	2,899	2,791	2,802	2,814
Employees	1,910	1,826	1,948	154	1,959	1,963	1,966	1,969
Premises	48	12	49	0	16	16	17	18
Transport	2	4	2	(2)	4	4	4	4
Supplies & Services	195	131	196	76	181	64	66	69
3rd party payments	294	284	303	(20)	307	312	316	321
Support services	368	404	432	0	432	432	432	432
Depreciation								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	2,613	2,644	2,890	21	2,751	2,751	2,751	2,750
Government grants	0	0	0	0	0	0	0	0
Reimbursements	79	86	79	(21)	79	79	79	79
Customer & client receipts	560	343	560	42	531	531	531	531
Recharges	2,141	2,382	2,292	0	2,292	2,292	2,292	2,292
Reserves	(167)	(167)	(40)	0	(152)	(152)	(152)	(152)
Capital Funded								
Council Funded Net Budget	204	17	40	230	149	40	52	63
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
			0	0	0	0	0	0



Summary of major budget etc. changes	
Year	Change
2020/21	2019-20 CS24 Realignment/redesign of HR services to provide services to the organisation and mitigate associated risks £50k 2019-20 CS25 Charge for voluntary sector payroll £7k
2021/22	2019-20 CS26 Review of contract arrangements £120k
2022/23	
2023/24	

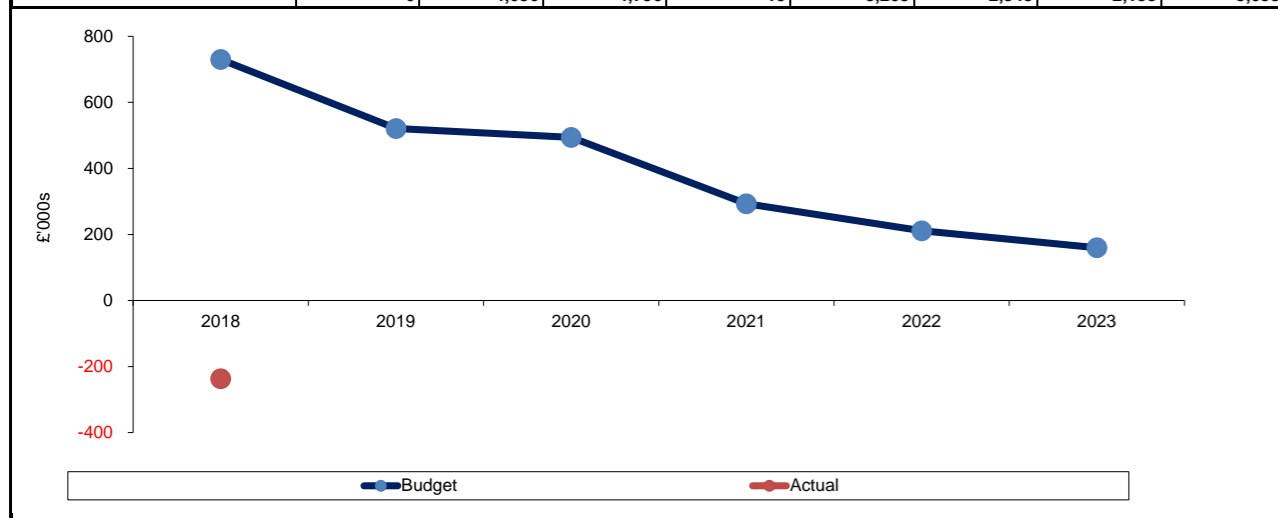
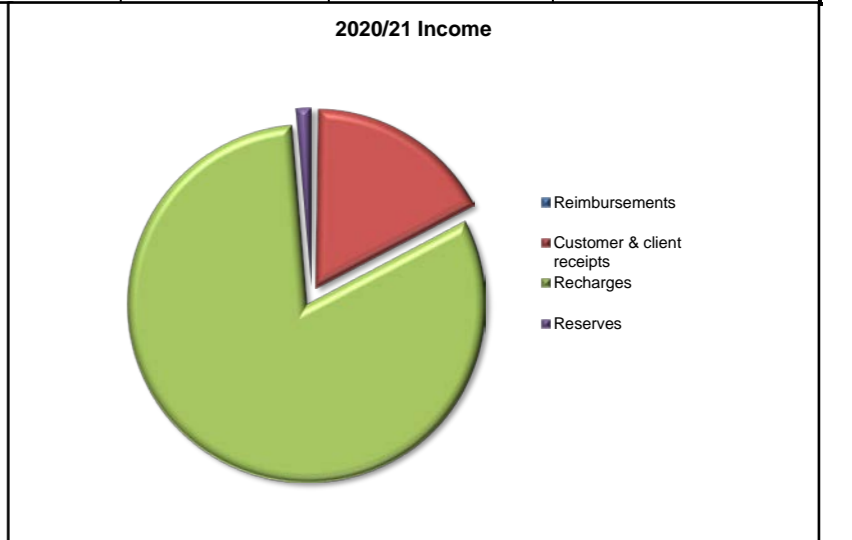
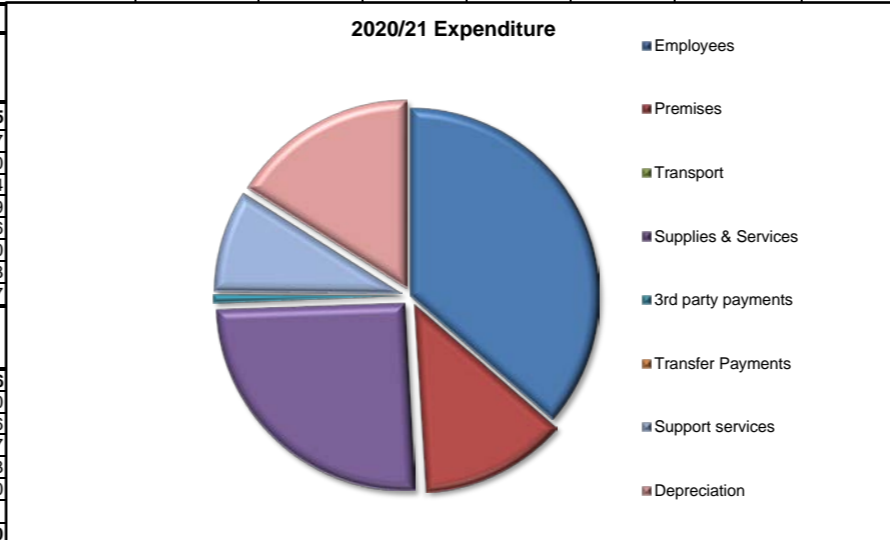
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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. Delivered but will always be on ongoing situation.	3	4	
End date	2020-21					
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. Good progress being made but an ongoing project	3	3	
End date	2020-21					
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 are all completed. DBS provision will be reviewed during the course of 2019/20. In hand.	3	3	
End date	2020-21					
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 Members to undertake their role. Ongoing	2	2	
End date	2020-21					
Project 6		Project Title:	ATS Project	Improved effectiveness		9
Start date	2019-20	Project Details:	Implement a new Recruitment Management system that will provide more functionality for users.	3	3	
End date	2019-20					

Infrastructure and Technology (previously Infrastructure & Transactions)	Planning Assumptions						The Corporate strategies your service contributes to			
CLr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
<p>Enter a brief description of your main activities and objectives below</p> <p>Infrastructure & Technology Division (I&T) is a support service made up of seven functions:</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p> <p>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.</p> <p>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.</p> <p>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.</p>	Repairs & Maintenance of Corporate Buildings (Revenue)	700,00	600,00	400,00	400,000	400,000	400,000	Civic Centre Accommodation Strategy		
	IT Service Calls	27,800	25,500	25,000	25,000	25,000	25,000	25,000	IT Strategy and Implementation Plan	
	Health & Safety Statutory Inspections	100	100	100	100	100	100	100	Risk Management Strategy	
	Transactions requested by departments	80,000	80,000	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	250	Procurement Strategy	
	Procurement Support (Number of projects)	42	80	80	80	80	80	80	Workforce Strategy	
	Core IT Systems support and management (days)	5,720	5,720	5,720	5,720	5,720	5,720	5,720	IT Strategy and Implementation Plan	
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
	FM (FTE)	34.23	34.23	31.63	31.63	31.63	31.63			
	Transactional Services (FTE)	13.3	13.3	10.3	7.3	7.3	7.3			
IT Service Delivery (FTE)	28	28	28	28	28	28				
Safety Services (FTE)	4	4	5	5	5	5				
Client Financial Affairs (FTE)	6	6	6	6	6	6				
Commercial Services & Procurement (FTE)	7	9	9	9	4	4				
Management (FTE)	2	2	2	2	2	2				
Business Systems (FTE)	25.2	25.2	26.2	26.2	26.2	26.2				
Performance indicator	Actual Performance Target (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Completed planned Health & Safety workplace inspections	47	50	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
The level of CO ₂ emissions from the council's buildings (tonnes/tCO ₂ e)	5,048	7,128.80	6,823	6,518	6,212	5,907	Low	Annual	Output	Environmental issues
Customer satisfaction - incident resolution, rated good or excellent	95.26%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	78.13%	75%	75%	75%	75%	75%	High	Monthly	Outcome	Reduced service delivery
IT System Availability	99.58%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
Mosaic invoices paid in 30 days from invoice date (minus 4 days for postage)	96.79%	95%	95%	96%	96%	96%	High	Monthly	Business critical	Reduced service delivery
E5 invoices paid in 30 days of receipt by LB Merton	95.47%	95%	95%	96%	96%	96%	High	Monthly	Business critical	Reduced service delivery
% of influencible spend published on contracts register	86%	85%	95%	96%	97%	98%	High	Quarterly	Outcome	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	14,746	14,954	14,905	(250)	15,189	15,183	15,227	15,175
Employees	5,344	6,014	5,438	192	5,531	5,433	5,385	5,387
Premises	2,262	2,740	2,211	40	1,910	1,948	1,987	1,880
Transport	25	18	25	(5)	23	23	24	24
Supplies & Services	3,532	2,593	3,443	(373)	3,843	3,895	3,947	3,999
Party payments	98	0	100	(100)	101	103	104	106
Transfer Payments	9	6	10	(4)	10	10	10	10
Support services	1,129	1,236	1,333	0	1,333	1,333	1,333	1,333
Depreciation	2,347	2,347	2,347	0	2,437	2,437	2,437	2,437
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	14,016	15,191	14,385	531	14,695	14,890	15,016	15,016
Government grants	0	0	0	0	0	0	0	0
Reimbursements	81	118	81	(39)	36	36	36	36
Customer & client receipts	2,362	2,490	2,608	570	2,577	2,697	2,697	2,697
Recharges	11,704	12,714	12,283	0	12,283	12,283	12,283	12,283
Reserves	(131)	(131)	(586)	0	(201)	(126)	0	0
Capital Funded								
Council Funded Net Budget	730	(237)	521	281	494	293	211	160
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Capital Building Works	0	611	1,114	(19)	911	950	650	1,375
Invest to Save	0	2,071	166	0	400	300	300	300
Business Systems	0	224	537	0	1,232	125	240	550
Social Care IT System	0	125	425	0	0	0	0	2,100
IT Planned Replacement	0	1,625	2,554	0	660	970	1,005	770
	0	4,656	4,796	-19	3,203	2,345	2,195	5,095

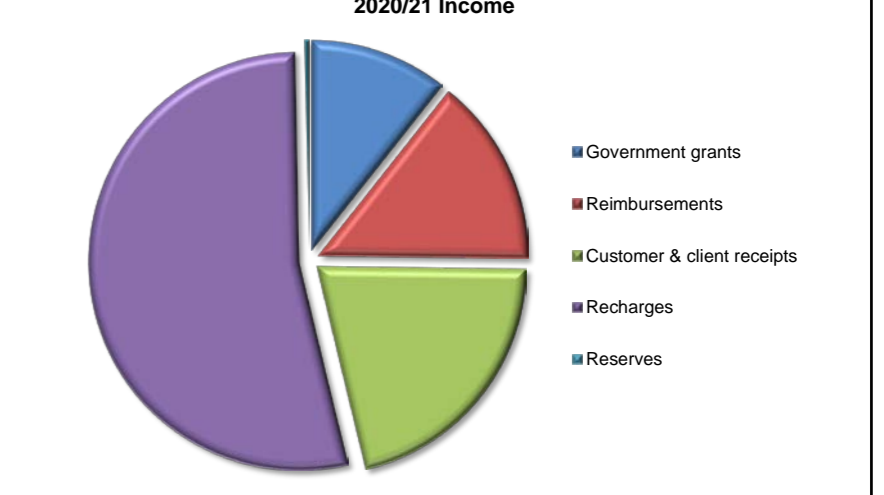
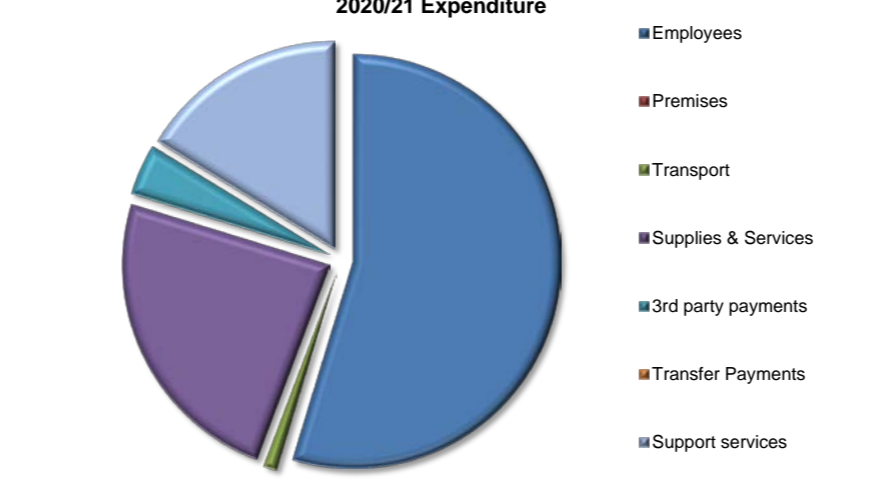


Summary of major budget etc. changes 2020/21	
2020/21	CS2015-03 Restructure of Transactional Services team £100k CSD7 Restructure Print and Post service and delete one post £47k 2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description £33k 2019-20 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 2019-20 CS22 Reduction in the frequency of the cleaning within the corporate buildings £25k 2020-21 CS8 A further £100k reduction of the repairs and maintenance budget for corporate buildings £100k 2020-21 CS9 Reduction in the frequency of the cleaning within the Councils corporate buildings £30k 2020-21 CS13 Cancel lease on two Council vans £15k 2020-21 CSG1 Emergency Planning growth £150k 2020-21 CSG2 Microsoft Licences (Enterprise Agreement) growth £280k
2021/22	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 appointeeships undertaken by the CFA team £30k 2020-21 CS10 Further restructuring of the Transactional Services team £100k
2022/23	2020-21 CS11 Restructure of the Commercial Services (Procurement) team and deletion of 1 permanent FTE post £50k
2023/24	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

