

Merton Council Council

1 March 2023

Members Information Pack

4a Business Plan 2023-2027 Savings Information Pack

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This report is provided separately and will be discussed as part of the preceding agenda item on the Business Plan

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MERTON COUNCIL BUSINESS PLAN 2023-27 MEMBER'S INFORMATION PACK

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

| | |
|--|------------------|
| Healthier Communities and Older People Overview and Scrutiny Panel | 10 January 2023 |
| Children and Young People Overview and Scrutiny Panel | 11 January 2023 |
| Sustainable Communities Overview and Scrutiny Panel | 19 January 2023 |
| Overview and Scrutiny Commission | 25 January 2023 |
| Cabinet | 20 February 2023 |
| Budget Council | 1 March 2023 |

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All sections are grouped by Scrutiny Panel/Commission

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Full list of contents, including page numbers for each growth and savings proposal and associated equality impact assessment

All sections are grouped by Scrutiny Panel/Commission

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|---|---|----------------------|-------------------------------------|
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| (Continued) | | Saving Detail | Equalities Impact Assessment |
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SUMMARY OF TARGETS, GROWTH AND SAVINGS PROPOSALS

1. SAVINGS TARGETS AGREED – CABINET 10 October 2022

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | TOTAL £000 |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Corporate Services | 993 | 2,889 | 908 | 222 | 5,012 |
| Children, Schools and Families | 608 | 1,767 | 555 | 136 | 3,066 |
| Environment and Regeneration | 1,246 | 3,624 | 1,139 | 278 | 6,287 |
| Community and Housing | 1,392 | 4,049 | 1,273 | 311 | 7,025 |
| Total | 4,239 | 12,329 | 3,875 | 947 | 21,390 |
| Total (cumulative) | 4,239 | 16,568 | 20,443 | 21,390 | |

2. GROWTH PROPOSALS AGREED BY CABINET 5 December 2022

| Cumulative growth | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Total £'000 |
|--------------------------------|------------------|------------------|------------------|------------------|----------------|
| Corporate Services | 315 | 120 | 120 | 0 | 555 |
| Children, Schools and Families | 1,871 | (475) | 0 | 0 | 1,396 |
| Environment and Regeneration | 905 | 0 | 0 | 0 | 905 |
| Community and Housing | 274 | 0 | (97) | 0 | 177 |
| Total | 3,365 | (355) | 23 | 0 | 3,033 |
| Cumulative | 3,365 | 3,010 | 3,033 | 3,033 | |

3. SAVINGS PROPOSALS AGREED BY CABINET 5 December 2022

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | TOTAL £000 |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Corporate Services | 880 | 0 | (100) | 0 | 780 |
| Children, Schools and Families | 523 | 0 | 0 | 0 | 523 |
| Environment and Regeneration | 582 | 0 | 0 | 0 | 582 |
| Community and Housing | 1,113 | 0 | 0 | 0 | 1,113 |
| TOTAL | 3,098 | 0 | (100) | 0 | 2,998 |
| Cumulative Total | 3,098 | 3,098 | 2,998 | 2,998 | |

SUMMARY OF GROWTH PROPOSALS 2023-27

| <u>Cumulative</u> | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|--------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Corporate Services | 315 | 435 | 555 | 555 |
| Children, Schools and Families | 1,871 | 1,396 | 1,396 | 1,396 |
| Environment and Regeneration | 905 | 905 | 905 | 905 |
| Community and Housing | 274 | 274 | 177 | 177 |
| Cumulative Savings Proposals | 3,365 | 3,010 | 3,033 | 3,033 |

MEDIUM TERM FINANCIAL STRATEGY 2023-27

CORPORATE SERVICES - REVENUE GROWTH PROPOSALS 2023-27

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| Policy and Scrutiny and Continuous Improvement - Merge and restructure the team | 75 | | | |
| Infrastructure and Transactions - Azure: To run new digital services | 240 | 120 | 120 | |
| Total : CORPORATE SERVICES Growth 2023-27 | 315 | 120 | 120 | 0 |
| Cumulative Total | 315 | 435 | 555 | 555 |

GROWTH PROPOSALS 2023-27
DEPARTMENT: Corporate Services

| Panel | Ref | Description of growth | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Type of Growth (see key) |
|-------------------------|-----|--|-----------------|-----------------|-----------------|-----------------|-----------------------------|
| | | <p>Service/Section Description Policy and Scrutiny and Continuous Improvement Merge and restructure the Policy, Scrutiny and Continuous Improvement team to create a new team that can support the full change process from initial idea, analysis, options generation, agreeing solution, implementation and evaluation. Including a new data insight and performance function.</p> <p>Service Implication Will modernise and improve the current offer to the organisation with a focus on innovation through to implementation.</p> <p>Staffing Implications Small increase in staffing and full restructure - will require new JDs, business case, consultation and recruitment to new</p> <p>Strategic Priorities Merton is on a rapid change journey with a new ambition and priorities through to 2026. This will require support in terms of data</p> <p>Impact on other Highly beneficial in terms of supporting major change initiatives and bringing us up to current best practice in terms of these</p> <p>Equalities Implications Improving our use of data will allow us to better understand and evaluation equalities implications.</p> | 75 | 0 | 0 | 0 | GS1 |
| | | <p>Service/Section Description Infrastructure and Transactions - Azure To run new digital services I.e Compliant, portal, insight 2 intervention, these will run in Microsoft azure and will consume costs the architecture has now been agreed athios is the best estimates as the systems are not live yet and will go live quarter 4 2022/23</p> <p>Service Implication The systems will not be able to run as they require revenue to process the systems</p> <p>Staffing Implications None</p> <p>Strategic Priorities Digital transformation</p> <p>Impact on other Other departments will use these systems we are implementing and therefore will not work.</p> <p>Equalities Implications None</p> | 240 | 120 | 120 | | GP1 |
| Total | | | 315 | 120 | 120 | 0 | |
| Cumulative Total | | | 315 | 435 | 555 | 555 | |

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

MEDIUM TERM FINANCIAL STRATEGY 2023-27

CHILDREN, SCHOOLS AND FAMILIES - REVENUE GROWTH PROPOSALS 2023-27

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-----------------|-----------------|-----------------|-----------------|
| Children's Social Care - Salaries benchmarking and uplift (Under review) | 545 | - | - | - |
| Home to School Transport/Contracts and School Organisation (Under review) | 1,326 | (475) | - | - |
| Total : CHILDREN, SCHOOLS AND FAMILIES Growth 2023-27 | 1,871 | (475) | 0 | 0 |
| Cumulative Total | 1,871 | 1,396 | 1,396 | 1,396 |

GROWTH PROPOSALS 2023-27

DEPARTMENT: Children, Schools and Families

| Panel | Ref | Description of growth | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Type of Growth (see key) |
|-------------------------|-----|--|-----------------|-----------------|-----------------|-----------------|-----------------------------|
| C&YP | GS2 | <p>Service/Section Description</p> <p>Children's Social Care Salaries Benchmarking exercise has identified a pay gap in comparison to neighbouring authorities; the HR paper estimates an additional cost of £205k to ensure we advertise a competitive offer thereby attracting the best talent and reducing our reliance of agency staff. In addition the previous restructure made assumptions around vacancy rates and related underspends of £340k which was not realised due to the increase in agency rates.</p> <p>Service Implication</p> <p>Once in place, we are likely to see increased recruitment and retention activity which will enable us to attract the best talent as well as retain the talent we already have making Merton a place where staff want to work and build their career. This will continue to reduce our agency spend which in turn will allow for mitigations against this additional cost.</p> <p>Staffing Implications</p> <p>As above</p> <p>Strategic Priorities implications</p> <p>Links to putting Merton on the map and ensuring this is London's 'best council'.</p> <p>Impact on other departments</p> <p>NA</p> <p>Equalities Implications</p> <p>Demonstrating equality of pay when comparing to neighbouring boroughs.</p> | 545 | | | | GS1 |
| C&YP | GS4 | <p>Service/Section Description</p> <p>Home to School Transport/Contracts and School Organisation Due to the increase in EHCPs and related specialist placements over the past five years the number of children receiving transport assistance has doubled, with a similar increase in demand for SEND home to school transport. However, the budget has not received a corresponding increase and is forecast to overspend by circa £1.56 million in 2022/23. A number of initiatives have been implemented, including a new policy agreed by Cabinet in March 2022. However, the service is experiencing particularly high inflation in the transport sector. Therefore there is a requirement to 'right size' the budget for 2022/23. CSF will implement a thorough review of the offer, taking into account learning from other authorities, and a review at case level to mitigate the overall pressure. This will include maximisation of in-borough capacity, review of our travel direct payments policy, increased use of direct payments and promotion of travel training and independent travel.</p> <p>Service Implication</p> <p>It is not possible to meet our statutory requirement for SEND Home to School Transport and the policy agreed by Cabinet in March 2022 within the current budget; efficiency savings are being implemented are to prevent further growth</p> <p>Staffing Implications</p> <p>As part of the overall initiatives it is planned to employ one extra member of staff for which part of the role would be to systematically review all 750 children currently receiving transport assistance, to ensure they are still eligible. The cost of this member of staff would be more than self funding within 18 months</p> <p>Strategic Priorities implications</p> <p></p> <p>Impact on other departments</p> <p>None</p> <p>Equalities Implications</p> <p>Home to school transport is required to ensure children with SEND can access education and is enshrined in statutory guidance</p> | 1,326 | (475) | | | GNS1 |
| Total | | | 1,871 | (475) | 0 | 0 | |
| Cumulative Total | | | 1,871 | 1,396 | 1,396 | 1,396 | |