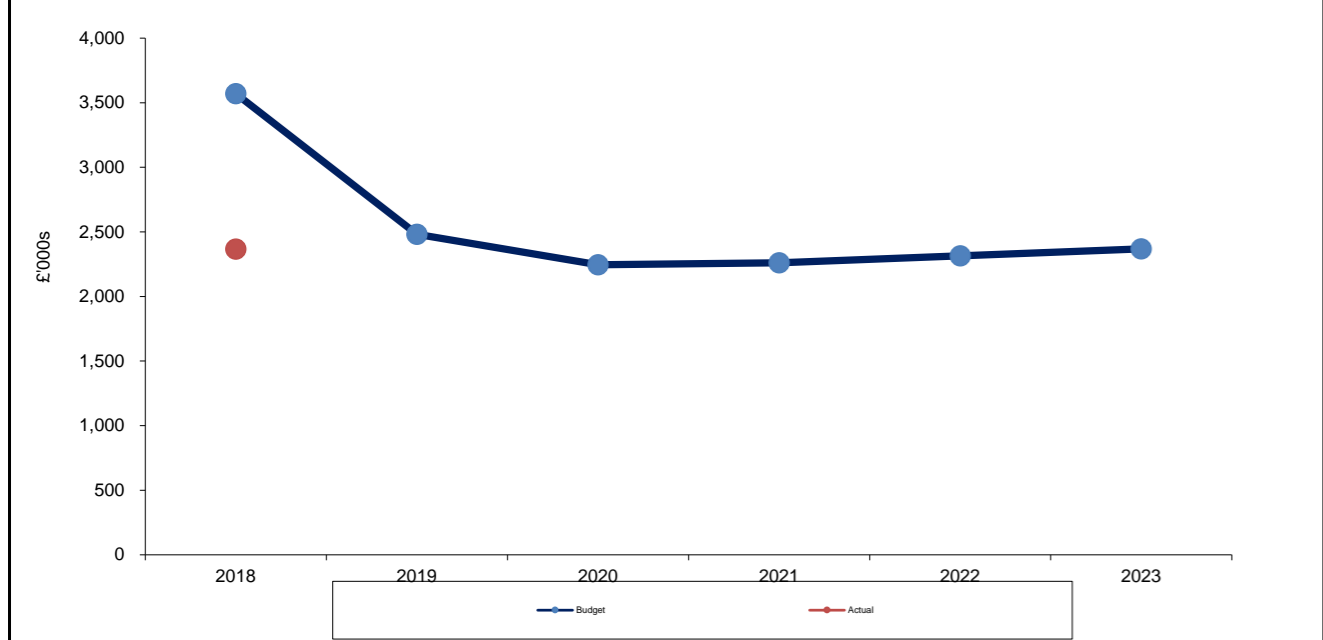
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Infrastructure and Technology (previously Infrastructure & Transactions)									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Implementation of IT Strategy & Plan		Infrastructure renewal		3	3	9
Start date	2020-21	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	2019-20	Project Details:	Procure and implement M3LP and M3PP hosted environment to facilitate the delivery of the three borough shared Regulatory Service.						
End date	2020-21								
Project 3		Project Title:	Implement SMARTER working		Improved effectiveness		2	3	6
Start date	2020-21	Project Details:	Implement phase two of the rebranded flexible working programme which will further develop 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	2021 -22								
Project 4		Project Title:	Upgrade/refurbishment of staff toilets		Improved customer experience		2	1	2
Start date	2020-21	Project Details:	Works to upgrade and refurbish the staff toilets within the Civic centre as part of the agreed planned capital maintenance programme.						
End date	2021-22								
Project 5		Project Title:	Energy "Invest to Save" Initiatives		Improved sustainability		3	2	6
Start date	2020-21	Project Details:	Completion of a range of projects across the Council's 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	2021-22								
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:	Upgrade to Office 365		Improved effectiveness		3	2	6
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	2020-21								
Project 8		Project Title:	Introduction of Artificial Intelligence		Improved effectiveness		3	2	6
Start date	2020-21	Project Details:	Introduction of Artificial Intelligence (Robotics) to automate current manual processing of transactional elements of the Councils operations in order to improve efficiency and reduce operating costs.						
End date	2021-22								
Project 9		Project Title:	Refurbishment of Merton Link		Improved customer experience		3	2	6
Start date	2020-21	Project Details:	Refurbishment of Merton Link and the main reception area in order to promote and enhance the new Customer Contact strategy and improve facilities for staff and visitors.						
End date	2021-22								

Resources		Planning Assumptions						The Corporate strategies your service contributes to		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Enter a brief description of your main activities and objectives below		Revenue/Capital Budget Managers supported	136/23	136/23	136/23	136/23	136/23	136/23	Capital Strategy	
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. Financial Strategy and Capital manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development & Strategic and Operational Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their risk management. The Team is also responsible for the support and maintenance of e5 in accordance with legislation and best practice. Treasury and pensions 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. Local Taxation Responsible for Council tax & Business rates collection and debt recovery Housing Benefit Responsible for administering housing and council tax benefit schemes & identification and prevention of fraud. Bailiffs Collection of outstanding warrants in a shared service between Sutton & Merton for all areas, especially council tax and parking fines.		Budget & Risk Monitoring Reports	10	10	10	10	10	10	Medium term Financial Strategy	
		Benefit/Council Tax support claimants	14,000	14,000	12,750	12,250	12,000	11,750	11,750	Procurement Strategy
		Council tax properties	85,000	85,500	86,000	86,500	86,750	87,000	87,000	Treasury Management Strategy
		Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
		Staff (FTE)	145.1	145.5	141.8	141.8	141.8	141.8	141.8	
Staff (Trainees)	1	1	4	4	4	4	4			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
% of Council tax collected	97.98%	97.25%	97.25%	97.4%	97.6%	97.8%	High	Monthly	Business critical	Loss of income
% Business Rates collected	98.45%	97.50%	97.50%	97.75%	98%	98.25%	High	Monthly	Business critical	Loss of income
Number of processing days for new Housing Benefit claims	12	14	14	14	14	14	Low	Monthly	Business critical	Customer hardship
Number of processing days for Housing Benefit change of circumstances	8.21	8	8	8	8	8	Low	Monthly	Business critical	Customer hardship
% of red risks with current control measures	100	90	90	90	90	90	High	Quarterly	Outcome	Poor decision making
Accuracy of P10 Revenue Forecast (compared to outturn)	22.65%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making
Accuracy of P8 (P9 to 2013/14) Capital Forecast	86.29%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making
% of Insurance Claims responded to within 5 working days	93%	96%	96%	TBC	TBC	TBC	High	Quarterly	Outcome	Reduced customer service
Delivery against current year MTFs savings targets	82.1	100%	100%	100%	100%	100%	High	Quarterly	Business critical	Poor decision making
Closing Accounts by due date (Publish draft accounts by 31 May, and External Auditor sign off by 31 July)	N/A	N/A	Yes	Yes	Yes	Yes	Yes/No	Annual	Business critical	Reputational risk
Accuracy of benefit payments over £1500	N/A	N/A	95%	95%	95%	95%	High	Quarterly	Outcome	Loss of income

Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	12,408	13,219	12,076	1,170	12,041	12,071	12,125	12,180
Employees	6,639	7,435	6,647	756	6,585	6,587	6,589	6,591
Premises	2	2	2	1	2	2	2	2
Transport	130	177	132	73	127	129	131	133
Supplies & Services	3,333	3,305	3,051	244	2,887	2,908	2,954	3,001
3rd party payments	279	393	284	95	479	483	487	491
Transfer Payments	0	2	0	0	0	0	0	0
Support services	2,025	1,905	1,961	0	1,961	1,961	1,961	1,961
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	8,838	10,852	9,594	(1,243)	9,796	9,811	9,811	9,811
Government grants	1,099	1,076	1,099	0	1,050	1,050	1,050	1,050
Reimbursements	1,236	1,930	1,189	(503)	1,435	1,435	1,435	1,435
Customer & client receipts	1,917	2,884	2,067	(741)	2,071	2,086	2,086	2,086
Recharges	4,673	5,049	5,270	0	5,270	5,270	5,270	5,270
Reserves	-87	-87	-30	0	-30	-30	-30	-30
Council Funded Net Budget	3,570	2,367	2,482	(73)	2,246	2,260	2,314	2,369
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Financial Systems	0	72	25	0	0	0	700	0
Multi Function Device	0	0	0	0	600	0	0	0
Acquisitions Budget	0	65	0	0	0	0	6,985	0
Capital Bidding Fund	0	0	0	0	0	0	1,186	0
Corporate Capital Contingency	0	0	0	0	0	0	4,834	0
Housing Company	0	0	1,900	0	23,374	0	0	0
Westminster Coroners Court	0	0	5	0	455	0	0	0
	0	137	1,930	0	24,429	0	13,705	0



Summary of major budget etc changes	
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 2020-21 CS1 Right sizing charge to Pension Fund for Pension Manager time £24k 2020-21 CS2 Savings in Insurance Fund top up budget £70k
2021/22	2018-19 CS07 Retender of insurance contract £25k 2018-19 CS08 Increase in income from Enforcement Service £15k
2022/23	
2023/24	



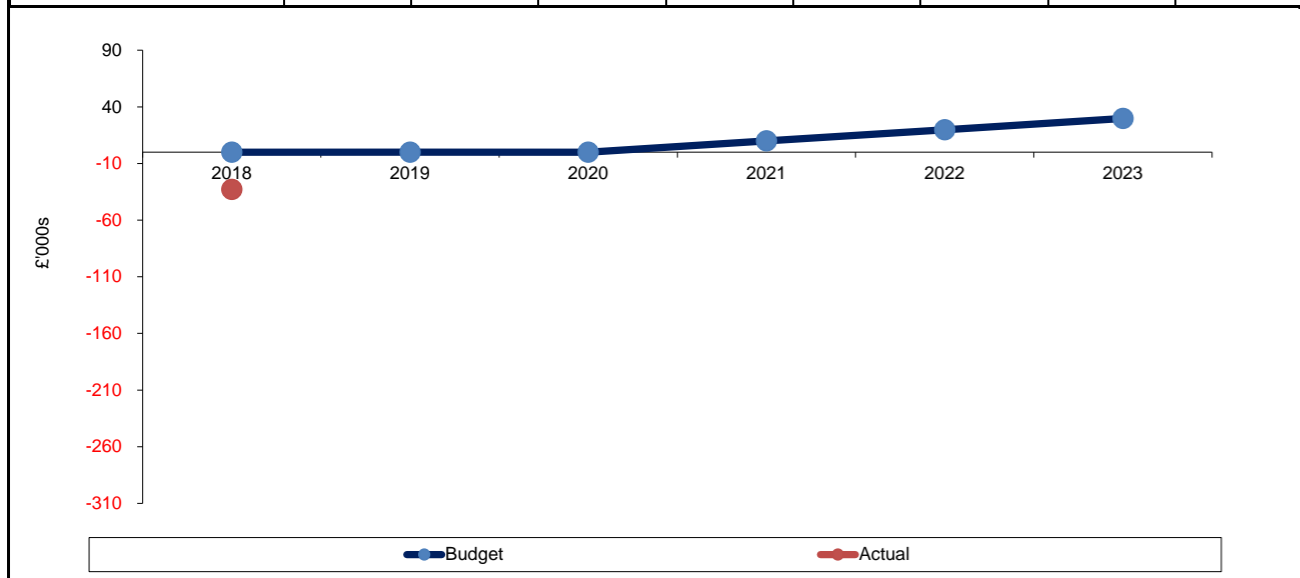
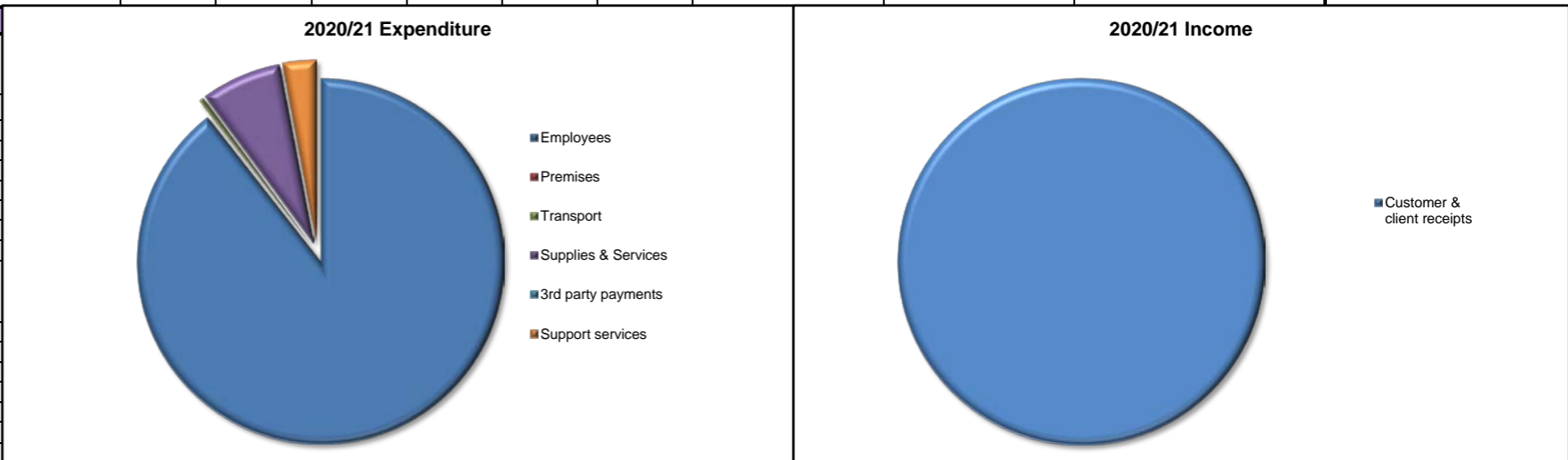
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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	2019-20	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.	2	3	6
End date	2023-24						
Project 2		Project Title:	Financial systems	Improved effectiveness			
Start date	2013-14	Project Details:	The E5 Financial System was successfully upgraded to V5.5 in February 2019. We are continuing to upgrade the system functionality, introducing Business Processes manager and E5 Supplier during 2020/21 in addition to developing our reporting suite.	Timely and accurate financial information will enhance decision making within services.	2	2	4
End date	2021-22						
Project 3		Project Title:		Improved effectiveness			
Start date	2018-19	Project Details:	This project will be undertaken in four stages (it is envisaged that it will be piloted with vehicles purchasing) 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the template to selected schemes		3	2	6
End date	2021-22						