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
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MEDIUM TERM FINANCIAL STRATEGY 2023-27

ENVIRONMENT AND REGENERATION - REVENUE GROWTH PROPOSALS 2023-27

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-----------------|-----------------|-----------------|-----------------|
| Public Space - Waste | 178 | 0 | 0 | 0 |
| Development Management and Building control -Changes to Building Control team | 77 | 0 | 0 | 0 |
| Parking Services income - Resident and Visitor Permit Income deficit | 650 | 0 | 0 | 0 |
| Total : Environment and Regeneration Growth 2023-27 | 905 | 0 | 0 | 0 |
| Cumulative Total | 905 | 905 | 905 | 905 |

GROWTH PROPOSALS 2023-27

DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of growth | | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Type of Growth (see key) |
|---------|-----|--|--|-----------------|-----------------|-----------------|-----------------|--------------------------------|
| | | Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications | Public Space - Waste Additional collection service for Flats above shops and time banded properties. This is a continuation of service following a trial If unfunded these properties will remain on a weekly collection 2x waste collection crews Cleaner Streets None None | 178 | | | | GS2 |
| | | Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications | Development Management & Building Control - Building Control Changes to the building control team Without the higher level and increased staffing, the service is unable to recruit as salaries have fallen behind other London Boroughs; unable to meet the requirements of the new legislation for building and fire safety; unable to deal with the increased number of statutory dangerous buildings incidents being experienced each year; unable to retain our commercial contracts incl. Wimbledon; unable to meet the income targets; and unable to collect income. 1 new admin officer; 1 Principal Surveyor p/t increased to f/t; 1 Surveyor p/t deleted; Mgr grade increased Building a Sustainable Future - BC will have a direct impact upon building quality Will enable improved working with other service areas such as Highways Greater parity with other London Boroughs | 77 | | | | GS1 |
| Page 15 | | Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications | Parking Services Resident and Visitor Permit Income (estimated structural gap c. £650k) From 2019/20 structural changes (introduced in January 2020) were made to remove the price incentive for residents to make excessive use of annual visitor permits. This policy was successful and there was subsequently a significant shift to resident permits and to scratch-cards, often a more economic alternative. The financial impact of this was not forecast i.e. a large drop in visitor permit sales, which was not counter-balanced by equivalent income from resident permits and scratch-cards. This gap then widened as demand for resident permits declined marginally during the Covid pandemic. None None None None | 650 | | | | GI1 |
| | | Total | | 905 | 0 | 0 | 0 | 0 |
| | | Cumulative Total | | 905 | 905 | 905 | 905 | |

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
- GPROF** Increase in Property Related costs

- Panel**
- C&YP** Children & Young People
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- SC** Sustainable Communities

MEDIUM TERM FINANCIAL STRATEGY 2023-27

COMMUNITY AND HOUSING - REVENUE GROWTH PROPOSALS 2023-27

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-----------------|-----------------|-----------------|-----------------|
| Housing - Empty Homes | 177 | 0 | 0 | 0 |
| Housing - Selective Licencing (New Service) | 97 | 0 | (97) | 0 |
| Total : COMMUNITY AND HOUSING Growth 2023-27 | 274 | 0 | (97) | 0 |
| Cumulative Total | 274 | 274 | 177 | 177 |

GROWTH PROPOSALS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

| Panel | Ref | Description of growth | | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Type of Growth (see key) |
|-------|-----|--|---|-----------------|-----------------|-----------------|-----------------|--------------------------------|
| HC&OP | G10 | Service/Section Description Service Implication | Housina Empty Homes (New Service) Empty Homes - Costs included in the capital/revenue bid, cost for 23/24. The scheme seeks to bring back into use long term empty properties in the Borough, that could be used to meet housing need. Additional team resource of 1 Enforcement Officer, and 0.1 Admin Support will be required to run the scheme. | 177 | | | | GS2/GNS2 |
| | | Staffing Implications | Requires staff to run the scheme | | | | | |
| | | Strategic Priorities implications | Civic Pride-This is one of the new administration priorities to improve housing in Merton. The project requires £1.1m over 5 years. | | | | | |
| | | Impact on other departments | It is proposed that the service be delivered by the Regulatory Shared Services Partnership (RSSP) and discussions are underway as part of the project delivery. | | | | | |
| | | Equalities Implications | None | | | | | |
| HC&OP | G11 | Service/Section Description Service Implication | Housina Selective Licencing (New Service) New service delivery requires a new team of 9 FTE including a manager to operate the licensing and enforcement functions, and additional 0.5 FTE resource in the Finance Team. It is expected that this scheme will eventually become self funding which is an invest to save project | 97 | 0 | (97) | 0 | GS2/GNS2 |
| | | Staffing Implications | Selective Licencing £97k | | | | | |
| | | Strategic Priorities implications | Civic Pride- This is one of the key measures of the new administration to improve accommodation in the private rented sector. The scheme seeks to improve conditions in the private rented sector (PRS) and aligns with Merton's Community Plan priorities, such as protecting and enhancing the local environment, and enforcing action against anti-social behaviour. | | | | | |
| | | Impact on other departments | Will require the scheme to be added to the IT strategic priority work programme. 0.5FTE Finance Team resource required. | | | | | |
| | | Equalities Implications | None | | | | | |
| | | Total | | 274 | 0 | (97) | 0 | |
| | | Cumulative Total | | 274 | 274 | 177 | 177 | |

Type of Growth Key

- G11** Income: Decrease due to fall in demand for service
- G12** 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 SAVINGS PROPOSALS 2023-27

| Cumulative | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|
| Corporate Services | 880 | 880 | 780 | 780 |
| Children, Schools and Families | 523 | 523 | 523 | 523 |
| Environment and Regeneration | 582 | 582 | 582 | 582 |
| Community and Housing | 1,113 | 1,113 | 1,113 | 1,113 |
| Cumulative Savings Proposals | 3,098 | 3,098 | 2,998 | 2,998 |

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 |
| SPROP | Reduction in Property related costs |

Risk

Low
Medium
High

Panel

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

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|---------------|--|---|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 19 | CS 2023-24 01 | Service/Section | Communications | 75 | 25 | | | | low | low | SNS1 |
| | | Description | Savings on production and distribution of My Merton magazine . My Merton still to be a print edition, but look to achieve savings by reducing number of editions/looking at materials. | | | | | | | | |
| | | Service Implication | Review associated costs (e.g. copywriting, photography etc) and continue with two printed items per year, combined with marketing to increase digital uptake. | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | We have growing digital channels to communicate our strategic priorities digitally, and these are better able to be evaluated against Cabinet ambitions. | | | | | | | | |
| | | Impact on other departments | All departments contribute to the magazine. | | | | | | | | |
| | | Equalities Implications | The magazine rretains a top 4 position in the resident survey of how they want to hear from LBM and is popular with older residents, which would require an equalities impact assessment. | | | | | | | | |
| | CS 2023-24 02 | Service/Section | Democracy and Elections | 752 | 20 | | | | medium | low | SNS1 |
| | | Description | Reduce members' allowances budget to reflect historical underspend - Risk dependent on not uplifting allowances in line with IRP recs | | | | | | | | |
| | | Service Implication | none | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | none | | | | | | | | |
| | | Impact on other departments | none | | | | | | | | |
| | | Equalities Implications | | | | | | | | | |
| | CS 2023-24 03 | Service/Section | Democracy and Elections | 14 | 10 | | | | low | medium | SNS1 |
| | | Description | Reduce print budget as more of annual canvass done through data match | | | | | | | | |
| | | Service Implication | May reduce ability to send household notifications letters pre May 24 GLA election and to alert residents about Voter ID | | | | | | | | |
| | | Staffing Implications | none | | | | | | | | |
| | | Strategic Priorities implications | none | | | | | | | | |
| | | Impact on other departments | none | | | | | | | | |
| | | Equalities Implications | none | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|---------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| | CS 2023-24 04 | Service/Section | Benefits Administration/Loca taxation and Support Team | | | | | | | | |
| | | Description | Reduce travel and car allowances - £5k, Equipment/Tools Purchase £5k and stationery budgets - £5k. | 29 | 15 | | | | low | low | SNS1 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| Page 20 | CS 2023-24 05 | Service/Section | SLLP | (158) | 20 | | | | medium | low | SI2 |
| | | Description | Increase target for 3rd party income - Risk depends on level of legal work passed to SLLP | | | | | | | | |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | none | | | | | | | | |
| | | Strategic Priorities implications | none | | | | | | | | |
| | | Impact on other departments | none | | | | | | | | |
| | | Equalities Implications | none | | | | | | | | |
| | CS 2023-24 06 | Service/Section | Interest on balances | | | | | | | | |
| | | Description | Increase in income contributions | (404) | 700 | | (100) | | Low | Low | SI1 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | none | | | | | | | | |
| | | Strategic Priorities implications | none | | | | | | | | |
| | | Impact on other departments | none | | | | | | | | |
| | | Equalities Implications | none | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|---------------|--|----------------------------------|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| | CS 2023-24 07 | Service/Section | | | | | | | | | |
| | | Description | Insurance Contributions | (40) | 15 | | | | Low | Low | S11 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | none | | | | | | | | |
| | | Strategic Priorities implications | none | | | | | | | | |
| | | Impact on other departments | none | | | | | | | | |
| | | Equalities Implications | none | | | | | | | | |
| | CS 2023-24 08 | Service/Section | Housing Benefits | | | | | | | | |
| | | Description | Increase in income contributions | (14) | 25 | | | | Low | Low | S11 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | none | | | | | | | | |
| | | Strategic Priorities implications | none | | | | | | | | |
| | | Impact on other departments | none | | | | | | | | |
| | | Equalities Implications | none | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|---------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| | CS 2023-24 09 | Service/Section | Supplies and Services | | | | | | | | |
| | | Description | Cross cutting savings to reflect changes in working patterns | | 50 | | | | Low | Low | SNS1 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | none | | | | | | | | |
| | | Strategic Priorities implications | none | | | | | | | | |
| | | Impact on other departments | none | | | | | | | | |
| | | Equalities Implications | none | | | | | | | | |
| Total Savings Proposals 2023-27 | | | | | 880 | 0 | (100) | 0 | | | |
| Total Savings Proposals 2023-27 (cumulative) | | | | | 880 | 880 | 780 | 780 | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Children, Schools and Families

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|-------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| C&YP | CSF2324- 01 | Service/Section | Central CSF budgets | | | | | | | | |
| | | Description | Pension and redundancy costs | 1624 | 200 | | | | Med | Low | SNS1 |
| | | Service Implication | The service meets the costs of teacher redundancies from this budget. This budget has underspent for several years including in 2022/23. There is a risk that redundancies will increase but based on the last two years, reducing the budget by £200k should still leave sufficient headroom to cover this, particularly as the Autumn Statement appears to have proved additional resources to meet financial pressures in schools. | | | | | | | | |
| | | Staffing Implications | Nil | | | | | | | | |
| | | Strategic Priorities implications | Nil | | | | | | | | |
| | | Impact on other departments | Nil | | | | | | | | |
| | | Equalities Implications | It does not impact on redundancy decisions themselves. It is based on an assumption that the cost if any redundancies will be below the remainign budget. | | | | | | | | |
| C&YP | CSF2324- 02 | Service/Section | CSF controllable budgets | | | | | | | | |
| | | Description | 1% efficiency target | 32313 | 323 | | | | Low | Low | SNS1 |
| | | Service Implication | The proposal is to set a 1% efficiency target against all controllable budgets in the department. Heads of Service will agree with their Assistant Directors how this will be met, but is anticipated it will be by reviewing all discretionary activity and delaying/avoiding spend where it can be safely done. Examples will be by delaying recruitment to non-front line posts, reviewing non front line agency usage, reviewing events (moving events online to avoid venue costs), reducing non-mandatory training, reducing printing and travel etc. Achievement of the target will be monitored through monthly budget monitoring. | | | | | | | | |
| | | Staffing Implications | Posts may be left vacant for longer | | | | | | | | |
| | | Strategic Priorities implications | nil | | | | | | | | |
| | | Impact on other departments | Where posts that interface with other departments are vacant response times may be longer. | | | | | | | | |
| | | Equalities Implications | The achievement of the 1% efficiencies will be targetted on ancillary costs rather than service delivery, so the impact on staff and service users with protected characteristics will be minimal. | | | | | | | | |
| Total Savings Proposals 2023-27 | | | | | 523 | 0 | 0 | 0 | | | |
| Total Savings Proposals 2023-27 (cumulative) | | | | | 523 | 523 | 523 | 523 | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|---------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 01 | Service/Section | Future Merton | | | | | | | | |
| | | Description | Increase in income from street advertising contract following completion of the digital upgrade programme | (473) | 30 | | | | L | L | SI2 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 02 | Service/Section | Future Merton | (220) | 15 | | | | L | L | SI1 |
| | | Description | Increase in income from Temporary Traffic Orders which reflects the increase in our rates and more 3rd party works on the highway. | | | | | | | | |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 03 | Service/Section | Future Merton | | | | | | | | |
| | | Description | Dockless Bike Hire – The contract will require any Operator to pay the Council an annual payment of £35,000 – This will be utilised to cover the Councils cost in terms of resource and operations | | 35 | | | | L | L | SI12 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|---------------|--|---|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 04 | Service/Section | Leisure and Culture | | | | | | | | |
| | | Description | Rationalisation of Council asset - The saving will be as a result of a reduction in resource of 1 FTE | 27 | 27 | | | | L | L | SS2 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | Redundancy of 1FTE | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 05 | Service/Section | Leisure and Culture | | | | | | | | |
| | | Description | Realigning of budgets – Increase income target for Leisure contractor to align with the income LBM is currently invoicing | 816 | 60 | | | | L | L | SI1 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 06 | Service/Section | Greenspaces | | | | | | | | |
| | | Description | Increase in Fireworks income due to increase in rates and ticket sales and increase in fireworks events | (181) | 60 | | | | L | L | SI1 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|---------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 07 | Service/Section | Greenspaces | (229) | 25 | | | | L | L | SI1 |
| | | Description | Service charge for greenspace area during Wimbledon fortnight | | | | | | | | |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 08 | Service/Section | Property Management | (5,016) | 120 | | | | L | L | SI1 |
| | | Description | Net increase in rental income from commercial properties to align with over recovery across various properties | | | | | | | | |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 09 | Service/Section | Development Contol | (74) | 125 | | | | L | L | SI1 |
| | | Description | Increase in income target to reflect more commercial rates (pre-applications) | | | | | | | | |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|---------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 10 | Service/Section | Business Efficiencies and Rationalisation of Budgets | | | | | | | | |
| | | Description | Reduction to reflect changes to current working arrangements | 400 | 85 | | | | L | L | SNS1 |
| | | Service Implication | None | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| Total Savings Proposals 2023-27 | | | | | 582 | 0 | 0 | 0 | | | |
| Total Savings Proposals 2023-27 (cumulative) | | | | | 582 | 582 | 582 | 582 | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) | |
|-------|-------|--|---|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|--|
| HC&OP | CH112 | Service/Section | Adult Social Care- Provider Services- Day opportunities | | | | | | | | | |
| | | Description | The Dementia Hub has developed over the last year to incorporate a building based and outreach model and this has created capacity within the Dementia Hub. With this additional service capacity at the Dementia Hub we will look to provide an enhanced service to current users of the Eastways service who are living with dementia. Support individual users of the Eastways service to access the enhanced Dementia Hub offer. Support other users of Eastways Day Centre who do not wish to access the Dementia Hub to move to other suitable services. Cease the use of the Eastways building as a day service and declare surplus to service requirements. | 503 | 180 | 0 | 0 | 0 | M | H | SNS2 | |
| | | Service Implication | Consolidation of two services onto one site and enhanced service offering. | | | | | | | | | |
| | | Staffing Implications | Reduction in headcount of 9 employees through redeployment to vacant posts elsewhere in service or via other individual solutions. Secondment of 3 FTE employees to Dementia Hub service provider | | | | | | | | | |
| | | Strategic Priorities implications | Building / land could be repurposed to support delivery of strategic priorities. | | | | | | | | | |
| | | Impact on other departments | Assumes like for like transport requirement. Saving could be increased if transport costs reduced. | | | | | | | | | |
| | | Equalities Implications | Would require full EQIA in terms of both service changes and staffing implications. | | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|-------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| HC&OP | CH113 | Service/Section | Adult Social Care / Public Health | 1.7m | 330 | 0 | 0 | 0 | H | H | SG1 |
| | | Description | To make efficiencies with the PH Budget to enable for 20% of ASC contribution to Civic Pride Grant Programme to be funded from PH budget | | | | | | | | |
| | | Service Implication | May require redesign of other existing Public Health programmes to deliver more efficiently. | | | | | | | | |
| | | Staffing Implications | Nil | | | | | | | | |
| | | Strategic Priorities implications | None identified. | | | | | | | | |
| | | Impact on other departments | None identified. | | | | | | | | |
| HC&OP | CH114 | Service/Section | ASC Provider Services-Residential | 423 | 110 | 0 | 0 | 0 | M | H | SS1/SNS2 |
| | | Description | We are increasingly offering supported living as a positive alternative to residential care for individuals as this offers more choice and control over how care is delivered. As a result there is an over-provision of residential care in the local area. The Meadowsweet building is outdated and there is an increasing risk that it will fail to meet CQC standards in the future. One bedroom has already been taken out of use as it doesn't meet CQC requirements. Identify alternative suitable accommodation options for remaining residents and support those individuals to move to their identified new settings. Release property back to L&Q and negotiate return to social housing stock for letting or use as Temporary Accommodation. | | | | | | | | |
| | | Service Implication | The Department is engaged in a longer term strategic programme of increasing supply of supported living as a positive alternative to residential care. This proposal is consistent with that wider strategy. | | | | | | | | |
| | | Staffing Implications | Staff within service will be redeployed to vacancies in other directly provided services or other individual outcomes agreed. | | | | | | | | |
| | | Strategic Priorities implications | Subject to negotiation with L&Q property could be returned to social housing stock for letting or used as Temporary Accommodation. | | | | | | | | |
| | | Impact on other departments | None identified. | | | | | | | | |
| | | Equalities Implications | EIA may be required in relation to staffing impacts. | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|-------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| HC&OP | CH115 | Service/Section | Adult Social Care | 1.3m | 13 | 0 | 0 | 0 | H | M | SNS2 |
| | | Description | Efficiencies in day to day business operations. | | | | | | | | |
| | | Service Implication | Reduction in day to day expenditure across the department on printing, conferences and other non-essential supplies and services. | | | | | | | | |
| | | Staffing Implications | Nil | | | | | | | | |
| | | Strategic Priorities implications | Nil | | | | | | | | |
| | | Impact on other departments | Nil | | | | | | | | |
| | | Equalities Implications | Nil | | | | | | | | |
| HC&OP | CH116 | Service/Section | Adult social care | 45m | 200 | 0 | 0 | 0 | H | M | SNS1 |
| | | Description | We are currently having an increase in People who require 'double handed care'. This project involves looking to make people more independent and reduce the need for 'double handed' care to single handed care - These projects normally deliver a 20 to 30% reduction in care costs. Assume the lower figure as a similar project was initiated a few years ago but numbers of double up care appears to be rising . The c113 cases to be reviewed may have been screened at some point for double up care. The project will also seek to reduce the number of new cases of inappropriate double handed care. | | | | | | | | |
| | | Service Implication | Reassess use of double up carers for 113 clients moving and handling needs | | | | | | | | |
| | | Staffing Implications | Need for additional OT capacity to be commissioned to undertake c113 assessments | | | | | | | | |
| | | Strategic Priorities implications | Promoting independence at home. Efficiency and right sizing care to improve moving with dignity for customers | | | | | | | | |
| | | Impact on other departments | Use of DFG monies to commission the assessments and provide the equipment required (e.g. Gantry hoists etc). Approx. assessment cost (£500 per assessment x 100) = £50k and equipment cost for 20 customers at £2.5k per customer = £50k. Total of £100k of DFG monies. The housing assistance policy and adult social care white paper enable a more flexible use of underspent DFG budget. | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|-------|--|---|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| HC&OP | CH117 | Service/Section | Adult Social Care | 1.3m | 180 | 0 | 0 | 0 | M | M | S12 |
| | | Description | To provide 6 weeks of free mascot telecare to people leaving hospital and minimise the risk to vulnerable people on discharge. This could also promote the take up of the Mascot service to increase the number of customers to raise income and also review its menu of charges. Consider offering a 6 week free service whilst in reablement to support take up of the service. Approximate gross increase in income from an extra 200 customers possible if DFG funds the telecare and call equipment to provide for increased customer numbers and retain the gross extra income. Review the menu and rate of charges. | | | | | | | | |
| | | Service Implication | Work with reablement service to provide free trial period | | | | | | | | |
| | | Staffing Implications | Need to ensure staffing levels can service an Increased number of customers | | | | | | | | |
| | | Strategic Priorities implications | Promoting independence at home and delaying onset of services | | | | | | | | |
| | | Impact on other departments | Use of DFG monies to fund equipment cost of approx. £200k. The housing assistance policy and adult social care white paper enable a more flexible use of underspent DFG budget. | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| HC&OP | CH118 | Service/Section | Commissioning / Direct Payments | 45m | 100 | 0 | 0 | 0 | H | M | SP2 |
| | | Description | Direct payments offer more choice and control to customers receiving services. Conversion of existing commissioned packages to Direct Payment at 12 month review plus increased focus in Outcomes Forum on Direct Payments as the default option. | | | | | | | | |
| | | Service Implication | None material. Direct Payment team can absorb additional activity. | | | | | | | | |
| | | Staffing Implications | None material. Direct Payment team can absorb additional activity. | | | | | | | | |
| | | Strategic Priorities implications | Empowering individuals to use Direct Payments aligns with the principles underpinning the Civic Pride strategic priority | | | | | | | | |
| | | Impact on other departments | None. | | | | | | | | |
| | | Equalities Implications | None. | | | | | | | | |
| Total Savings Proposals 2023-27 | | | | | 1,113 | 0 | 0 | 0 | | | |
| Total Savings Proposals 2023-27 (cumulative) | | | | | 1,113 | 1,113 | 1,113 | 1,113 | | | |