Shared Legal Services		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Enter a brief description of your main activities and objectives below		Chargeable hours for Merton		19,125	19,125	17,632	17,632	17,632	17,632		
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. 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 Richmond		13,828	13,828	13,828	13,828	13,828	13,828		
		Chargeable hours for Sutton		22,835	22,835	22,835	22,835	22,835	22,835		
		Chargeable hours for Kingston		11,329	11,329	11,329	11,329	11,329	11,329		
		Chargeable hours for Wandsworth		22,487	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	11,222		
		Chargeable hours for Sutton Housing Partnership		2,516	2,516	2,516	2,516	2,516	2,516		
		Anticipated non financial resources		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
		Staff (FTE)		106.1	105.3	121.3	121.3	121.3	121.3		
		Apprentices		2	6	3	3	3	3		
		Performance indicator		Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Chargeable hours (Shared Legal Services)		103,804	103,939	103,939	TBC	TBC	TBC	High	Monthly	Business critical	Loss of income
Income for SLLP and 3rd Party		£34,346	£100,000	£230,000	TBC	TBC	TBC	High	Quarterly	Outcome	Loss of income
1st draft S106 agreement sent to client dept within 10 days		99.25%	95%	90%	TBC	TBC	TBC	High	Quarterly	Perception	Reputational risk
Prosecutions - number of successful outcomes		93.75%	85%	80%	TBC	TBC	TBC	High	Quarterly	Perception	Reputational risk
Provide FOI/EIR reviews within 20 working days		75%	80%	90%	TBC	TBC	TBC	High	Quarterly	Perception	Breach statutory duty
Provide FOI/EIR reviews within 40 working days if an extension has been applied		N/A	N/A	90%	TBC	TBC	TBC	High	Quarterly	Perception	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	6,892	10,842	7,023	471	8,274	8,284	8,293	8,303
Employees	6,047	6,419	6,168	521	7,399	7,400	7,401	7,402
Premises	5	6	5	0	5	5	5	5
Transport	28	18	28	(11)	34	34	35	35
Supplies & Services	567	4,036	574	(39)	586	595	604	612
3rd party payments	0	118	0	0	0	0	0	0
Support services	245	245	249	0	249	249	249	249
Depreciation								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	6,892	10,875	7,023	(469)	8,274	8,274	8,274	8,274
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	3,622	0	(364)	0	0	0	0
Customer & client receipts	6,892	7,253	7,023	(105)	8,274	8,274	8,274	8,274
Recharges	0	0	0	0	0	0	0	0
Capital Funded								
Council Funded Net Budget	0	(33)	(0)	2	0	10	20	30
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
	0	0	0	0	0	0	0	0



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

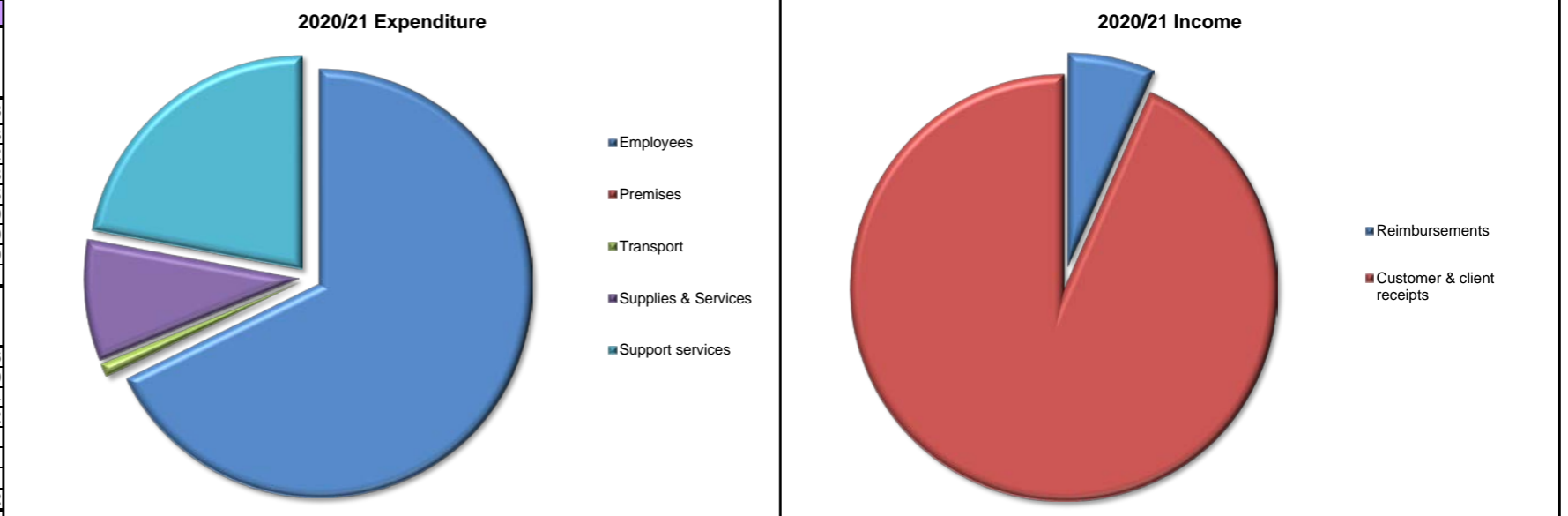
Shared Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Increase 3rd party income	Economic outcomes			2	1	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 £290k						
End date	2020-21								
Project 2		Project Title:	Further expansion of SLLP	Economic outcomes			2	1	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						
End date	2020-21								
Project 3		Project Title:	Develop Transactional Team	Improved effectiveness			2	1	2
Start date	2019-20	Project Details:	To establish a transactional team for high volume routine matters to deliver efficiency savings						
End date	2020-21								

Environment & Regeneration

Development and Building Control	Planning Assumptions							The Corporate strategies your service contributes to			
CIlr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
<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 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	554	580	580	580	580		Economic Development Strategy			
	Planning applications (economy dependant)	3678	3700	3700	3700	3700		Merton Regeneration Strategy			
	BC applications (economy dependant)	1650	1700	1750	1750	1750		Medium Term Financial Strategy			
	Tree applications	557	550	550	550	550					
	Pre applications	114	115	115	115	115					
	Planning performance agreements	25	25	25	325	325					
	Prior approvals (permitted development)	640	640	650	650	650					
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	Staff (FTE)	35	34	37	37	37	37				
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
	% Major planning applications processed within 13 weeks	83	68	68	68	68	68	High	Monthly	Quality	Reduced customer service
	% minor applications determined within 8 weeks	85	71	71	71	71	71	High	Monthly	Quality	Reduced customer service
	% "other" applications determined within 8 weeks	93	82	82	82	82	82	High	Monthly	Quality	Reduced customer service
	% of appeals lost	24	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
Income (Development & Building Control)	1,545,187	£1.886m	£1.886m	£1.886m	£1.886m	£1.886m	High	Monthly	Business critical	Loss of income	
% of Market share retained by local authority (building control)	51.06	54	54	54	54	54	High	Monthly	Perception	Loss of income	
No. of planning enforcement cases closed	662	520	520	520	520	520	High	Monthly	Quality	Reduced service delivery	
No. of backlog planning enforcement cases	901	849	500	500	500	500	Low	Monthly	Output	Reduced service delivery	

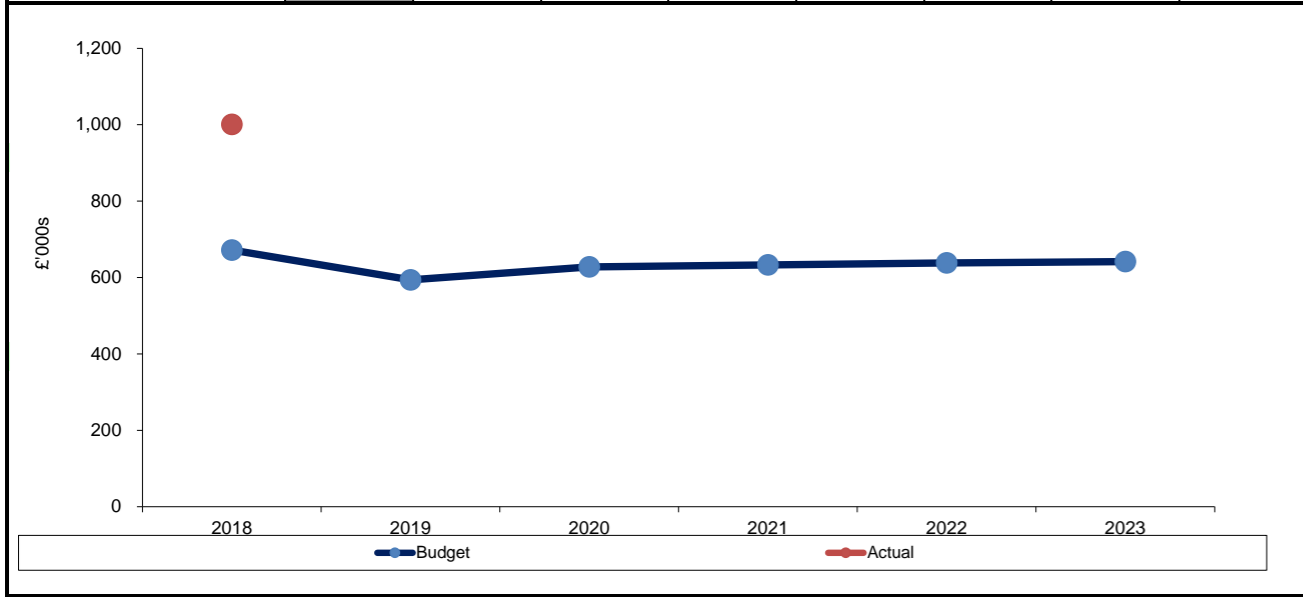
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	2,656	2,765	2,580	60	2,674	2,679	2,684	2,688
Employees	1,673	1,733	1707	103	1811	1812	1813	1813
Premises	2	4	2	(3)	2	2	2	2
Transport	26	14	27	(17)	27	27	28	28
Supplies & Services	251	257	254	(23)	244	248	251	255
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	704	757	590	0	590	590	590	590
Depreciation								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	1,984	1,764	1,986	(133)	2,046	2,046	2,046	2,046
Government grants	0	0	0	0	0	0	0	0
Reimbursements	96	219	99	(92)	134	134	134	134
Customer & client receipts	1,888	1,545	1887	(41)	1912	1912	1912	1912
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	672	1,001	594	(73)	628	633	638	642



Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
		0	0	0	0	0	0	0

Summary of major budget etc. changes

2020/21



2021/22

2022/23

2023/24

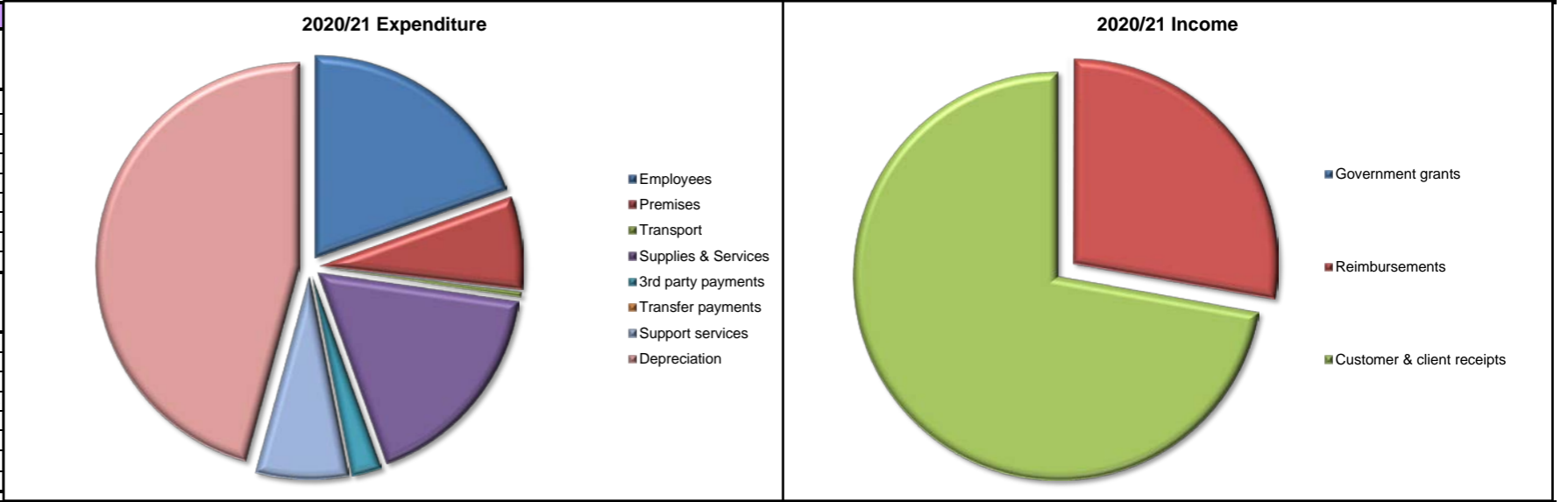
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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, 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 delayed)	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	

Future Merton & Traffic and Highways Cllr Martin Whelton: Cabinet Member for Regeneration, Housing and Transport Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23		2023/24			
<p>Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Our primary objective is to make Merton a great place and enhance 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 locally delivering our 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 (GLA housing-led 2016)	209,421	210,452	212,658	214,740	216,661	218,298	Local Plan			
	Homes (GLA housing-led 2016)	84,210	84,483	85,762	87,041	88,320		Climate Change Strategy			
	Businesses (includes enterprises)	12,960	13,500	14,000	14,500	14,750		Community Plan			
	Electric Vehicles	300	350	400	500	600		Sustainable Transport Strategy (TFL LIP)			
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Housing Strategy			
	Staff (FTE)	48	49	49	48	48	48	Employment and Skills Action Plan			
								Corporate Asset Management Plan			
								Merton Regeneration Strategy			
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
New homes built annually	429	1328	918	918	918	918	High	Annual	Outcome	Loss of Government grant	
Number of publicly available Electric Vehicles Charging Points	78	49	145	175	205	235	High	Annual	Outcome	Reputational risk	
Number of business premises improved	18	10	10	10	10	10	High	Annual	Outcome	Reputational risk	
Average number of days taken to repair an out of light street light	1	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service	
Road emergency call outs (% attended to)	99.72	98	98	98	98	98	High	Monthly	Business critical	Reduced customer service	
Carriage way condition - unclassified roads defectiveness condition indicator	Awaited	75	75	75	75	75	High	Annual	Quality	Increased costs	
Footway condition (% not defective, unclassified road)	N/A	75	75	75	75	75	High	Annual	Quality	Increased costs	
Streetworks permitting determined	100	98	98	98	98	98	High	Monthly	Output	Loss of income	