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SUMMARY OF EQUALITIES ASSESSMENTS - SAVINGS TO CABINET 5 December 2022

| SAVINGS REFERENCE | CABINET | DEPARTMENT | SAVING | OUTCOME |
|-------------------|------------------|--------------------------------|---|---------|
| 2023-24 CS01 | 05 December 2022 | Corporate Services | Communications - savings on production and distribution of My Merton Magazine | 1 |
| 2023-24 CS02 | 05 December 2022 | Corporate Services | Democracy and Elections - reduce Member's allowances budget to reflect historical underspend | 1 |
| 2023-24 CS03 | 05 December 2022 | Corporate Services | Democracy and Elections - reduce print budget as more of annual canvass done through data match | 1 |
| 2023-24 CS04 | 05 December 2022 | Corporate Services | Benefits Administration/Local Taxation and Support team - reduce travel and car allowances | 1 |
| 2023-24 CS05 | 05 December 2022 | Corporate Services | SLLP - Increase target for 3rd party income | 1 |
| 2023-24 CS06 | 05 December 2022 | Corporate Services | Interest on balances - increase in income contributions | 1 |
| 2023-24 CS07 | 05 December 2022 | Corporate Services | Insurance contributions | 1 |
| 2023-24 CS08 | 05 December 2022 | Corporate Services | Housing Benefits - increase in income contributions | 1 |
| 2023-24 CS09 | 05 December 2022 | Corporate Services | Supplies and Services - cross cutting savings to reflect changes in working patterns | 1 |
| CSF 2324-01 | 05 December 2022 | Children, Schools and Families | Central CSF Budgets - Pension and redundancy costs | 1 |
| CSF 2324-02 | 05 December 2022 | Children, Schools and Families | CSF Controllable budgets - 1% efficiency target | 1 |
| ENV2023-24 01 | 05 December 2022 | Environment and Regeneration | Future Merton - Increase in income from street advertising contract | 1 |
| ENV2023-24 02 | 05 December 2022 | Environment and Regeneration | Future Merton - Increase in income from Temporary Traffic Orders | 1 |
| ENV2023-24 03 | 05 December 2022 | Environment and Regeneration | Future Merton - Dockless Bike Hire | 1 |
| ENV2023-24 04 | 05 December 2022 | Environment and Regeneration | Leisure and Culture - rationalisation of Council asset | 2 |
| ENV2023-24 05 | 05 December 2022 | Environment and Regeneration | Leisure and Culture - realigning of budgets - increase income target for leisure contractor | 2 |
| ENV2023-24 06 | 05 December 2022 | Environment and Regeneration | Greenspaces - increase in fireworks income | 2 |
| ENV2023-24 07 | 05 December 2022 | Environment and Regeneration | Greenspaces - service charge for greenspaces area during Wimbledon fortnight | 2 |
| ENV2023-24 08 | 05 December 2022 | Environment and Regeneration | Property Management - net increase in rental income from commercial properties | 1 |
| ENV2023-24 09 | 05 December 2022 | Environment and Regeneration | Development Control - increase in income target to reflect more commercial rates (pre-applications) | 1 |
| ENV2023-24 10 | 05 December 2022 | Environment and Regeneration | Business efficiencies and rationalisation of budgets | 1 |
| CH112 | 05 December 2022 | Community and Housing | Adult Social Care - Provider Services - Day opportunities | 2 |
| CH113 | 05 December 2022 | Community and Housing | Adult Social Care/Public Health - Make efficiencies with PH budget | 3 |
| CH114 | 05 December 2022 | Community and Housing | Adult Social Care - Provider Services - Residential - offer supported living as an alternative | 2 |
| CH115 | 05 December 2022 | Community and Housing | Adult Social Care - efficiencies in day to day business operations | 1 |
| CH116 | 05 December 2022 | Community and Housing | Adult Social Care - reduce the need for "double handed care" to "single handed care" | 1 |
| CH117 | 05 December 2022 | Community and Housing | Adult Social Care - Provide 4 weeks of free mascot teleware to people leaving hospital | 1 |
| CH118 | 05 December 2022 | Community and Housing | Commissioning /Direct Payments - Direct payments offer more choice and control to customers. | 2 |

Equality Analysis



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

| | |
|---|--|
| What are the proposals being assessed? | A series of Corporate Service savings (2023-24 CS 1,2,3,4,5,6,7,8,9) |
| Which Department/ Division has the responsibility for this? | Corporate Services/Resources |

Stage 1: Overview

| | | | | | | | | | | | | | | | | | | | |
|--|---|---|---------|------------------------------|---------|----------|---------|------------------------------|---------|----------------------|---------|--------------------------------|----------|-------------------------|---------|---------------------------------------|---------|---|---------|
| Name and job title of lead officer | Roger Kershaw. Interim ED Finance and Digital | | | | | | | | | | | | | | | | | | |
| 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 from 23/24:-</p> <table border="0"> <tr> <td>Communications savings in My Merton publication</td> <td>£25,000</td> </tr> <tr> <td>Saving in Members Allowances</td> <td>£20,000</td> </tr> <tr> <td>Printing</td> <td>£10,000</td> </tr> <tr> <td>Benefits back office savings</td> <td>£15,000</td> </tr> <tr> <td>SLLP income increase</td> <td>£20,000</td> </tr> <tr> <td>Increased interest on balances</td> <td>£700,000</td> </tr> <tr> <td>Insurance contributions</td> <td>£15,000</td> </tr> <tr> <td>Income contributions Housing Benefits</td> <td>£25,000</td> </tr> <tr> <td>Supplies and Services Cross Cutting savings</td> <td>£50,000</td> </tr> </table> | Communications savings in My Merton publication | £25,000 | Saving in Members Allowances | £20,000 | Printing | £10,000 | Benefits back office savings | £15,000 | SLLP income increase | £20,000 | Increased interest on balances | £700,000 | Insurance contributions | £15,000 | Income contributions Housing Benefits | £25,000 | Supplies and Services Cross Cutting savings | £50,000 |
| Communications savings in My Merton publication | £25,000 | | | | | | | | | | | | | | | | | | |
| Saving in Members Allowances | £20,000 | | | | | | | | | | | | | | | | | | |
| Printing | £10,000 | | | | | | | | | | | | | | | | | | |
| Benefits back office savings | £15,000 | | | | | | | | | | | | | | | | | | |
| SLLP income increase | £20,000 | | | | | | | | | | | | | | | | | | |
| Increased interest on balances | £700,000 | | | | | | | | | | | | | | | | | | |
| Insurance contributions | £15,000 | | | | | | | | | | | | | | | | | | |
| Income contributions Housing Benefits | £25,000 | | | | | | | | | | | | | | | | | | |
| Supplies and Services Cross Cutting savings | £50,000 | | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | | |

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 | | | | ✓ | Back office savings will not directly affect protected characteristics. |
| 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

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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, Interim AD Finance & Digital | Signature: Roger Kershaw | Date: 7.12.22 |
| Improvement action plan signed off by Director/ Head of Service | | Signature: | Date: |

Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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? | CSF2324- 01 Pension & redundancy costs |
| Which Department/ Division has the responsibility for this? | CLLF |

| Stage 1: Overview | |
|--|---|
| Name and job title of lead officer | Richard Ellis, AD Strategy & Commissioning |
| 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) | CLLF retain a budget to support maintained schools with the cost of redundancies relating to staff that are LBM employees. This budget has underspent significantly in recent years. Even with the risk of more redundancies we do not believe that the costs to CLLF will use up the budget and therefore there is headroom to reduce the budget by £300k. |
| 2. How does this contribute to the council's corporate priorities? | Financial sustainability |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | The budget support schools with the cost of redundancies. Reducing the budget has no impact on their decision making or on access to pensions and redundancy payments for staff. |
| 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).

Budget outturn for previous years and the 2023/24 budget forecast

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 | | 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. 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.**

Stage 5: Improvement Action Plan

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| None identified | | | | | | |
| | | | | | | |
| | | | | | | |

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[The saving is an adjustment to an underspending budget](#)

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|---------------|--------------|
| Assessment completed by | Richard Ellis AD Strategy & Commissioning | Signature: RE | Date:1/12/22 |
| 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 Analysis (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? | CSF2324- 02 1% efficiency savings |
| Which Department/ Division has the responsibility for this? | CLLF |

Stage 1: Overview

| | |
|--|--|
| Name and job title of lead officer | Richard Ellis, AD Strategy & Commissioning |
| 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) | A 1% efficiency target has been set across all controllable budgets in the department. Heads of Service have worked through with their Ads how they will meet their share of the target. It will be met by small adjustments across a large number of budgets through reducing running and ancillary costs such as printing, postage, equipment purchase, room bookings etc. |
| 2. How does this contribute to the council's corporate priorities? | Financial sustainability |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | Teams will need to think carefully before incurring spend on items such as printing, equipment purchase or room bookings for events. ADs have reviewed budgets in detail with Heads of Service to identify how it will be met in each area. |
| 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).

Heads of Service has reviewed their budgets in detail with the Assistant Director to identify savings across all budget codes

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 | | 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. 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.**

Stage 5: Improvement Action Plan

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| None identified | | | | | | |
| | | | | | | |
| | | | | | | |

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[The saving is an adjustment to an underspending budget](#)

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|---------------|--------------|
| Assessment completed by | Richard Ellis AD Strategy & Commissioning | Signature: RE | Date:1/12/22 |
| 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 Analysis (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? | <p>Budget Savings: Increased income from:</p> <p>ENV2023-24 01 Highways Advertising contract ENV2023-24 02 Street Permitting Temporary Traffic Orders ENV2023-24 03 Dockless Bike Hire concession contract ENV2023-24 09 Increased pre-application commercial income (DC)</p> |
| Which Department/ Division has the responsibility for this? | E&R Sustainable Communities (Future Merton and Development Control) |

| Stage 1: Overview | |
|--|---|
| 1. Name and job title of lead officer | Paul McGarry, Head of Future Merton |
| 2. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>Budget savings to be achieved through additional income through increased Street Permitting fees, additional income from Highway Advertising (switch to digital advertising) and additional pre-application commercial income or Development Control; and</p> <p>New income from concession contracts for dockless bike hire scheme.</p> |
| 2. How does this contribute to the council's corporate priorities? | <p>The proposal seeks to increase income and add value through existing income streams in addition to new contracts for bike-hire schemes utilising Merton's highways.</p> <p>Contributing to Civic Pride and Sustainable Futures priorities.</p> |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <p>The proposal benefits the authority through reduced baseline budgets (increased income)</p> <p>The proposal will not affect residents. Street permits are issued to developers and utility companies with feed being increased. Pre-application fee income is prom developers / applicants.</p> <p>The advertising contract generates additional income from digital ad sites, which allows the Council greater ability to communicate with residents (LBM ads on digital screens). The contract has no effect on our residents.</p> <p>Dockless e-bike hire schemes provide greater active travel and urban mobility choices to people living or working in Merton.</p> |

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

N/A

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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 existing and proposed fees has been undertaken. The increased income is also based on uplifts from previous years, as a result of the recent team reorganization in Streetworks which allows for more focus on enforcement. There are now more permits and fines being issued through efficiencies. The income is not anticipated to negatively affect the general public as the permits are mostly for the activities of utility companies and developers undertaking works on the highway. Income from advertising and the dockless bike hire scheme has no negative impact on Merton's 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)?

| 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 | As above |
| Gender Reassignment | | | | x | As above |
| Marriage and Civil Partnership | | | | X | As above |
| Pregnancy and Maternity | | | | X | As above |
| Race | | | | X | As above |
| Religion/ belief | | | | X | As above |

| | | | | | |
|------------------------------|--|--|--|---|----------|
| Sex (Gender) | | | | X | As above |
| Sexual orientation | | | | X | As above |
| Socio-economic status | | | | X | As above |

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

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.**

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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 a Neutral [add](#) Assessment Outcome

- Increased income from fees relate to utility providers undertaking streetworks, switching existing on-street advertising sites to digital adverts and launching a new dockless bike hire scheme. There is no anticipated equalities impact related to the savings (income) proposal.

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| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|----------------|-----------------|
| Assessment completed by | Paul McGarry Head of FutureMerton | Signature:PMcG | Date:14/12/2022 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash, Director for Environment and Regeneration | Signature:AA | Date:14/12/2022 |

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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? | "Rationalisation of Council Asset". (ENV2023-24 04) |
| Which Department/ Division has the responsibility for this? | E&R, Public Space |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Francis McParland, Head of Leisure, Culture and Sport |
| 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 make budget savings by letting the hall to a community group for their full-time use |
| 2. How does this contribute to the Council's corporate priorities? | Corporate capacity Our residents and customers will receive excellent, value for money services. We will manage our resources to provide value for money, high standards of governance, financial control, 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. | This proposal will affect one fte. Building Support Officer who will be affected by TUPE or possible redundancy. Since the pandemic, the building has been let to Hilton Pharmacy for covid/flu jabs. The former regular customers are located elsewhere. The proposal will benefit the council by making a budget saving of £27k |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | The hall is the responsibility of Public Space alone. |

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).

Previously the hall has been used by various groups from the borough and surrounding boroughs, particularly Sutton Regulars include a Church group and the NHS. They have however, moved elsewhere since the pandemic
 What impact has this evidence had on what you are proposing? The impact is low on the community groups as none of them are using the hall any longer.
 A community group managing the hall will make it available to the community once more. It could be written into the terms that the hall is available to the community at certain times.

The downside is that the Pharmacy will have to move their operation elsewhere in the borough, so will require as much notice as possible to complete this move successfully.

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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 | / | | / | | All the groups listed will benefit from the hall being available again for activities. However, there may be disbenefits if the vaccination centre is a distance away. |
| Disability | / | | / | | |
| Gender Reassignment | / | | / | | |
| Marriage and Civil Partnership | / | | / | | |

| | | | | | |
|--------------------------------|---|--|---|--|--|
| Pregnancy and Maternity | / | | / | | |
| Race | / | | / | | |
| Religion/ belief | / | | / | | |
| Sex (Gender) | / | | / | | |
| Sexual orientation | / | | / | | |
| Socio-economic status | / | | / | | |

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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? |
|---|---|---|------------|-----------------------------------|--------------|--|
| Building Support Officer TUPE or possible redundancy | Early engagement, put on the re-deployment list | 1:1 meetings, HR meetings | Jan 2023 | Head of Service | FM | Y |
| Moving covid centre | Early engagement | Meetings with Health colleagues and NHS to agree a plan | April 2023 | Head of Service | FM | Y |
| | | | | | | |

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

| Stage 5: Sign off by Director/ Head of Service | | | |
|---|-------------------|----------------|---------------|
| Assessment completed by | Francis McParland | Signature:FMcP | Date:09/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash | Signature: | Date:16/12/22 |

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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.

| | |
|---|---|
| | Leisure and Culture - realigning of budgets - increase income target for leisure contractor (ENV2023-24 05) |
| Which Department/ Division has the responsibility for this? | E&R Public Space |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Francis McParland Head of Leisure and Culture |
| 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 ensure Leisure Contractor GLL continue to pay the full amount of management fee as per the contractual arrangement</p> <p>This includes the yearly inflationary increase, this is now a significant amount c10%</p> |
| 2. How does this contribute to the council's corporate priorities? | <p>Corporate capacity</p> <p>Our residents and customers will receive excellent, value for money services. We will manage our resources to provide value for money, high standards of governance, financial control, and budget management.</p> |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <p>Customers are all GLL members including, residents, staff and residents of other boroughs</p> <p>More income will help the council achieve its budgetary targets</p> <p>As a company, GLL have struggled with the utility crises. However, they are doing well in Merton as a lot of utility risk is with the council</p> <p>GLL have confirmed that they will no longer be asking for relief on the management fee for this year</p> |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | Public Space alone |

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).