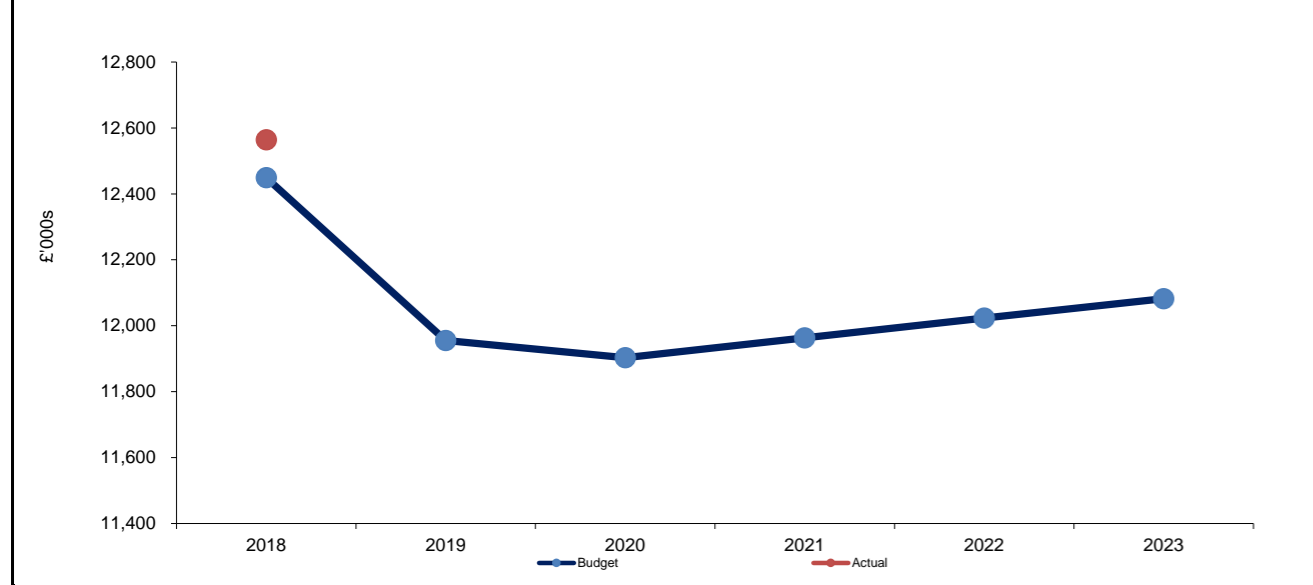
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	15,780	15,611	14,762	48	14,749	14,809	14,869	14,928
Employees	2,894	2,885	2817	(8)	2874	2879	2883	2887
Premises	1,178	1,265	1192	67	1089	1105	1121	1136
Transport	68	55	69	(14)	61	61	62	63
Supplies & Services	3,206	2,921	2366	(102)	2538	2572	2606	2640
3rd party payments	445	432	435	105	352	357	362	367
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,200	1,264	1093	0	1093	1093	1093	1093
Depreciation	6,789	6,789	6790	0	6742	6742	6742	6742
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Incomes	3,331	3,047	2,807	(89)	2,846	2,846	2,846	2,846
Government grants	69	86	1	(17)	1	1	1	1
Reimbursements	1,392	1,032	804	0	791	791	791	791
Customer & client receipts	1,870	1,929	2002	(72)	2054	2054	2054	2054
Recharges	0	0	0	0	0	0	0	0
Council Funded Net Budget	12,449	12,564	11,955	(41)	11,903	11,963	12,023	12,082



Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Highway Maintenance	0	4,069	4,672	0	5,089	4,699	4,399	3,099
Transport Improvement	0	570	1,981	0	0	0	0	0
Regeneration	0	649	688	0	5,436	3,633	2,100	0
	0	5,288	7,341	0	10,525	8,332	6,499	3,099

Summary of major budget etc changes

2020/21



2021/22

2022/23

2023/24

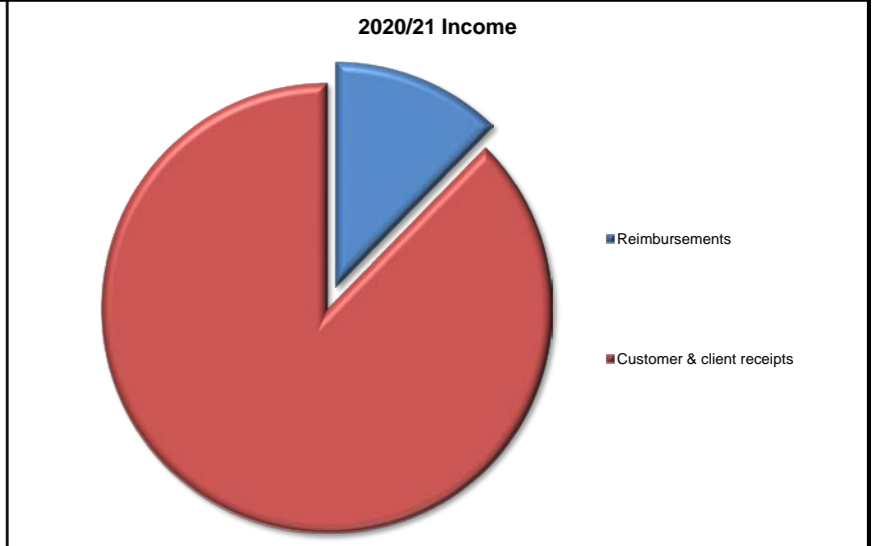
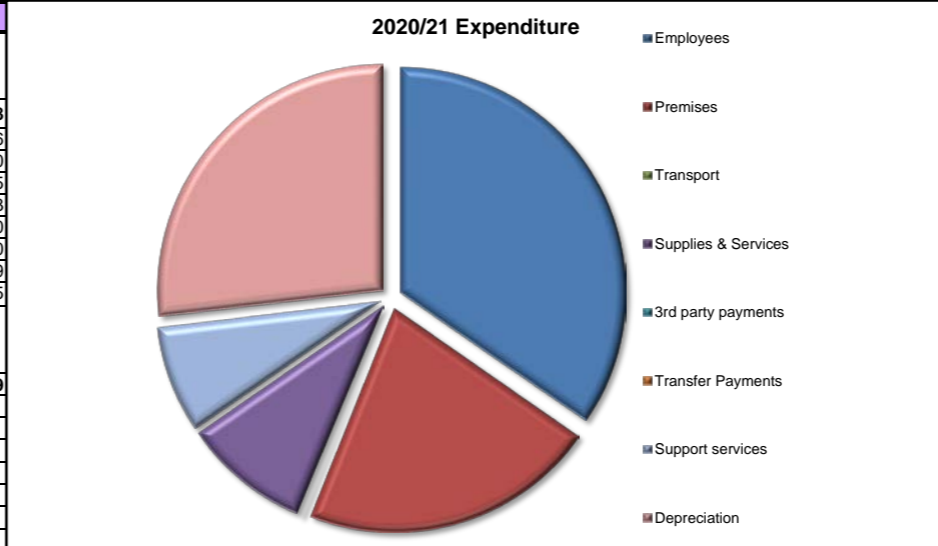
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Future Merton & Traffic and Highways

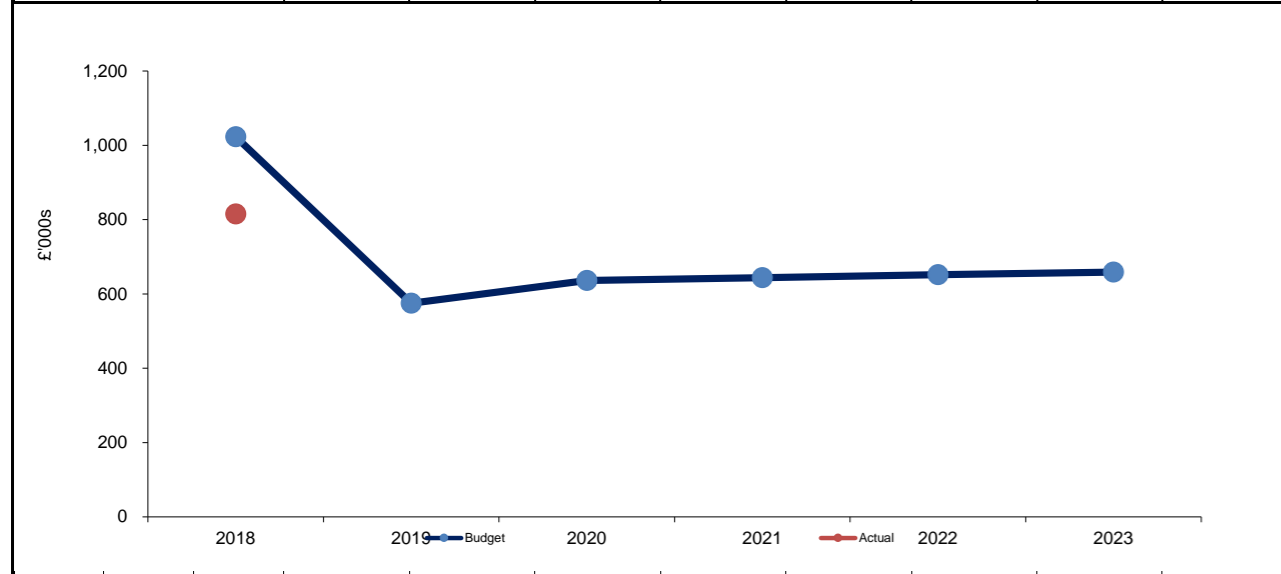
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Estate Regeneration	Infrastructure renewal			4	3	12
Start date	2014-15	Project Details:	Working with Clarion Housing Group to deliver investment in new homes and the regeneration of High Path, 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.	- Deliver more homes, including affordable homes (performance indicator) - improve quality of homes for existing and new residents - help address issues of overcrowding for existing residents					
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 in advance of Crossrail2 and linked to its long-term delivery, and improving the quality of architecture, design and placemaking. Masterplan (2018/2019) Local Plan 2020	- Support business and jobs growth in Merton (performance indicator) - Improve economic resilience for the borough (retaining businesses and jobs) - improve quality of life and Merton's reputation through design and infrastructure quality in advance of and to inform the development of Crossrail2					
End date	2022-23								
Project 3		Project Title:	Morden Town Centre Regeneration	Economic outcomes			4	3	12
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	- Deliver more homes, including affordable homes (performance indicator) - improve Merton's reputation through improved placemaking, design and public realm (performance indicators) - improve the condition and value of Merton's assets including streets and landholdings					
End date	2025-26								
Project 4		Project Title:	Merton's New Local Plan 2020	Improved sustainability			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.	- Deliver more homes including affordable homes (performance indicator) - Improve quality of life and Merton's reputation through improved placemaking, design and public realm (performance indicator) - Improve the condition and value of Merton's assets including streets and landholdings					
End date	2020-21								
Project 5		Project Title:	Merton's Transport Local Implementation Plan	Improved customer experience			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	- improve Merton's reputation through better urban design and public realm (performance indicators) - Increase funding into the borough for healthy streets, active travel and different transport modes					
End date	2020-21								
Project 6		Project Title:	Merton's new Highways contract	Infrastructure renewal			2	3	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	- improve Merton's reputation through better urban design and public realm (performance indicators) - maintain or improve the condition of the carriageway and footway (performance indicators) - improve resilience in maintaining the streetscene and public realm					
End date	2020-21								

Leisure & Cultural Development		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Caroline Cooper-Marbiah: Cabinet Member for Commerce, Leisure & Culture		Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Enter a brief description of your main activities and objectives below		Population	209,421	210,452	237,679	240,375	242,701	244,574	Asset Management Plan		
Main Activities: Build infrastructure so that people can engage in healthy living and lifestyle changes through participation in sports, arts, cultural and physical activities and events, by working with and through partners to increase the number, scope and quality of facilities, programmes, activities and events on offer. Main Objectives: - Develop solutions to de-silt & implement plans to mitigate flood risk at Wimbledon Park Lake - Develop plans for the delivery of the Wimbledon Park Master Plan - Deliver final elements of the LB of Culture plans in partnership with the Culture Advisory Group - Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Polka and Attic Theatre's Grants - Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, etc. - Commission culture, arts & sports services where funding allows or with external funding - Deliver Merton's contribution to Ride London, Mini Marathon, VE day celebrations, etc. Key Changes: - Delivery of major projects working to generate increased income over expenditure - Services delivered through others – contracts; commissioning using procurement tools - Significant changes in technology, procurement, health & safety and employment law - Process reviews to make business changes following new IT and corporate changes - Increased use of IT to trade, report service failures and provide self-service solutions wherever possible, seeking to maximise customers use for culture and sports services - Growth of partnership working - Resident and customers' needs and determining how best to meet those needs.		Size of Catchment for Wimbledon Park Watersports Centre - No. of Children & Young People aged 8-17 in wards in west of borough	10,755	11,090	11,458	11,709	11,856	11,924	Children & Young person's Plan		
		Population of most disadvantaged wards	110,368	110,843	125,599	127,111	128,428	129,543	Culture and Sport Framework Community Plan		
		Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
	Staff (FTE)	7.8 (A)	8.8	8.8	8.8	8.8	8.8	Open Spaces Strategy			
	Accommodation	7 (A)	7 (A)	7	7	7	7	Social Inclusion Strategy			
	Volunteers	25	30	35	40	40	40	Voluntary Sector Strategy			
	Staff seasonal	30	30	30	30	30	30				
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)					2023/24(P)
	Income from Watersports Centre (£)	405,244	365,000	385,000	385,000	385,000	385,000	High	Monthly	Business critical	Loss of income
	14 - 25 year old fitness participation at leisure centres	99,304	103,100	106,120	108,546	109,626	110,022	High	Monthly	Output	Reduced uptake of service
	Total number of users of Merton's Leisure Centres	974,290	1,092,000	1,102,026	1,115,078	1,124,265	1,126,390	High	Monthly	Outcome	Reduced customer service
	Total number of users of Polka Theatre	84,125	18,700	69,470	101,670	111,000	111,000	High	Monthly	Output	Reduced uptake of service
	% of the Users of Leisure & Sports rating facilities Good to Excellent	N/A - measure has been revised for 2020-21		78	78	78	78	High	Biennial	Output	Reduced customer service
	% of the young people using Leisure & Sports rating facilities Good to Excellent	N/A - measure has been revised for 2020-21		66	66	66	66	High	Biennial	Output	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	2,002	1,895	1,984	(1)	2,065	2,073	2,081	2,088
Employees	572	510	688	(7)	716	716	716	716
Premises	286	358	435	0	442	448	454	460
Transport	6	5	5	0	5	5	5	5
Supplies & Services	415	291	217	6	188	190	192	193
3rd party payments	8	3	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0	0
Support services	168	181	159	0	159	159	159	159
Depreciation	547	547	480	0	555	555	555	555
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	979	1,080	1,409	(254)	1,429	1,429	1,429	1,429
Government grants								
Reimbursements	219	16	176	(1)	176	176	176	176
Customer & client receipts	760	1,064	1,233	(253)	1,253	1,253	1,253	1,253
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,023	815	575	(255)	636	644	652	659
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Morden Leisure Centre	0	5,848	365	0	0	0	0	0
Wimbledon Park Reservoir Safety	0	7	75	0	1318	0	0	0
Other	0	340	495	0	250	250	250	250
	0	6,195	935	0	1,568	250	250	250



Summary of major budget etc changes	
Year	Amount (£'000s)
2020/21	E3 = £30k
2021/22	
2022/23	
2023/24	



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:	Wimbledon Park Lake Flood Risk & De-silting	Risk reduction and compliance			
Start date	2017-18	Project Details:	Develop solutions to de-silt & implement plans to mitigate flood risk at Wimbledon Park Lake	Statutory Duty - Flood risk alleviation works implemented by January 2022. Costed de-silting of lake options are produced.	4	3	12
End date	2023-24						
Project 2		Project Title:	Wimbledon Park Master Plan	Infrastructure renewal			
Start date	2019-20	Project Details:	Develop plans for the delivery of the Wimbledon Park Master Plan	Upgraded, replaced, new - facilities, landscapes and heritage delivered over a 25 year period with and through partners.	2	2	4
End date	2044-45						
Project 3		Project Title:	London Borough of Culture	Improved customer experience			
Start date	2018-19	Project Details:	Deliver final elements of the LB of Culture plans in partnership with the Culture Advisory Group	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 4		Project Title:	Contract, Lease and Grant Management	Improved customer experience			
Start date	2018-19	Project Details:	Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Polka and Attic Theatre's Grants	Ensuring the community and residents benefit from the cultural and sport offers whilst achieving sustainability for the delivery agents.	2	1	2
End date	2023-24						
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	2023-24						
Project 6		Project Title:	Leisure & Culture Development Services	Improved customer experience			
Start date	2018-19	Project Details:	Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, etc.	Increased culture, sports and arts offer.	2	2	4
End date	2023-24						
Project 7		Project Title:	Leisure & Culture Development Services	Improved customer experience			
Start date	2018-19	Project Details:	Deliver Merton's contribution to Ride London, Mini Marathon, VE day celebrations, etc.	Increased culture, sports and arts offer.	2	2	4
End date	2023-24						
Project 8		Project Title:					
Start date		Project Details:			1	1	1
End date							

Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	ICT Update	Improved effectiveness			2	2	4
Start date	2018/19	Project Description:	Implementation of a new software system for PCNs, Permits, Customer Appeals and improved data management and analysis.	The new system will give the ability to direct the nearest CEO to the location of a complaint, improving response times and increasing customer satisfaction with Parking Services. Plotting PCNs on a map and producing an enforcement 'heat map' will help us to better understand compliance across the borough. This in turn will help us to deploy our resources more effectively by directing staff to the areas with lowest compliance. Mapping will also enable us to monitor performance and ensure that every road in a Controlled Parking Zone is patrolled regularly.					
End date	2019-20	Project Details:	<p>The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier.</p> <p>The system will include the following features or functions:</p> <ul style="list-style-type: none"> • 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 	<p>The new system will also allow us to better use our two ANPR enforcement vehicles to patrol Controlled Parking Zones.</p> <p>A new permit system will bring numerous benefits including improved self-serve online functionality; the ability to operate an emissions-based charging scheme; and 'virtual' permits.</p> <p>Virtual parking permits are issued digitally rather than as a physical device that customers display in their vehicle. CEOs check for permits by entering the vehicle registration into their handheld device or checking VRMs against a downloaded list of valid permits. The registration is then checked against a list of valid permits downloaded to the handheld. We already use this process with our RingGo cashless parking service, and customers will be familiar with it since DVLA stopped issuing paper discs for the Vehicle Excise Licence.</p> <p>Issuing permits virtually will mean residents and businesses no longer need to wait to receive their permits in the post. All functions (changing address/vehicle and cancelling permits) are carried out manually by the permit team. A new system will move these transactions online, improving the customer experience and reducing the workload of the permits team.</p>					
Project 2		Project Title:	Review Diesel Levy, CO2 emission based charging and use of cashless.	Improved effectiveness			2	1	2
Start date	2018-19	Project Description:	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.	<p>We will review our diesel levy in 2019 to ensure that this is pushing change and reducing emissions in the borough. We will carry out in depth air quality audits in these areas, which will review traffic and building sources, traffic management, parking, obstructions and deliveries. We will also assess the contributions made by individual vehicle types and their impact upon air quality, which will then influence what actions can be taken in these areas over the coming years.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>					
End date	2019-20	Project Details:							
Project 3		Project Title:	Cashless and P&D Machine removal	Improved efficiency (savings)			2	2	4
Start date	2018-19	Project Description:	To facilitate the CO2 emission based charging increased transactions need to take place on a cashless platform. To encourage uptake of cashless payment over cash in the machine payments a publicity campaign will take place along with the removal of a number of P&D machines.	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. 					
End date	2021-22	Project Details:							
Project 4		Project Title:	Public Health, Air Quality and sustainable transport - a strategic approach to parking charges.	Select one major benefit			3	2	6
Start date	2018-19	Project Description:	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.	<p>The help meet the aims of the Council's Public Health, Air Quality and Transport objectives. The project will contribute towards a change in driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors, businesses now in the future.</p>					
End date	2019-20	Project Details:	The project falls into 4 phases: 1. Policy justification and recommendation, 2. Consultation and approval process 3. implementation and 4. review.						

Commissioned Service		The service maintains and develops Merton's numerous parks & open spaces (some 117 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 and Mitcham Carnival and hosts various 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.									
Parks & Green Spaces											
Cllr Caroline Cooper-Marbiah: Cabinet Member for Commerce, Leisure & Culture											
Service Provider:		idverde UK Ltd									
Planning Assumptions											The Corporate strategies the service contributes to
Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
Increased demand for sports pitches & sports activities (Total number of bookings)	1%	1%	1%	1%	1%	1%					Open Space Strategy
Attendance at major community outdoor events (No. of people)	70,000	75,000	80,000	85,000	90,000	95,000					Culture and Sport Framework
Number of funerals at LBM cemeteries (not MSJC)	160	165	170	175	180	185					
Anticipated non financial resources		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Contractors		Contract price and schedule of rates									
Client-side team (Lot 2 contract, retained services & policies)		8.7	8.9	8.5	8.5	8.5	8.5				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)					
% of residents (all service users) rating parks & green spaces good or very good (ARS)	81	N/A	77	N/A	77	N/A	High	Biennial	Perception	Reputational risk	
Young peoples % satisfaction with parks & green spaces (ARS)	86	N/A	85	N/A	85	N/A	High	Biennial	Perception	Reputational risk	
Number of Green Flag Awards	6	6	6	7	7	7	High	Annual	Quality	Reputational risk	
Number of outdoor event-days in parks	244	140	140	140	140	140	High	Monthly	Outcome	Reputational risk	
Income from outdoor events in parks	N/A	531,230	540,000	540,000	540,000	540,000	High	Monthly	Outcome	Financial	
Average Performance Quality Score (Grounds Maintenance Standards)	N/A	5+	5+	5+	5+	5+	High	Annual	Outcome	Reputational risk	
Number of street trees planted	N/A	235	235	235	235	235	High	Annual	Output	Environmental issues	
Average Performance Quality Score (Grass Verge Standards)	N/A	N/A	5	5	5	5	High	Quarterly	Outcome	Reputational risk	
Average Performance Quality Score (Litter & Cleansing Standards)	N/A	N/A	5	5	5	5	High	Quarterly	Outcome	Reputational risk	
% of tree works commissions completed within SLA (30 working days)	N/A	N/A	85	85	85	85	High	Quarterly	Outcome	Loss of income	
Number of friends & similar groups undertaking voluntary activities within parks & open spaces	N/A	N/A	40	40	40	40	High	Annual	Outcome	Reputational risk	
Financial Information								Additional Expenditure Information			
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24			
Expenditure	4,071	4,333	4,109	197	4,255	4,316	4,376	4,436			
Employees	454	506	469	54	476	476	477	477			
Premises	622	464	608	(48)	601	609	617	625			
Transport	45	42	45	(3)	35	36	36	37			
Supplies & Services	364	373	309	138	316	319	322	325			
3rd party payments	1,807	2,135	1,979	56	2,041	2,090	2,138	2,186			
Transfer payments	0	0	0	0	0	0	0	0			
Support services	543	577	463	0	463	463	463	463			
Depreciation	236	236	236	0	323	323	323	323			
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24			
Income	2,318	2,401	2,401	(174)	2,368	2,368	2,368	2,368			
Government grants	69	69	8	0	8	8	8	8			
Reimbursements	364	424	418	(41)	423	423	423	423			
Customer & client receipts	1,885	1,908	1,975	(133)	1,937	1,937	1,937	1,937			
Recharges											
Reserves											
Council Funded Net Budget	1,753	1,932	1,708	23	1,887	1,948	2,008	2,068			
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24			
Parks Investment	0	489	515	0	2,148	569	390	300			
	0	489	515	0	2,148	569	390	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:	Implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes					
End date	2023-24								
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 grounds maintenance service provider, idverde, to increase income for the service, especially from sport & recreational activities					
End date	2023-24								
Project 3		Project Title:	Canons House & Rec Restoration	Improved customer experience			2	2	4
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	2022-23								
Project 4		Project Title:	Phase C, Lot 2 Contract	Improved customer experience			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	2023-24								
Project 5		Project Title:	Re-use of Parks Assets	Improved reputation			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	2023-24								
Project 6		Project Title:	Revision of Arboricultural Services	Improved efficiency (savings)			3	3	9
Start date	2017-18	Project Details:	Reconfiguration of current arboricultural service provisions, systems & polices. Reprourement of arboricultural operational service	Improved service integration, policy clarification & consolidation & improved operational efficiency					
End date	2020-21								
Project 7		Project Title:		Improved efficiency (savings)					
Start date		Project Details:							
End date									
Project 8		Project Title:		Improved customer experience					
Start date		Project Details:							
End date									
Project 9		Project Title:		Economic outcomes					
Start date		Project Details:							
End date									

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

Property

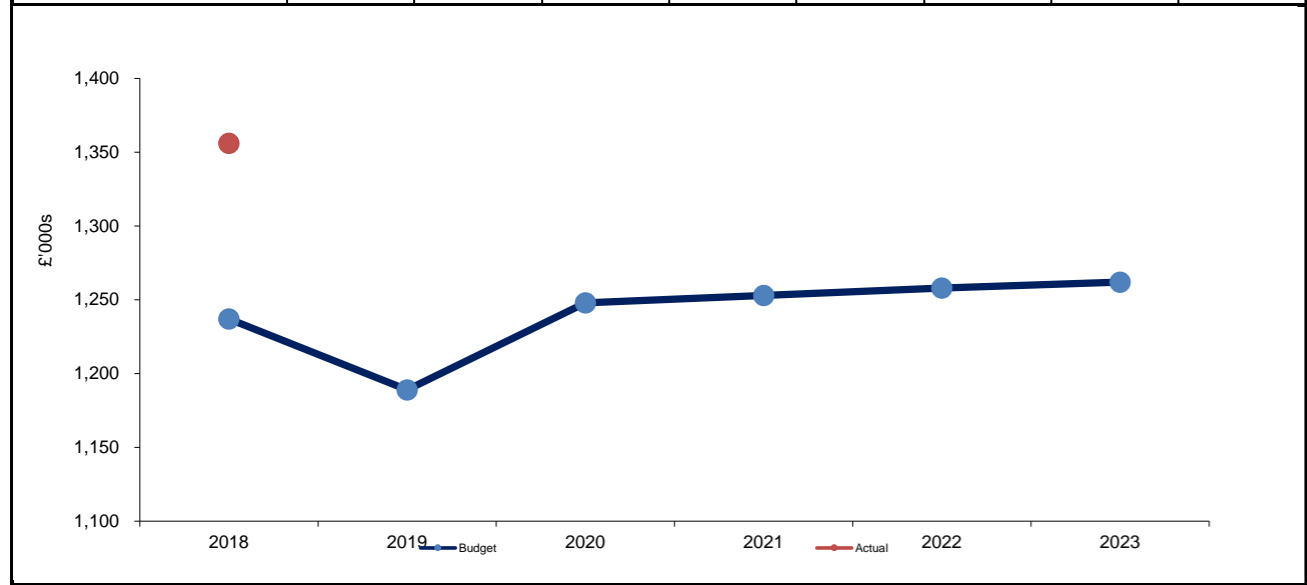
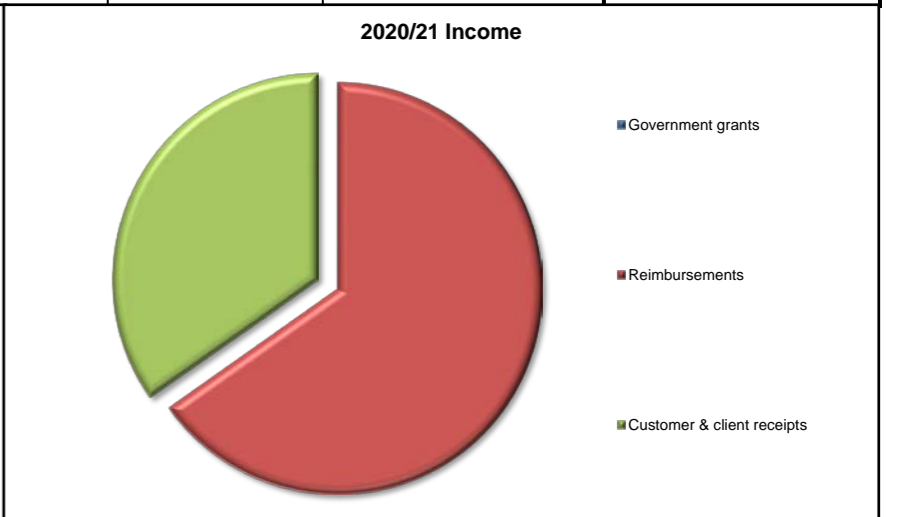
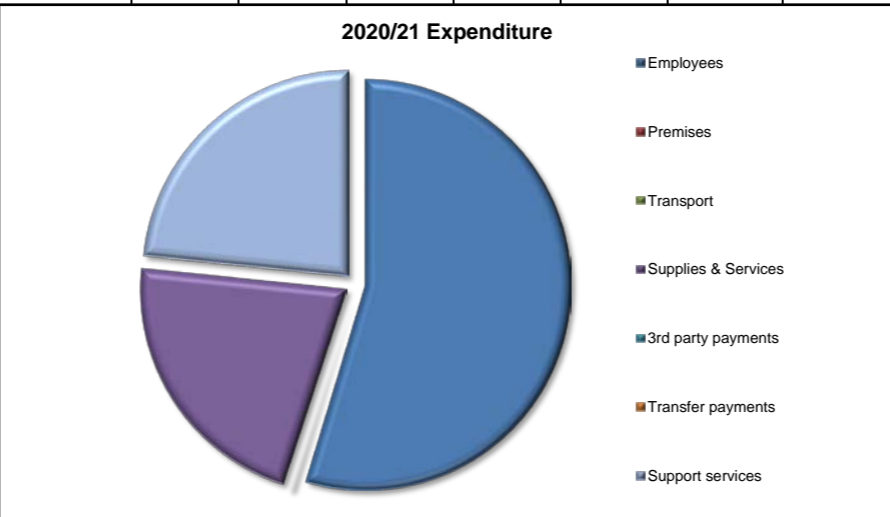
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Property have no projects planned for 2019-20				
Start date		Project Details:					
End date							

Regulatory Services - Merton element only

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. Air quality has been identified as a priority both nationally and within London, where pollution levels continue to exceed both EU limit levels and UK air quality objectives. Merton, along with nearly all London Boroughs, continues to breach the legally binding air quality limits for both Nitrogen Dioxide (NO2) and particulate matter (PM10). In 2018, Merton published its new Air Quality Action Plan 2018-2023 (AQAP) - this was developed in response to recommendations made by the 2017 Air Quality Task Group. The AQAP is split into nine separate themes and contains some 70 action points.	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 rescores (iv) Contaminated land scientific consultancy aimed at large developers	3	2	
End date	2019-21					

Safer Merton Cllr Edith Macauley: Cabinet Member for Voluntary Sector, Partnerships and Community Safety Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23		2023/24			
Safer Merton delivers the council's statutory Community Safety Partnership (CSP) function and the public realm CCTV functionality. The team consists of 17.8 officers working across several themes: 1) Tackling anti-social behaviour - supporting victims, enforcing against perpetrators 2) Tackling Domestic Violence and Abuse - supporting victims, enforcing against perpetrators 3) Managing and delivering Merton's Neighbourhood Watch programme 4) Crime and ASB analysis - providing an intelligence lead CSP and the annual strategic assessment alongside tackling serious youth violence 5) Tackling hate crime agenda and delivering the hate crime strategy 6) Managing and delivering a 24/7 CCTV service which includes 210 static CCTV cameras and a current deployable asset of 13 cameras The service ensures that MOPACs Police and Crime plan priorities are delivered and is overseeing the embedding of police command units merger working to minimize the impact on Merton and our residents. The service retains strategic oversight and commissioning of MOPAC funded workers and externally commissioned service provision for domestic violence victims. The work of Safer Merton is delivered in partnership with both statutory and non-statutory partners. The statutory duty for Safer Merton consists of the following: 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in a timely and effective manner 4) Manage and deliver CCTV operations within the parameters set by the Information Commissioner	Resident numbers	209,421	210,452	212,658	214,740	216,662	218,298	Community Plan			
	Number of new, actionable, ASB cases	400 (Actual = 1237)	350	350	350	350	350	Community Cohesion Strategy			
	% of all residents actively engaged in Neighbourhood Watch schemes	35% (coverage for the whole borough)	470	470 active watched	480 active watches	490 active watches	500 active watches	Community Cohesion Strategy			
	Hate crime victims	300 (Actual = 278)	320	320	300	300	300	Hate crime strategy			
	Total knife crime incidents	185	175	165	155	145	115	Safer & Stronger Strategic Assessment			
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Workforce Strategy			
	Staff (FTE)	7.49	17.80	16.16	16.16	16.16	16.16				
	Performance indicator	Actual Performance (A)	Performance Target (T)	Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
	Repeat MARAC cases (domestic abuse) by volume	N/A	30%	30-40%	30-40%	30-40%	30-40%	Range	Monthly	Outcome	Safeguarding issues
	Number of Community Protection Warnings Issued *	25	24	24	24	24	24	Low	Quarterly	Outcome	Reduced enforcement
	Number of Community Protection Notices Issued *	2	1	3	3	3	3	Low	Quarterly	Quality	Reduced enforcement
	Number of premise closure orders used *	1	8	8	8	8	8	Low	Quarterly	Outcome	Anti social behaviour
	Total number of Neighbourhood Watches *	517	535	535	535	535	535	High	Quarterly	Output	Community engagement
	ASB cases acknowledged within service timescales	94.1	95	95	95	95	95	High	Quarterly	Output	Anti social behaviour
	% of public realm CCTV cameras working at all times	97.14%	98%	98%	98%	98%	98%	High	Monthly	Output	Reduced enforcement
Number of external contracts managed by CCTV	N/A	2	2	2	2	2	High	Annual	Outcome	Loss of income	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Expenditure	1,483	1,582	1,548	39	1,553	1,558	1,563	1,567
Employees	740	731	788	(30)	760	760	760	760
Premises	3	9	3	8	3	3	3	3
Transport	1	1	1	0	2	2	2	2
Supplies & Services	255	353	289	73	300	304	309	313
3rd party payments	31	10	16	(12)	0	1	1	1
Transfer payments	0	0	0	0	0	0	0	0
Support services	327	352	325	0	325	325	325	325
Depreciation	126	126	126	0	163	163	163	163
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Income	246	226	359	83	305	305	305	305
Government grants	76	0	136	0	0	0	0	0
Reimbursements	165	224	117	85	199	199	199	199
Customer & client receipts	5	2	106	(2)	106	106	106	106
Recharges								
Council Funded Net Budget	1,237	1,356	1,189	122	1,248	1,253	1,258	1,262
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
Year	Notes
2020/21	
2021/22	
2022/23	
2023/24	

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	ASB Strategy renewal	Improved effectiveness					
Start date	2020-21		Review and redesign the councils, and partnerships, approach to ASB incorporating the administrations requirements on enforcement, the service development in court presentation and ensuring that the Police BCU model does not negatively impact on ASB outcomes around matters such as CBOs and PSPO enforcement	By being clear and concise in what work the ASB service will undertake, under what powers and timeframes LBM residents will be clearer as to the service deliverables. The council will also have greater scope to hold partners to account for their delivery	2	2	4		
End date	2020-21								
Project 3		Project Title: 3	VAWG Strategy renewal	Improved reputation					
Start date	2020-21		Review and redesign the partnerships VAWG strategy ensuring that the council, and partners, identify and address the VAWG strands most needed. Build on the developed areas of work to further enhance outcomes and commence exploration in less developed fields of work. Move away from Safer Merton holding all responsibility for the VAWG strategy to a more co-designed and jointly owned approach	Merton is known as a good council for VAWG already but a redesigned strategy will further enhance this reputation and cement our work	2	2	4		
End date	2020-21								
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) renewal	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	3	15		
End date	2020-21								
Project 6		Project Title: 6	CCTV service review	Improved staff skills and development					
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, can we seek to share service, how do we become a more efficient, cost neutral benefit to LBM	The significance and volume of work for this project is significant and cannot be under-estimated. The benefits will vary significantly depending on the final scope of the review. Potential benefits: 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	3	6		
End date	2020/21								
Project 7		Project Title: 7	CCTV maintenance commissioning	Improved efficiency (savings)					
Start date	2020/21		To commission a new CCTV service maintenance contract - this contract will ensure that all LBM owned cameras are maintained and operational alongside, capital funding dependent, that a replacement programme of camera upgrades also takes place It is likely that the contract length will be upwards of five years and may also link in with Project 6, CCTV service review	It is envisaged that the council will benefit from greater scales of economy in annual maintenance fee per camera alongside decreased downtime of cameras - especially if a replacement programme is rolled out	3	2	6		
End date	2020/21								

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 assess 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:	Commission review of Passenger transport (Make or buy supply chain management)		3	2
End date	2019-20					

Commissioned Service		<p>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.</p> <p>These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.</p> <p>The key objectives of the service are:</p> <ul style="list-style-type: none"> ➤ 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 of which we can all be proud.
Waste Management and Cleansing		
Cllr Tobin Byers: Cabinet Member for Adult Social Care, Health & the Environment		
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)		

Planning Assumptions							
Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Housing Properties	85,000	86,000	86,500	86,500	86,500		
Kilometres of Roads	375	375	375	375	375		
Population	209,421	210,452	212,658	214,740	216,662	218,298	
Total household waste tonnage	71,000	69,000	68,000	67,000	67,000		
Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Clienting and Commissioning Team	3.19	3.19	3.09	3.09	3.09	3.09	
Community Engagement and Enforcement	9	8	8	8	8	8	
SLWP	2	1	1	1	1	1	
Client Neighbourhood team	2.4	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							

Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
% of sites surveyed on local street inspections for litter that meet the required standard (Monthly) and quarterly in line with NI195	N/A - new measure		87	87	87	87	High	Monthly	Perception	Reputational risk
% of street cleansing reports rectified within the contract standard time frame	N/A - new measure		90	90	90	90	High	Monthly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for weeds	N/A - new measure		90	90	90	90	High	Quarterly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for detritus	N/A - new measure		80	80	80	80	High	Quarterly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for graffiti	N/A - new measure		98	98	98	98	High	Quarterly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for flyposting	N/A - new measure		97	97	97	97	High	Quarterly	Perception	Reputational risk
% residents satisfied with street cleanliness	44	N/A	57	N/A	57	N/A	High	Biennial	Perception	Reputational risk
% of flytips removed within 24 hours	43.58	95	95	95	95	95	High	Monthly	Outcome	Reputational risk
No. of flytips in streets and parks recorded by Contractor	11,406	8,400	12,900	12,900	12,900	12,900	Low	Monthly	Outcome	Reputational risk
No. of refuse collections including recycling and kitchen waste (excluding Garden Waste) missed per 100,000	111.08	40	65	65	65	65	Low	Monthly	Outcome	Reduced customer service
Resident satisfaction with the Household Re-use and recycling facility (Garth Road)	N/A - new measure		75	75	75	75	High	Annual	Perception	Reputational risk
% of Residents satisfied with refuse collection	48	N/A	73	73	73	73	High	Biennial	Perception	Reputational risk
% of Household waste recycled and composted	38.95	48	48	48	48	48	High	Monthly	Business critical	Reputational risk
Residual waste kg per household	526.88	475	475	475	475	475	Low	Quarterly	Outcome	Increased costs
% Municipal solid waste sent to landfill (waste management and commercial waste)	31	10	10	10	10	10	Low	Quarterly	Outcome	Increased costs
% residents satisfied with recycling facilities	56	N/A	72	N/A	72	N/A	High	Annual	Perception	Reputational risk
Total waste arising per household (kgs)	848.22	910	910	910	910	910	Low	Quarterly	Outcome	Reputational risk
% FPNs issued that have been paid	73.08	75	70	70	70	70	High	Monthly	Output	Loss of income

Financial Information - Waste Management and Cleansing									Additional Expenditure Information		
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	2019/20 ENV1920-04 = £250k ENV102-05 = £50k		
Expenditure	17,355	16,290	17,746	522	18,045	18,301	18,557	18,814			
Employees	785	1,073	800	99	810	811	811	811			
Premises	338	(48)	321	(94)	115	116	118	120			
Transport	238	236	242	(2)	201	204	206	209			
Supplies & Services	8,090	13,784	8,574	509	15,354	15,602	15,851	16,100			
3rd party payments	6,882	198	6,892	10	190	193	196	199			
Transfer payments	0	0	0	0	0	0	0	0			
Support services	406	431	314	0	314	314	314	314			
Depreciation	616	616	603	0	1,061	1,061	1,061	1,061			
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24			
Income	3,351	3,872	3,717	(648)	3,766	3,766	3,766	3,766			
Government grants	36	36	0	0	0	0	0	0			
Reimbursements	177	437	325	24	326	326	326	326			
Customer & client receipts	3,138	3,399	3,392	(672)	3,440	3,440	3,440	3,440			
Recharges	0		0		0	0	0	0			
Reserves											
Capital Funded											
Council Funded Net Budget	14,004	12,418	14,029	(126)	14,279	14,535	14,791	15,048			
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24			
Waste Bins	0	1,913	611	0	150	0	0	0			
Fleet Vehicles	0	2,670	0	0	0	0	340	0			
Other	0	39	0	0	18	0	0	0			
		4,622	611	0	168	0	340	0			

DETAILS OF MAJOR PROJECTS

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PROJECT DESCRIPTION				Major Projects Benefits		Risk			
						Likelihood	Impact	Score	
Project 1		Project Title:	New Waste collection Service (Wheelie Bins)		Improved effectiveness		3	3	9
Start date	2019-20	Project Details:	Promote the use of 'Street Champions' in order to educate / train members of the public to support the wider work of the Public Space department.		Improved service delivery				
End date	2020-21								
Project 2		Project Title:	Waste disposal		Improved effectiveness		3	2	6
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				
End date	2019-20								
Project 3		Project Title:	Neighbourhood Recycling Centres		Improved customer experience		3	2	6
Start date	2019-20	Project Details:	Following the implementation of the new waste collection service and the introduction of new containers for recycling undertake a review of the neighbourhood recycling sites to ensure that they continue to provide a valued service and meet the needs of the community.		Resident satisfaction / reduced level of fly tips. Improved public realm				
End date	2019-20								
Project 4		Project Title:	Environmental Enforcement		Improved efficiency (savings)		3	2	6
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				
End date	2020-21								

Draft Departmental Budget Summaries 2020-21

NB: The financial information in the budget summaries includes the latest available details but may be subject to small changes as figures continue to be reviewed.

SUMMARY

FULL TIME EQUIVALENTS

Total FTE Staff

2019/20	2020/21
1,815.7	1,844.7

SERVICE AREA ANALYSIS

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Corporate Services	10,930	276	(1,022)	10,184
Education Services				
] CSF	60,819	577	693	62,089
Children's Services				
]]				
Environment and Regeneration	15,831	419	(2,710)	13,540
Adult Social Care				
]]				
Cultural Services	63,754	1,110	3,453	68,317
Housing General Fund				
]]				
Single Status	100	0	0	100
National insurances changes/autoenrolment	254	0	0	254
Pay Award	877	0	1,466	2,343
TOTAL NET SERVICE EXPENDITURE	152,566	2,382	1,879	156,828
<i>Corporate Provisions/Appropriations</i>	<i>(9,302)</i>	<i>0</i>	<i>8,384</i>	<i>(918)</i>
NET EXPENDITURE	143,263	2,382	10,264	155,910
Funded by:				
Revenue Support Grant	0	0	(5,159)	(5,159)
Business Rates	(44,026)	0	6,624	(37,402)
Improved Better Care Fund	(1,054)	0	(3,808)	(4,862)
Social Care Grant	0	0	(4,058)	(4,058)
Brexit Grant	(210)	0	210	0
New Homes Bonus	(2,108)	0	670	(1,438)
Council Tax	(92,028)	0	(4,997)	(97,025)
WPCC Levy	(343)	0	0	(343)
Collection Fund	1,301	0	(2,126)	(825)
PFI Grant	(4,797)	0	0	(4,797)
	(143,265)	0	(12,645)	(155,910)
NET	(1)	2,382	(2,381)	0
NB				
Public Health	0	0	0	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	659	0.0
Further provision for revaluisation/RCCO	65	0.0
Pension Fund and Auto-enrolment	(3,089)	0.0
Contingency and centrally held provisions	200	0.0
Change in Grants	11	0.0
Appropriation to/from Reserves	(5,700)	0.0
Depreciation and impairment	(422)	0.0
Service Mitigation Fund - Appropriation to Reserve	0	0.0
Change in levies	0	0.0
Overheads - Charge to non-general fund	(77)	0.0
Transport - Additional provision	142	0.0
Brexit costs	(500)	0.0
Apprenticeship Levy	0	0.0
Balance Sheet Management CT & HB	0	0.0
CHAS - IP/Dividend	(556)	0.0
Local Election	0	0.0
Provision against DSG Deficit	16,014	0.0
Social Care Grant - balance not earmarked	1,686	0.0
Loss of HB Admin. Grant	(49)	0.0
TOTAL	8,384	0

SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS

Total FTE Staff

2019/20	2020/21
1,815.7	1,844.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	91,868	398	3,520	95,785
Premises	8,617	156	(825)	7,947
Transport	8,184	106	610	8,900
Supplies and Services	190,304	777	8,868	199,949
Third Party Payments	90,240	951	(2,820)	88,370
Transfer Payments	104,411	1	(29,608)	74,804
Support Services	30,302	0	(0)	30,302
Depreciation and Impairment Losses	22,903	0	448	23,351
GROSS EXPENDITURE	546,828	2,389	(19,808)	529,409
Income				
Government Grants	(272,146)	(7)	27,667	(244,485)
Other Reimbursements and Contributions	(27,537)	0	(1,133)	(28,670)
Customer and Client Receipts	(64,456)	0	(4,718)	(69,174)
Interest	(3,516)	0	(0)	(3,516)
Recharges	(27,316)	0	0	(27,316)
Reserves	711	0	(130)	581
GROSS INCOME	(394,261)	(7)	21,687	(372,580)
NET EXPENDITURE	152,568	2,382	1,879	156,828
Corporate Provisions	(9,302)	0	8,384	(918)
NET EXPENDITURE	143,264	2,382	10,265	155,910
Funded by:				
Revenue Support Grant	0	0	(5,159)	(5,159)
Business Rates	(44,026)	0	6,624	(37,402)
Improved Better Care Fund	(1,054)	0	(3,808)	(4,862)
Social Care Grant	0	0	(4,058)	(4,058)
New Homes Bonus	(2,108)	0	670	(1,438)
Council Tax	(92,028)	0	(4,997)	(97,025)
WPCC Levy	(343)	0	0	(343)
Collection Fund	1,301	0	(2,126)	(825)
Brexit Grant	(210)	0	210	0
PFI Grant	(4,797)	0	0	(4,797)
	(143,265)	0	(12,645)	(155,910)
NET	0	2,382	(2,382)	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	659	0.0
Further provision for revaluation/RCCO	65	0.0
Pension Fund and Auto-enrolment	(3,089)	0.0
Contingency and centrally held provisions	200	0.0
Change in Grants	11	0.0
Appropriation to/from Reserves	(5,700)	0.0
Depreciation and impairment	(422)	0.0
Service Mitigation Fund - Appropriation to Reserve	0	0.0
Change in levies	0	0.0
Overheads - Charge to non-general fund	(77)	0.0
Transport - Additional provision	142	0.0
Brexit costs	(500)	0.0
Apprenticeship Levy	0	0.0
Balance Sheet Management CT & HB	0	0.0
CHAS - IP/Dividend	(556)	0.0
Local Election	0	0.0
Provision against DSG Deficit	16,014	0.0
Social Care Grant - balance not earmarked	1,686	0.0
Loss of HB Admin. Grant	(49)	0.0
TOTAL	8,384	0