GLL are currently going through a crisis worse than the pandemic, this is the huge increase in utility costs which in many contract areas, GLL are paying. In Merton,

If GLL are in financial trouble it is possible they may have to increase the prices which will clearly affect the least well-off residents. They are considering increases in other authority areas

As we are currently in a cost-of-living crisis, many residents may not keep up gym/swim memberships and suffer physically and mentally as a consequence

It may be prudent not to apply the inflationary increase in 2033. The council will still receive 75k per month in income

Currently fees and charges are approved by council officers

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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 | | | / | | May be affected by possible price increases by GLL |
| Disability | | | / | | May be affected by possible price increases by GLL |
| Gender Reassignment | | | | | May be affected by possible price increases by GLL |
| Marriage and Civil Partnership | | | | | May be affected by possible price increases by GLL |
| Pregnancy and Maternity | | | | | May be affected by possible price increases by GLL |
| Race | | | | | May be affected by possible price increases by GLL |

| | | | | | |
|------------------------------|--|--|--|--|--|
| Religion/ belief | | | | | May be affected by possible price increases by GLL |
| Sex (Gender) | | | | | May be affected by possible price increases by GLL |
| Sexual orientation | | | | | May be affected by possible price increases by GLL |
| Socio-economic status | | | | | May be affected by possible price increases by GLL |

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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? |
|---|-----------------------------|---|----------|-----------------------------------|--------------|--|
| Possible extra price rises in new year - higher than usual | Early discussions with GLL | Agreement on inflationary charges and possible pay rises above the norm | Feb 2023 | | FM | |
| | | | | | | |
| | | | | | | |

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 | Francis McParland | Signature: | Date: |
| 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 Analysis (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? | Greenspaces - Increase in fireworks income (ENV2023-04 06) |
| Which Department/ Division has the responsibility for this? | Public Space Greenspace |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Andrew Kauffman Head of Parks Services |
| 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>Following continued commercial success of the Annual Fireworks Events in Wimbledon Park and Morden Park with circa £100K profit in 2021 and £80K profit in 2022. Greenspaces Team feel confident that we could increase the income target for Fireworks income in subsequent years. Particularly at Wimbledon Park (the after show party)</p> <p>Potential third show in Mitcham could be considered at Canons House and Grounds although Staff can't work 3 days in a row so would need to review staffing arrangements and potential safety of the site in Mitcham.</p> <p>2023-24 = Offer up £60,000</p> |
| 2. How does this contribute to the council's corporate priorities? | Civic Pride |
| 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)</p> <p>Residents of the borough and surrounding borough that will attend the fireworks display</p> <p>Who will your proposals benefit?</p> <p>Council</p> <p>How will your proposals benefit the council</p> <p>Council, Increased income will offset budget pressures on under-performing service areas</p> |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | <p>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 voluntary sector involved in the delivery of this function.</p> <p>LBM Leisure Services / Idverde UK Event Management</p> <p>Kingdom Services Enforcement</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 / Analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

Income 2021: £100K Profit

Income 2022: £75K Profit (Increased costs of Infrastructure and services)

Analysis of service providers feedback on event performance including Catering / Fair Activities / Fireworks Provider / Staffing / Security / Marketing all shows that there are still some greater economies to be gained and potentially increase the income target particularly around Catering supply

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

We feel confident that greater economies of scale could be created with service providers to maximise income without affecting the price point to much which is critical for Civic Pride message

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.

We need to look into the visitor feedback report from 2021 and 2022 shows to gauge potential movement on ticket price point and bench mark with neighboring authorities

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 | | Majority of demographic will potentially see a price rise although children's and special needs tickets will be offered at discounted rates. |
| Disability | x | | | X | Increased access as disability screening areas in 2022. May be affected by a price rise although we do offer discounted tickets to those with a registered disability. |

| | | | | | |
|---------------------------------------|--|--|--|---|--|
| Gender Reassignment | | | | X | |
| Marriage and Civil Partnership | | | | X | |
| Pregnancy and Maternity | | | | X | |
| Race | | | | X | May be disproportionately affected by a price rise so careful review of ticket pricing to ensure any rises are kept to a minimum. |
| Religion/ belief | | | | X | |
| Sex (Gender) | | | | X | |
| Sexual orientation | | | | X | |
| Socio-economic status | | | | X | Residents on lower incomes may be affected by a price rise so careful review of ticket pricing to ensure any rises are kept to a minimum. 2022 Price Rises Adult = £8 increased by £1 from 2021 £7 Child = £6 increased by 50p from 2021 £5.50 |

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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).

Increasing price point may have a negative impact on the event so would need to be based on feedback from the visitor experience survey and neighbouring borough benchmarking

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? |
|---|---|---|------------|-----------------------------------|--------------|--|
| Increase in ticket price | Review visitor experience survey feedback | If the feedback shows that the visitor experience was overwhelmingly positive value for money | March 2023 | Existing staff time | AK | |
| | | | | | | |
| | | | | | | |

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? Negative: Increase in price of the event Positive: Additional income supports pressure on services Are there any particular groups affected more than others? General public would be affected most, Children and At Risk Groups would have preferential rates priced tickets or Free Tickets What course of action are you advising as a result of this assessment? Further analysis of Visitor experience data required |
|--|

- 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.
Not applicable

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| Stage 7: Sign off by Director/ Head of Service | | | |
|---|-------------------------------|------------|-----------------|
| Assessment completed by | Andrew Kauffman Head of Parks | Signature: | Date:20/12/2022 |
| Improvement action plan signed off by Director/ Head of Service | | Signature: | Date: |

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Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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? | Greenspaces - Increase Service Charge for AELTC during Wimbledon Fortnight (ENV2023-04 07) |
| Which Department/ Division has the responsibility for this? | Public Space Greenspace |

| Stage 1: Overview | |
|--|---|
| Name and job title of lead officer | Andrew Kauffman Head of Parks Services |
| 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>Following continued commercial success of the Annual Service Charge for AELTC during the Wimbledon Fortnight including</p> <ul style="list-style-type: none"> Wimbledon Fortnight Queuing @ Wimbledon Park Wimbledon Fortnight Park and Ride @ Morden Park Wimbledon Fortnight Park and Ride @ Commons Extension <p>2021 Income after costs £360,000K 2022 Income after costs £375,000K</p> <p>Greenspaces Team feel confident that we could increase the income target for the AELTC Service Charge for use of the above parks assets in subsequent years to off set under recovery in other service areas. Although we would need to caveat that agreements are currently running annually due to the AELTC Planning Application to develop the golf course site, which if goes ahead will mean that AELTC will no longer require this service as will do all the above from within own land.</p> <p>2022-23 = Offer up £25,000</p> |
| 2. How does this contribute to the council's corporate priorities? | Civic Pride |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, | <p>Who are your customers (staff, service users, stakeholders, partners etc)</p> <p>AELTC (Private Club)</p> <p>General Public (Access to parks facilities are impacted during 1 month period during the Service Agreement)</p> |

| | |
|--|---|
| <p>communities, partners, stakeholders, the workforce etc.</p> | <p>with ALTEC although full refurbishment is carried out after the event</p> <p>Who will your proposals benefit?</p> <p>Council</p> <p>How will your proposals benefit the council</p> <p>Council, Increased income will offset budget pressures on under-performing service areas</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>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 voluntary sector involved in the delivery of this function.</p> <p>Idverde UK Event Management</p> <p>Kingdom Services Enforcement</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 / Analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

Income 2021: £360K (Part of a 5-year agreement)

Income 2022: £375K Profit (Annual agreement)

Discussions are currently on going with AELTC regarding agreement for 2023, although we need to consider if the AELTC Planning Development goes ahead that AELTC will no longer require access to Merton Parks for the Queue and Park and Ride

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

We feel confident that greater economies of scale could be created with service providers to maximise income for the service level agreement

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.

There is an element of the unknown past 2025

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 | | Loss of a % access to Wimbledon Park / Morden Park / Commons Extension during the SLA with AELTC. Mitigated with Project Plan and Safe Working Practice |
| Disability | | X | X | | Loss of a % access to Wimbledon Park / Morden Park / Commons Extension during the SLA with AELTC. Mitigated with Project Plan and Safe Working Practice |
| Gender Reassignment | | X | | X | |
| Marriage and Civil | | X | | X | |

| | | | | | |
|--------------------------------|--|---|---|---|--|
| Partnership | | | | | |
| 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 | | Loss of a % access to Wimbledon Park / Morden Park / Commons Extension during the SLA with AELTC. Mitigated with Project Plan and Safe Working Practice. Most impact on the Events Field at Wimbledon Park |

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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).

Greenspaces and Leisure Teams have a SAG Meeting linked to the project and safe working practice for all sites to ensure health and safety for park users during the SLA as well as ensure parks users access to the park during the SLA.