CORPORATE ITEMS ANALYSIS

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	10,481	0	708	11,189
Further provision for revaluisation/RCCO	517	0	65	582
Pension Fund	3,089	0	(3,089)	0
Adjustment re Income re P3/P4	200	0	200	400
Overheads - Charge to non-general fund	102	0	(77)	25
Provision for excess inflation	450	0	0	450
Bad Debt Provision	500	0	0	500
Redundancy/Pension Strain	1,000	0	0	1,000
Transport - Additional provision	(128)	0	142	14
Contingency	1,500	0	0	1,500
Apprenticeship Levy	450	0	0	450
Brexit costs	500	0	(500)	0
Loss of HB Admin. Grant	83	0	(49)	34
Change in Corporate Specific and Special Grants	208	0	11	219
LPFA - Provision for deficit contribution	86	0	0	86
Cyber Security	92	0	0	92
Local Election	0	0	0	0
Provision against DSG Deficit	0	0	16,014	16,014
Social Care Grant - balance not earmarked	0	0	1,686	1,686
Levies:-				
Lee Valley	178		0	178
London Pensions Fund	258		0	258
Environment Agency	171		0	171
WPCC	343		0	343
GROSS EXPENDITURE	20,078	0	15,111	35,190
Income				
Investment Income	(664)		(49)	(713)
Depreciation & Impairment	(22,903)		(422)	(23,351)
Appropriations to/from reserves (excluding Public Health)	(4,186)		(5,700)	(9,886)
Balance Sheet Management CT & HB	(220)		0	(220)
CHAS - IP/Dividend	(1,407)		(556)	(1,963)
GROSS INCOME	(29,381)	0	(6,727)	(36,133)
NET EXPENDITURE	(9,302)	0	8,384	(944)



2020/2021 ESTIMATES

CORPORATE SERVICES

DEPARTMENT

DRAFT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2019/20	2020/21
469.4	477.7
24.1	27.6
493.5	505.3

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2020/21 Estimate £000
	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	
Customers, Policy and Improvement	1,056	35	288	1,380
Infrastructure & Transactions	521	106	(132)	494
Corporate Governance	567	31	(284)	314
Resources	2,482	52	(289)	2,246
HR	40	11	98	149
Corporate Items	6,264	40	(703)	5,601
TOTAL EXPENDITURE	10,930	276	(1,022)	10,184
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	10,930	276	(1,022)	10,184

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2019/20	2020/21
469.4	477.7
24.1	27.6
493.5	505.3

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	24,597	26	1,615	26,238
Premises	2,383	55	(387)	2,050
Transport	198	3	3	204
Supplies and Services	11,670	172	(287)	11,555
Third Party Payments	1,323	20	179	1,522
Transfer Payments	93,946	0	(29,700)	64,246
Support Services	10,348	0	0	10,348
Depreciation and Impairment Losses	2,347	0	91	2,437
GROSS EXPENDITURE	146,812	276	(28,487)	118,601
Income				
Government Grants	(96,303)	0	29,249	(67,054)
Other Reimbursements and Contributions	(1,482)	0	(441)	(1,923)
Customer and Client Receipts	(13,373)	0	(1,212)	(14,585)
Interest	0	0	0	0
Recharges	(25,436)	0	0	(25,436)
Reserves	711	0	(130)	581
GROSS INCOME	(135,883)	0	27,465	(108,417)
NET EXPENDITURE	10,930	276	(1,022)	10,184

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

2019/20	2020/21
46.6	51.4
2.0	4.0
48.6	55.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	2,139	0	198	2,337
Premises	117	2	(1)	117
Transport	3	0	(2)	1
Supplies and Services	1,989	30	(24)	1,995
Third Party Payments	242	4	(12)	233
Transfer Payments	0		0	0
Support Services	609		0	609
Depreciation and Impairment Losses	0		0	0
GROSS EXPENDITURE	5,098	35	159	5,293
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(3)	0	0	(3)
Customer and Client Receipts	(967)	0	(15)	(982)
Interest	0	0	0	0
Recharges	(3,126)	0	0	(3,126)
Reserves	54	0	144	198
GROSS INCOME	(4,042)	0	129	(3,913)
NET EXPENDITURE	1,056	35	288	1,380

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(85)	(1.0)
Transfer between departments	0	
Technical adjustments	229	6.9
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves	144	1.0
TOTAL	288	6.9

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

2019/20	2020/21
116.2	111.1
5.5	7.0
121.7	118.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	5,438	0	94	5,531
Premises	2,211	52	(353)	1,910
Transport	25	0	(3)	23
Supplies and Services	3,443	52	349	3,843
Third Party Payments	100	1	0	101
Transfer Payments	10		0	10
Support Services	1,333		0	1,333
Depreciation and Impairment Losses	2,347		91	2,437
GROSS EXPENDITURE	14,905	106	177	15,189
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(81)	0	45	(36)
Customer and Client Receipts	(2,608)	0	31	(2,577)
Interest	0	0	0	0
Recharges	(12,283)	0	0	(12,283)
Reserves	586	0	(385)	201
GROSS INCOME	(14,385)	0	(310)	(14,695)
NET EXPENDITURE	521	106	(132)	494

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(540)	(4.6)
Growth	430	1.0
Transfer between departments	146	
Technical adjustments	126	0.5
Depreciation adjustments	91	
Overheads adjustments	0	
Use of reserves	(385)	(0.5)
TOTAL	(132)	(3.6)

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

	2019/20	2020/21
Number of Permanent Staff	133.5	144.5
Number of Fixed term contracts	6.6	3.6
Total FTE	140.1	148.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	7,679	1	989	8,669
Premises	5	0	(0)	5
Transport	36	1	12	48
Supplies and Services	1,617	24	(33)	1,608
Third Party Payments	396	6	0	402
Transfer Payments	0	0	0	0
Support Services	601	0	0	601
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	10,334	31	968	11,333
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(130)	0	0	(130)
Customer and Client Receipts	(7,171)	0	(1,252)	(8,423)
Interest	0	0	0	0
Recharges	(2,466)	0	0	(2,466)
Reserves	0	0	0	0
GROSS INCOME	(9,767)	0	(1,252)	(11,019)
NET EXPENDITURE	567	31	(284)	314

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(104)	(1.0)
Transfer between departments	6	
Technical adjustments	(186)	9.0
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves	0	
TOTAL	(284)	8.0

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

2019/20	2020/21
140.5	137.8
6.0	8.0
146.5	145.8

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	6,647	0	(62)	6,585
Premises	2	0	0	2
Transport	132	2	(6)	127
Supplies and Services	3,051	46	(210)	2,887
Third Party Payments	284	4	191	479
Transfer Payments	0		0	0
Support Services	1,961		0	1,961
Depreciation and Impairment Losses	0		0	0
GROSS EXPENDITURE	12,076	52	(88)	12,041
Income				
Government Grants	(1,099)	0	49	(1,050)
Other Reimbursements and Contributions	(1,189)	0	(246)	(1,435)
Customer and Client Receipts	(2,067)	0	(4)	(2,071)
Interest	0	0	0	0
Recharges	(5,270)	0	0	(5,270)
Reserves	30	0	0	30
GROSS INCOME	(9,594)	0	(201)	(9,796)
NET EXPENDITURE	2,482	52	(289)	2,246

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(401)	(3.1)
Transfer between departments	47	
Technical adjustments	65	2.4
Depreciation adjustments	0	
Overhead adjustments	0	
Use of Reserves	0	
TOTAL	(289)	(0.7)

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

2019/20	2020/21
32.5	32.8
4.0	5.0
36.5	37.8

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	1,948	3	8	1,959
Premises	49	1	(34)	16
Transport	2	0	2	4
Supplies and Services	196	3	(19)	181
Third Party Payments	303	5	0	307
Transfer Payments	0		0	0
Support Services	432		0	432
Depreciation and Impairment Losses	0		0	0
GROSS EXPENDITURE	2,930	11	(42)	2,899
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(79)	0	0	(79)
Customer and Client Receipts	(560)	0	28	(531)
Interest	0	0	0	0
Recharges	(2,292)	0	0	(2,292)
Reserves	40	0	112	152
GROSS INCOME	(2,890)	0	140	(2,751)
NET EXPENDITURE	40	11	98	149

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(57)	-1.8
Transfer between departments	0	
Technical adjustments	43	1.0
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves	112	2.0
TOTAL	98	1.2

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

2019/20	2020/21
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees*	747	23	388	1,157
Premises	0		0	0
Transport	0		0	0
Supplies and Services	1,374	17	(350)	1,041
Third Party Payments	0		0	0
Transfer Payments	93,936		(29,700)	64,236
Support Services	5,411		0	5,411
Depreciation and Impairment Losses	0		0	0
GROSS EXPENDITURE	101,468	40	(29,663)	71,846
Income				
Government Grants	(95,204)	0	29,200	(66,004)
Other Reimbursements and Contributions	0	0	(240)	(240)
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	(95,204)	0	28,960	(66,244)
NET EXPENDITURE	6,264	40	(703)	5,601

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(735)	
Transfer between departments	1	
Technical adjustments	31	
Overheads adjustments	0	
TOTAL	(703)	0.0

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



2020/2021 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

	2019/20	2020/21
Number of Permanent Staff	422.2	400.1
Number of DSG Staff	78.1	77.8
Number of Fixed term contracts	11.0	11.0
Total FTE	511.3	488.9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
Expenditure						
Employees	28,678	47	(747)	27,979	4,853	23,126
Premises	1,790	30	(146)	1,673	88	1,586
Transport	4,864	73	847	5,784	67	5,717
Supplies and Services	159,623	246	2,097	161,966	137,264	24,705
Third Party Payments	24,510	188	261	24,961	12,951	12,009
Transfer Payments	0	0	0	0	0	0
Support Services	5,111	0	0	5,111	233	4,877
Depreciation and Impairment Losses	10,022	0	(451)	9,570	0	9,570
GROSS EXPENDITURE	234,598	584	1,861	237,044	155,456	81,590
Income						
Government Grants	(163,818)	(7)	(914)	(164,740)	(153,422)	(11,317)
Other Reimbursements and Contributions	(7,103)	0	(88)	(7,191)	(1,616)	(5,578)
Customer and Client Receipts	(2,812)	0	(166)	(2,979)	(395)	(2,584)
Interest	0	0	0	0	0	0
Recharges	(46)	0	0	(46)	0	(46)
Reserves	0	0	0	0	0	0
GROSS INCOME	(173,779)	(7)	(1,168)	(174,956)	(155,433)	(19,525)
NET EXPENDITURE	60,819	577	693	62,088	23	62,065

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(2,969)	(27.0)
Overhead adjustments		
Depreciation adjustments	(451)	
Technical adjustments	(39)	
Transfer between departments	(54)	
Growth	3,847	
Use of Reserves adjustment	359	
TOTAL	693	(27)

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

SERVICE AREA ANALYSIS	2019/20	Inflation	Other	2020/21	2020/21	2020/21
	Estimate	£000	Variations	Estimate	DSG Estimate	LA Estimate
	£000	£000	£000	£000	£000	£000
Senior Management	1,337	13	(80)	1,269	0	1,269
Childrens Social Care	23,355	167	156	23,678	43	23,634
Education	32,765	154	255	33,175	18,110	15,066
Schools	(8,518)	25	(474)	(8,967)	(18,130)	9,163
Other Childrens, Schools and Families	11,880	218	836	12,933	0	12,933
TOTAL NET EXPENDITURE	60,819	577	693	62,088	23	62,065

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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

2019/20	2020/21
3.0	3.0
0.0	0.0
0.0	0.0
3.0	3.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
Expenditure						
Employees	555	2	(36)	521	0	521
Premises	0	0	0	0	0	0
Transport	3	0	1	3	0	3
Supplies and Services	713	11	(46)	679	0	679
Third Party Payments	10	0	0	10	0	10
Transfer Payments	0	0	0	0	0	0
Support Services	56	0	0	56	0	56
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,337	13	(80)	1,269	0	1,269
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	1,337	13	(80)	1,269	0	1,269

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Savings	0	0.0
Technical adjustments	0	
TOTAL	0	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
Number of Permanent Staff	207.3	200.4
Number of DSG Staff	2.0	2.0
Number of Fixed term contracts	11.0	11.0
Total FTE	220.3	213.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
Expenditure						
Employees	11,424	1	(544)	10,882	38	10,844
Premises	60	1	(1)	60	0	60
Transport	235	4	3	240	1	239
Supplies and Services	681	11	(32)	659	1	658
Third Party Payments	9,650	150	317	10,119	0	10,118
Transfer Payments	0	0	0	0	0	0
Support Services	2,594	0	0	2,594	3	2,591
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	24,644	167	(257)	24,554	43	24,510
Income						
Government Grants	(1,086)	0	534	(552)	0	(552)
Other Reimbursements and Contributions	(203)	0	0	(203)	0	(203)
Customer and Client Receipts	0	0	(121)	(121)	0	(121)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	(0)	0	0	0
GROSS INCOME	(1,289)	0	413	(876)	0	(876)
NET EXPENDITURE	23,355	167	156	23,678	43	23,634

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(1,180)	
Growth	1,556	
Transfer between departments	0	
Overhead adjustments	0	
Depreciation adjustments	0	
Use of Reserves adjustment	0	
Technical adjustments	(221)	
TOTAL	155	0.0

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

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

	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

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
Expenditure						
Employees	12,619	1	(34)	12,586	3,900	8,687
Premises	1,094	19	(145)	968	21	947
Transport	4,620	69	845	5,534	66	5,469
Supplies and Services	3,617	44	150	3,812	1,798	2,015
Third Party Payments	13,629	21	(314)	13,336	12,794	541
Transfer Payments	0	0	0	0	0	0
Support Services	2,236	0	0	2,238	230	2,007
Depreciation and Impairment Losses	457	0	(50)	407	0	407
GROSS EXPENDITURE	38,272	154	452	38,881	18,809	20,073
Income						
Government Grants	(604)		(64)	(669)	0	(669)
Other Reimbursements and Contributions	(2,169)	0	(87)	(2,257)	(304)	(1,953)
Customer and Client Receipts	(2,734)	0	(46)	(2,780)	(395)	(2,385)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(5,507)	0	(197)	(5,706)	(699)	(5,007)
NET EXPENDITURE	32,765	154	255	33,175	18,110	15,066