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? |
|---|---|--|-----------|-----------------------------------|--------------|--|
| Access to the park is limited during the SLA. | Establish a SAG Safety Advisory Group Event safety - Local authority Safety Advisory Group (hse.gov.uk) | Feedback with Park Friends and Council CRM complaints during the event | June 2023 | Existing resources | AK FM | |
| | | | | | | |
| | | | | | | |

Page 7

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 <u>2</u> Assessment |
| <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? Limited access to the public to Wimbledon Park / Morden Park and Commons Extension during the period of the SLA General Public view that the park is being used by private organization for their benefit to the detriment of the general public Are there any particular groups affected more than others? General public would be affected. What course of action are you advising as a result of this assessment? |

SAG means that we will ensure vulnerable groups are not affected by the activity

- 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.
Not applicable

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

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Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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 through additional commercial property rental income (ENV2023-24 08) |
| Which Department/ Division has the responsibility for this? | Housing and Sustainable Development |

Stage 1: Overview

| | |
|--|---|
| Name and job title of lead officer | Jacque Denton Interim Property Management & Review 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) | To undertake commercial property rent reviews to add income to the Council's revenue budgets |
| 2. How does this contribute to the council's corporate priorities? | Direct additional supply of revenue funds. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | Additional income from existing commercial property tenants |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | Finance and legal teams will have involvement with the property management and review team undertaking the majority of the actions. |

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 we are aware that our commercial tenants represent a diverse range of equality groups. From our knowledge and experience of the properties and tenants within the council's commercial portfolio, there is no evidence that this additional income would have a detriment on any particular group. Rent reviews are implemented in line with the terms of the lease and professional guidance. We will work with tenants in applying any increase in rent and discuss payment plans for any back rent. The additional income will benefit residents by contributing to the Council's income

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 | | | | | None identified |
| Gender Reassignment | | | | | None identified |
| Marriage and Civil Partnership | | | | | None identified |
| Pregnancy and Maternity | | | | | None identified |
| Race | | | | | None identified |
| Religion/ belief | | | | | None identified |
| Sex (Gender) | | | | | None identified |
| Sexual orientation | | | | | None identified |
| Socio-economic status | | | | | None identified |

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.**

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? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| None identified | | | | | | |
| | | | | | | |
| | | | | | | |

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

Stage 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

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

- No key impacts have been identified
- No particular groups are affected more than others
- No action is required as a result of this assessment,

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|----------------|------------|---------------|
| Assessment completed by | Jacquie Denton | Signature: | Date:12/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash | Signature: | Date:16/12/22 |

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Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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? | <p>Budget Savings:</p> <p>ENV2022-23 10 Business Efficiencies and Rationalisation of Budgets</p> |
| Which Department/ Division has the responsibility for this? | E&R |

| Stage 1: Overview | | | | | | | | | | | |
|---|---|----------|--------|---------------------------|---------|------------|---------|-----------------|---------|--------------------|--------|
| Name and job title of lead officer | Adrian Ash. Interim ED Environment and Regeneration | | | | | | | | | | |
| <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>Business efficiencies from reviewing and rationalising of budgets</p> <p>It will not impact on any removal of service or deletion of posts</p> <p>Various savings in back office costs from:-</p> <table data-bbox="611 917 1150 1112"> <tr> <td>Printing</td> <td>£2,000</td> </tr> <tr> <td>Multi-Functional Printers</td> <td>£53,000</td> </tr> <tr> <td>Stationery</td> <td>£10,000</td> </tr> <tr> <td>Office Expenses</td> <td>£10,000</td> </tr> <tr> <td>Christmas Expenses</td> <td>£5,000</td> </tr> </table> | Printing | £2,000 | Multi-Functional Printers | £53,000 | Stationery | £10,000 | Office Expenses | £10,000 | Christmas Expenses | £5,000 |
| Printing | £2,000 | | | | | | | | | | |
| Multi-Functional Printers | £53,000 | | | | | | | | | | |
| Stationery | £10,000 | | | | | | | | | | |
| Office Expenses | £10,000 | | | | | | | | | | |
| Christmas Expenses | £5,000 | | | | | | | | | | |
| <p>2. How does this contribute to the council's corporate priorities?</p> | <p>The proposal seeks to reduce budgets to reflect current working practices and expenditure.</p> <p>It will provide:</p> <ul data-bbox="648 1247 1247 1360" style="list-style-type: none"> • Value for money • Higher standards of governance • Financial control and budget management | | | | | | | | | | |
| <p>3. Who will be affected by this proposal? For example who are the external/internal customers,</p> | <p>The proposal seeks to rationalise existing budgets.</p> <p>It will benefit the Council by making a budget saving of £80k</p> | | | | | | | | | | |

| | |
|---|---------------------------------------|
| communities, partners, stakeholders, the workforce etc. | |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | These savings will only impact on E&R |

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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.

Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies | | Tick which applies | | Reason Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
| | Positive impact | | Potential negative impact | | |
| | Yes | No | Yes | No | |
| Age | | | | | None Identified |
| Disability | | | | | None Identified |
| Gender Reassignment | | | | | None Identified |
| Marriage and Civil Partnership | | | | | None Identified |
| Pregnancy and Maternity | | | | | None Identified |
| Race | | | | | None Identified |
| Religion/ belief | | | | | None Identified |
| Sex (Gender) | | | | | None Identified |
| Sexual orientation | | | | | None Identified |
| Socio-economic status | | | | | None Identified |

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.**

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? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| None Identified | | | | | | |
| | | | | | | |
| | | | | | | |

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

Stage 6: Reporting outcomes

60. 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 |
| <ul style="list-style-type: none"> No Key impacts have been identified No particular groups are affected more than others No action is required as a result of this assessment |

Stage 7: Sign off by Director/ Head of Service

| | | | |
|--|---|------------------------------|-------------------------|
| Assessment completed by | Adrian Ash, Interim ED Environment & Regeneration | Signature: Adrian Ash | Date: 20/12/2022 |
| Improvement action plan signed off by Director/ Head of Service | Add name/ job title | Signature: | Date: |

DRAFT

Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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? | Adult Social Care- Provider Services- Day opportunities (CH112) |
| Which Department/ Division has the responsibility for this? | Community and Housing |

Stage 1: Overview

| | |
|--|---|
| Name and job title of lead officer | Keith Burns, Interim Assistant Director, Commissioning |
| 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 Dementia Hub is a well respected centre of excellence for people living with dementia, run by the Alzheimer's Society. We have worked with the Alzheimer's Society, residents, carers and other stakeholders to incorporate an outreach model to people in their own homes and community facilities. This has created extra capacity within the Dementia Hub for other services to be run from the building. The Council operates an older people's day centre for people living with dementia called Eastways. Our proposal is that we close the Eastways centre and utilise the additional service capacity at the Dementia Hub and the expertise of the Alzheimer's Society to run a modern offer for people living with dementia. The Council will support other users of Eastways Day Centre who do not wish to access the Dementia Hub to move to other suitable services. Cease the use of the Eastways building as a day service and declare surplus to service requirements. |
| 2. How does this contribute to the council's corporate priorities? | Delivers improved efficiency, better use of resources and contributes to the Medium Term Financial Plan targets. The proposal releases a Council owned site for other potential uses. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <ol style="list-style-type: none"> 1. Existing users of the Eastways service. 2. Employees working at the Eastways service. 3. Family carers of people using the Eastways service. 4. Existing users of the Dementia Hub 5. Alzheimer's Society employees working at the Dementia Hub |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | The Alzheimer's Society will support the delivery of this proposal. Future Merton will lead work to identify future use of the site. |

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).

- Information on service utilisation

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 | ✓ | | ✓ | | More appropriate and effective service provision / Loss of existing relationships |
| Disability | ✓ | | ✓ | | More appropriate and effective service provision / Loss of existing relationships |
| Gender Reassignment | | ✓ | | ✓ | |
| Marriage and Civil Partnership | | ✓ | | ✓ | |
| Pregnancy and Maternity | | ✓ | | ✓ | |
| Race | ✓ | | ✓ | | More appropriate and effective service provision / Loss of existing relationships |
| Religion/ belief | ✓ | | ✓ | | More appropriate and effective service provision / Loss of existing relationships |
| Sex (Gender) | | ✓ | | ✓ | |
| Sexual orientation | | ✓ | | ✓ | |
| Socio-economic status | | ✓ | | ✓ | |

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

For service users, individualised planning to identify best alternative service options for each person.

For employees, some will transfer to the Dementia Hub while others will have the opportunity to transfer to roles in other directly provided services within the Department.

The current transport budget for the Eastways service is being retained in order to ensure accessibility for individuals to the Dementia Hub.