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(849)	0.0
Growth	1,256	
Overhead adjustments	22	
Transfer between departments	15	
Use of Reserves adjustment	201	
Depreciation adjustments	(50)	
Technical adjustments	(338)	
TOTAL	257	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
0.0	0.0
0.0	1.0
0.0	0.0
0.0	1.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
Expenditure						
Employees	920	0	(4)	916	916	0
Premises	67	1	(1)	67	67	0
Transport	0	0	0	0	0	0
Supplies and Services	143,737	24	1,316	145,077	135,464	9,615
Third Party Payments	156	0	0	156	156	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	9,564	0	(401)	9,163	0	9,163
GROSS EXPENDITURE	154,444	25	910	155,379	136,603	18,778
Income						
Government Grants	(161,653)	0	(1,384)	(163,037)	(153,424)	(9,615)
Other Reimbursements and Contributions	(1,309)	0	0	(1,309)	(1,309)	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	(162,962)	0	(1,384)	(164,346)	(154,733)	(9,615)
NET EXPENDITURE	(8,518)	25	(474)	(8,967)	(18,130)	9,163

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	(401)	
Use of Reserves adjustment	0	
Technical adjustments	(73)	
TOTAL	(474)	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
17.7	18.5
0.0	0.0
0.0	0.0
17.7	18.5

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	3,160	43	(130)	3,074	0	3,074
Premises	569	9	0	578	0	578
Transport	7	0	0	7	0	7
Supplies and Services	10,876	157	706	11,739	0	11,739
Third Party Payments	1,065	16	260	1,341	0	1,341
Transfer Payments	0	0	0	0	0	0
Support Services	223	0	0	221	0	222
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	15,900	225	836	16,960	0	16,961
Income						
Government Grants	(474)	(7)	0	(481)	0	(482)
Other Reimbursements and Contributions	(3,422)	0	0	(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	(4,020)	(7)	0	(4,027)	0	(4,028)
NET EXPENDITURE	11,880	218	836	12,933	0	12,933

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(790)	0.0
Transfer between departments	0	
Growth	960	
Use of Reserves adjustment	368	
Technical adjustments	298	
TOTAL	836	0.0



2020/2021 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

DRAFT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2019/20	2020/21
365	367
8	14
373	381

SERVICE AREA ANALYSIS

Public Space, Contracting & Commissioning

Public Protection and Development

Sustainable Communities

Senior Management and Support

TOTAL EXPENDITURE

CHANGE BETWEEN YEARS			
2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
16,313	315	135	16,763
(10,188)	26	(2,540)	(12,702)
9,707	70	(339)	9,438
0	8	34	43
15,831	419	(2,710)	13,540

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2019/20	2020/21
365	367
8	14
373	381

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	18,116	10	878	19,003
Premises	3,539	42	(352)	3,229
Transport	1,727	7	(208)	1,526
Supplies and Services	12,937	300	6,830	20,067
Third Party Payments	9,887	61	(6,782)	3,166
Transfer Payments	0	0	0	0
Support Services	7,000	0	0	7,000
Depreciation and Impairment Losses	9,892	0	681	10,572
GROSS EXPENDITURE	63,098	419	1,047	64,564
Income				
Government Grants	(144)	0	136	(8)
Other Reimbursements and Contributions	(6,792)	0	(638)	(7,430)
Customer and Client Receipts	(38,495)	0	(3,255)	(41,750)
Recharges	(1,834)	0	0	(1,834)
Reserves	0	0	0	0
GROSS INCOME	(47,265)	0	(3,757)	(51,022)
NET EXPENDITURE	15,831	419	(2,710)	13,541

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(3,240)	2.0
Growth	0	0.0
Depreciation adjustments	681	0.0
Overheads adjustments	0	0.0
Transfer between departments	(53)	0.0
Technical adjustments	52	0.0
Use of Reserves adjustments	(150)	0.0
TOTAL*	(2,710)	2

* 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

2019/20	2020/21
73	73
1	1
75	74

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	3,442	0	140	3,582
Premises	1,399	16	(224)	1,191
Transport	1,446	3	(196)	1,253
Supplies and Services	9,133	245	6,509	15,887
Third Party Payments	9,114	51	(6,674)	2,491
Transfer Payments	0	0	0	0
Support Services	1,631	0	0	1,631
Depreciation and Impairment Losses	1,687	0	562	2,249
GROSS EXPENDITURE	27,852	315	117	28,284
Income				
Government Grants	(7)	0	0	(7)
Other Reimbursements and Contributions	(1,110)	0	27	(1,083)
Customer and Client Receipts	(10,422)	0	(9)	(10,431)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(11,539)	0	18	(11,521)
NET EXPENDITURE	16,313	315	135	16,763

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(330)	
Growth	0	
Depreciation adjustments	562	
Overheads adjustments	0	
Transfer between departments	(53)	
Technical adjustments	106	
Use of reserves adjustments	(150)	
TOTAL*	135	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

2019/20	2020/21
198	197
4	12
202	208

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	9,171	0	564	9,735
Premises	750	7	12	769
Transport	175	3	(2)	176
Supplies and Services	798	12	185	995
Third Party Payments	336	5	(21)	320
Transfer Payments	0	0	0	0
Support Services	2,877	0	0	2,877
Depreciation and Impairment Losses	336	0	74	410
GROSS EXPENDITURE	14,442	26	813	15,281
Income				
Government Grants	(136)	0	136	(0)
Other Reimbursements and Contributions	(4,779)	0	(644)	(5,423)
Customer and Client Receipts	(19,715)	0	(2,845)	(22,560)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(24,630)	0	(3,353)	(27,983)
NET EXPENDITURE	(10,188)	26	(2,540)	(12,702)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(2,610)	2.0
Depreciation adjustments	74	
Overheads adjustments	0	
Transfer between departments	0	
Technical adjustments	(4)	
Use of Reserves adjustments	0	
TOTAL*	(2,540)	2

* 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

2019/20	2020/21
85	89
3	1
88	90

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	4,750	5	164	4,919
Premises	1,389	19	(140)	1,268
Transport	97	1	(10)	89
Supplies and Services	2,796	40	111	2,947
Third Party Payments	435	5	(87)	353
Transfer Payments	0	0	0	0
Support Services	2,380	0	0	2,380
Depreciation and Impairment Losses	7,869	0	45	7,914
GROSS EXPENDITURE	19,716	70	83	19,869
Income				
Government Grants	(1)	0	0	(1)
Other Reimbursements and Contributions	(903)	0	(21)	(924)
Customer and Client Receipts	(8,358)	0	(401)	(8,759)
Recharges	(747)	0	0	(747)
Reserves	(0)	0	0	(0)
GROSS INCOME	(10,009)	0	(422)	(10,431)
NET EXPENDITURE	9,707	70	(339)	9,438

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(300)	
Growth	0	
Depreciation adjustments	45	
Overheads adjustments	0	
Transfer between departments	0	
Technical adjustments	(84)	
Use of Reserves adjustments		
TOTAL*	(339)	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

2019/20	2020/21
8	8
0	0
8	8

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	753	5	10	768
Premises	1	0		1
Transport	9	0	(0)	9
Supplies and Services	210	3	25	238
Third Party Payments	2	0	0	2
Transfer Payments	0	0	0	0
Support Services	112	0	0	112
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,087	8	34	1,130
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,087)	0	0	(1,087)
Reserves	0	0	0	0
GROSS INCOME	(1,087)	0	0	(1,087)
NET EXPENDITURE	0	8	34	43

Other variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overheads adjustments	0	
Technical adjustments	34	
Use of Reserves adjustments		
TOTAL*	34	0.0

* Any difference due to roundings.



2020/21 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

DRAFT

SUMMARY: COMMUNITY AND HOUSING

	2019/20	2020/21
Number of FTE Staff	419.67	451.37
Number of FTE TUPE staff	11.41	11.41
Number of Fixed Term contract	6.60	6.60
Total FTE	437.68	469.38

SERVICE AREA ANALYSIS

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Adult Social Care	58,657	961	1,971	61,589
Libraries and Heritage	2,855	84	85	3,025
Merton Adult Education	23	3	(0)	26
Housing General Fund	2,219	61	1,397	3,677
Public Health	0	0	(0)	(0)
NET EXPENDITURE	63,754	1,110	3,453	68,317

COMMUNITY AND HOUSING DEPARTMENT Total

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

FULL TIME EQUIVALENTS

	2019/20	2020/21
Number of FTE Staff	419.67	451.37
Number of FTE TUPE staff	11.41	11.41
Number of Fixed Term contract	6.60	6.60
Total FTE	437.68	469.38

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	19,245	315	308	19,868
Premises	905	30	60	995
Transport	1,394	23	(32)	1,385
Supplies and Services	6,074	59	228	6,361
Third Party Payments	54,519	682	3,522	58,723
Transfer Payments	10,465	1	92	10,558
Support Services	7,843	0	(0)	7,843
Depreciation and Impairment Losses	643	0	128	771
GROSS EXPENDITURE	101,088	1,110	4,306	106,504
Income				
Government Grants	(11,881)	0	(803)	(12,684)
Other Reimbursements and Contributions	(12,160)	0	35	(12,126)
Customer and Client Receipts	(9,776)	0	(85)	(9,861)
Interest	(3,516)	0	(0)	(3,516)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(37,334)	0	(853)	(38,187)
NET EXPENDITURE	63,755	1,110	3,453	68,317

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	302	1.00
Savings	(2,460)	
Growth	5,766	
Overheads adjustments	0	
Depreciation & NNDR adjustments	159	
Inflation	0	
Rebasing of Income	241	
Technical adjustments	302	
Transfers between departments	(78)	
Grants	(774)	
Other	(5)	
Use of Reserves Adjustment	0	
TOTAL	3,453	1.00

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

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

	2019/20	2020/21
Number of FTE Staff	344.28	371.05
Number of FTE TUPE staff	11.41	11.41
Number of Fixed Term Contract	2.00	2.00
Total FTE	357.69	384.46

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	15,600	257	123	15,980
Premises	351	9	56	416
Transport	1,358	23	(31)	1,349
Supplies and Services	2,914	43	3	2,960
Third Party Payments	44,331	630	2,226	47,186
Transfer Payments	9,894	1	92	9,987
Support Services	6,681	0	0	6,681
Depreciation and Impairment Losses	158	0	(19)	139
GROSS EXPENDITURE	81,287	961	2,449	84,697
Income				
Government Grants	(282)	0	(326)	(607)
Other Reimbursements and Contributions	(9,746)	0	(52)	(9,799)
Customer and Client Receipts	(9,085)	0	(100)	(9,185)
Recharges	(3,516)	0	(0)	(3,516)
Reserves	0	0	0	0
GROSS INCOME	(22,630)	0	(478)	(23,108)
NET EXPENDITURE	58,657	961	1,971	61,589

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries	123	
Savings	(2,460)	
Growth	5,766	
Overheads adjustments	0	
Depreciation & NNDR adjustments	11	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	274	
Transfers between departments/Service	(1,365)	
Grants	(378)	
Use of Reserves Adjustment	0	
TOTAL	1,971	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

Number of FTE Staff

2019/20
3.75

2020/21
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

	2019/20		Other	2020/21
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	193	3	8	204
Premises	17	0	0	17
Transport	0	0	0	0
Supplies and Services	21	0	0	21
Third Party Payments	1,108	0	42	1,151
Transfer Payments	0	0	0	0
Support Services	31	0	0	31
Depreciation and Impairment Losses	0	0	(0)	0
GROSS EXPENDITURE	1,370	3	50	1,423
Income				
Government Grants	(1,347)	0	(50)	(1,397)
Other Reimbursements and Contributions	0	0	0	0
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	(1,347)	0	(50)	(1,397)
NET EXPENDITURE	23	3	(0)	26

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	0	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	0	
Rebasing of Income	0	
Technical adjustments-Traning & Contracts	50	
Transfers between departments	0	
Grants	(50)	
Use of Reserves Adjustment	0	
TOTAL	(0)	0.00

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

	2019/20	2020/21
Number of FTE Staff	15.46	15.46
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contracts	2.60	2.60
Total FTE	18.06	18.06

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	1,173	0	110	1,284
Premises	3	0	(0)	2
Transport	2	0	(0)	2
Supplies and Services	2,376	0	275	2,652
Third Party Payments	6,694	0	(34)	6,660
Transfer Payments	0	0	0	0
Support Services	148	0	0	148
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	10,396	0	351	10,747
Income				
Government Grants	(10,175)	0	(346)	(10,521)
Other Reimbursements and Contributions	(221)	0	(5)	(227)
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	(10,396)	0	(351)	(10,747)
NET EXPENDITURE	0	0	(0)	(0)

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Pension & uplifts	110	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	0	
Contracts	241	
Technical adjustments	0	
Transfers between departments	0	
Grants Reduction	(346)	
Other Income	(5)	
Use of Reserves Adjustment	0	
TOTAL	0	0.00

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

This service is 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

	2019/20	2020/21
Number of FTE Staff	29.65	30.88
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	0.00	0.00
Total FTE	29.65	30.88

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	1,065	34	(1)	1,098
Premises	494	20	4	519
Transport	4	0	(0)	4
Supplies and Services	571	13	(28)	556
Third Party Payments	18	17	(0)	35
Transfer Payments	0	0	0	0
Support Services	669	0	0	669
Depreciation and Impairment Losses	485	0	85	570
GROSS EXPENDITURE	3,307	84	59	3,451
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(96)	0	11	(85)
Customer and Client Receipts	(356)	0	15	(341)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(452)	0	26	(426)
NET EXPENDITURE	2,855	84	85	3,025

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	0	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	85	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants Reduction	0	
Use of Reserves Adjustment	0	
TOTAL	85	0.00

COMMUNITY AND HOUSING DEPARTMENT
Housing General Fund

This service provides a statutory housing functions which includes prevention ,relief of homelessness, enforcement of regulations for the private rented sector and the provision of mandatory grant assistance for improvements and adaptations

FULL TIME EQUIVALENTS

	2019/20	2020/21
Number of FTE Staff	26.53	30.23
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	2.00	2.00
Total FTE	28.53	32.23

SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	1,213	22	69	1,304
Premises	40	1	(0)	41
Transport	30	0	(0)	30
Supplies and Services	192	3	(23)	172
Third Party Payments	2,368	36	1,288	3,691
Transfer Payments	571	0	0	571
Support Services	315	0	(0)	315
Depreciation and Impairment Losses	0	0	63	63
GROSS EXPENDITURE	4,728	61	1,397	6,185
Income				
Government Grants	(77)	0	(82)	(159)
Other Reimbursements and Contributions	(2,097)	0	82	(2,015)
Customer and Client Receipts	(335)	0	0	(335)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,508)	0	(0)	(2,508)
NET EXPENDITURE	2,219	61	1,397	3,677

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Transfer of post from ASC	69	1.00
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation- New	63	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	(22)	
Transfers between services- HRS	1,287	
Grants	0	
Use of Reserves Adjustment	0	
TOTAL	1,397	1.00