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.**

Stage 5: Improvement Action Plan

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|--|---|------------|-----------------------------------|---------------|--|
| Loss of existing relationships for service users | Individualised Care Act assessment and care planning for individuals that takes into account any known relationships with other service users when planning new service options. | Outcomes of planning process | April 2023 | Existing | Claire Migale | Will be added |
| Accessibility of the Dementia Hub | Transport budget retained to ensure individuals can be supported to access the Hub. | Project completion. | April 2023 | Existing | Graham Terry | Will be added |
| Staffing | Transfer of some existing care staff from Eastways to the Dementia Hub will support continuity of care. | Project completion | April 2023 | Existing | Graham Terry | Will be added |

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 <u>2</u> Assessment | |
| <ul style="list-style-type: none"> • Potential positive outcomes for existing users of Eastways service in terms of being able to access more appropriate and individualized service offerings (including specialist Dementia Hub provision). • Potential negative impacts for existing users of Eastways service in relation to loss of existing relationships. • This potential negative impact can be mitigated by careful planning for individuals accessing alternative service offerings and taking into account any existing significant relationships so that those relationships are able to continue. • Staff working at the Eastways centre will be redeployed either to the Dementia Hub or to other service provision within the Department's directly provided services. Vacant posts will be deleted. | |

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|--|-------------------------------|----------------|
| Assessment completed by | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 06.12.22 |
| Improvement action plan signed off by Director/ Head of Service | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 13.06.22 |

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Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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? | Public Health savings and efficiencies (CH113). |
| Which Department/ Division has the responsibility for this? | Public Health, Community and Housing |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Dr Dagmar Zeuner, Director of 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>The aim is to achieve the proposed budget savings of £330k from 2023/24 in a way that the public health function continues to meet its statutory duties and minimises adverse impact on service users, taking into account previous budget savings and the cumulative effect on service delivery.</p> <p>There is more work to do to identify the specific proposals, which will follow when the council has received its settlement and the details of the public health grant allocation have been received. However this will involve exploring: seeking further efficiencies from services, identification of new efficiencies, service transformation and integration, channel shifting to digital services, exploring continued and further opportunities for placed-based working and reducing activity in non-statutory programmes.</p> |
| 2. How does this contribute to the council's corporate priorities? | The activities of the public health team, funded by the Public Health grant, directly contribute to keeping Merton safe e.g. health protection, reducing health inequalities in Merton and the delivery of LBM's Health and Wellbeing Strategy and the joint Local Health and Care Plan. |
| 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 protect and 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. stop smoking, dementia hub, sexual health and substance misuse services. |

| | |
|---|--|
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | Public Health delivers across the life-course and there are interdependencies across LBM e.g. CLLF, C&H and E&R and with external partners e.g. Voluntary and Community Sector and SWL ICB. A reduction of public health spend will have an impact on our ability to reduce inequalities and may have wider impact of health and care demand and costs by reducing prevention services. |
|---|--|

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

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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 | | Health inequalities correlate to a range of protected characteristics. Older people, those with disabilities and those from more economically |
| Disability | | X | X | | |
| Gender Reassignment | | X | | X | |

| | | | | | |
|---------------------------------------|--|---|---|---|---|
| Marriage and Civil Partnership | | X | | X | disadvantaged groups, for example, are more likely to suffer worse ill health than the population in general. Reduced level of interventions and access to services, may reduce the Council's attempts to tackle inequalities. |
| 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 | | |

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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).

A reduction of public health spend will have an impact on our ability to reduce inequalities and may have wider impact of health and care demand and costs. There is more work to do to identify the specifics, which will follow when the details of the public health grant have been received. Where the specifics are not able to be found from further efficiencies an Equalities Analysis will be completed of each saving in order to identify the negative impact and to mitigate it e.g. exploring joint funding opportunities across place and South West London ICB.

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.**

Stage 5: Improvement Action Plan

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|--|--|--|---------|-----------------------------------|------------------|--|
| Age, disability, pregnancy and maternity, race, sex (gender) and socio-economic status | Where negative impact is identified a specific EA will be conducted that will seek to mitigate it e.g. exploring joint funding opportunities across place and South West London. | EA completed for the component parts that are not able to be funded by efficiency savings. | Jan 23 | Existing | 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 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 **3** Assessment

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

- What are the key impacts – both negative and positive – you have identified?
- Are there any particular 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.

The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate these fully. These are likely to affect a number of protected characteristics groups including e.g. age, disability, pregnancy and maternity, race, sex (gender) and socio-economic status.

A reduction of public health spend will have an impact on our ability to reduce inequalities and may have wider impact of health and care demand and costs by reducing prevention services.

An EA will be completed for the component parts that are not able to be funded by efficiency savings, when the council has received its settlement and the details of the public health grant allocation have been received.

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| Stage 7: Sign off by Director/ Head of Service | | | |
|--|---|-------------------|------------------|
| Assessment completed by | Barry Causer, PH Lead for COVID-19 Resilience | Signature: | Date: TBC |
| | Julia Groom, Consultant in Public Health | | |
| Improvement action plan signed off by Director/ Head of Service | Dr Dagmar Zeuner, Director of Public Health | Signature: | Date: TBC |

Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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? | ASC Provider Services-Residential (CH114) |
| Which Department/ Division has the responsibility for this? | Community and Housing |

Stage 1: Overview

| | |
|--|--|
| Name and job title of lead officer | Keith Burns, Interim Assistant Director, Commissioning |
| 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) | Supported living provides a greater degree of independence, choice and control as compared to residential care for individuals. As a result of a preference for supported living as a positive alternative there is an over-provision of residential care in the local area. The Meadowsweet building is outdated and there is an increasing risk that it will fail to meet CQC standards in the future. One bedroom has already been taken out of use as it doesn't meet CQC requirements. Identifying alternative suitable accommodation options for remaining residents and supporting those individuals to move to their identified new settings. This would enable Meadowsweet to be closed and for the property to be released back to L&Q and negotiate return to social housing stock for letting or use as Temporary Accommodation. |
| 2. How does this contribute to the council's corporate priorities? | Delivers improved efficiency, better use of resources and contributes to the Medium Term Financial Plan targets. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <ol style="list-style-type: none"> Five current residents of the Meadowsweet Care Home Employees working at the Meadowsweet care home |
| 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).

Individual needs assessments and care and support plans for each resident.
 Condition survey of current building.
 National evidence on the effectiveness of supported living in improving independence, choice and control.

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 | ✓ | | ✓ | | More appropriate and effective accommodation, care and support / Loss of existing relationships |
| 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?

For residents, a Care Act assessment will be completed for each individual followed by individualised planning to identify best alternative accommodation, care and support options for each person. Where significant existing relationships are impacted the option to move individuals to the same new setting will be explored.

Employees will have the opportunity to transfer to roles in other directly provided services within the Department.

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.**

Stage 5: Improvement Action Plan

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|--|---|---|------------|-----------------------------------|--------------|--|
| Loss of existing relationships for residents | Individualised Care Act assessment and support planning for individuals that takes into account any known relationships with other residents when planning new service options. | Outcomes of planning process | April 2023 | Existing | Gill Moore | Will be added |
| Difficulty in engaging with the assessment and support planning process. | Each individual will be offered an independent Advocate in line with Care Act 2014 Guidance. | Appointment of Advocates | April 2023 | Existing | Gill Moore | Will be added |
| | | | | | | |

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

- Potential positive outcomes for existing residents of Meadowsweet in terms of being able to access more appropriate and individualized accommodation, care and support.
- Potential negative impacts for existing residents of Meadowsweet in relation to loss of existing relationships.
- This potential negative impact can be mitigated by careful planning for individuals accessing alternative accommodation, care and support and taking into account any existing significant relationships so that those relationships are able to continue.
- Staff working at Meadowsweet will be redeployed to other service provision within the Department's directly provided services.

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| Stage 7: Sign off by Director/ Head of Service | | | |
|--|--|--------------------------------------|-------------------------|
| Assessment completed by | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 06.12.2022 |
| Improvement action plan signed off by Director/ Head of Service | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 13.12.2022 |

DRAFT

Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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? | Housekeeping savings (CH115) |
| Which Department/ Division has the responsibility for this? | Community & Housing |

| Stage 1: Overview | |
|--|---|
| Name and job title of lead officer | Graham Terry, Interim 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) | To review ancillary budget lines in the light of changed working patterns to identify opportunities to reduce budgets in areas such as printing, travel etc. All C&H budgets will be reviews. It will not look at staffing or budgets for Housing or Libraries. |
| 2. How does this contribute to the council's corporate priorities? | Efficiency. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | It is largely an internal proposal but may restrict flexibility in use of budgets |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | It may impact marginally on corporate contracts such as printing |

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).

Review of ancillary budget lines against actual 2020 and 2021.

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

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

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.

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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

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| This Equality Analysis has resulted in an Outcome <u>1</u> Assessment |
| <ul style="list-style-type: none"> No equalities impacts identified |

| Stage 7: Sign off by Director/ Head of Service | | | |
|--|--|--|-----------------------|
| Assessment completed by | Lana Hamilton, Service Financial Adviser | Signature: <i>Lana Hamilton</i> | Date: 06.12.22 |
| Improvement action plan signed off by Director/ Head of Service | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 13.12.22 |

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Equality Analysis **DRAFT**



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|---|--|
| What are the proposals being assessed? | CH- Adult Social Care – Single handed care (CH116) |
| Which Department/ Division has the responsibility for this? | Community and Housing |

| Stage 1: Overview | |
|--|---|
| Name and job title of lead officer | Graham Terry, Interim 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) | We are currently experiencing an increase in the number of discharges from hospital of people requiring two carers on each visit. This proposal will look at an occupational therapy led assessment to assess for alternative types of equipment to enable people to be more independent and reduce the need for double handed care visits. This will increase the dignity and respect experienced by the vulnerable person and be less intrusive. |
| 2. How does this contribute to the council's corporate priorities? | <p>The proposal will contribute to the Councils financial strategy for 2023-24. The aim is to ensure that customers have the right level of support to respect their dignity in meeting their moving and handling needs in the provision of care.</p> <p>This proposal contributes to the corporate priorities of efficiency (Value for Money) by ensuring we optimise the delivery of care services and the priority of protecting vulnerable adults in the borough.</p> |
| 3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <p>People who live at home or on other care settings who currently receive multi handed care and could safely and more appropriately have their moving and handling needs met in a less intrusive manner with the use of modern equipment. There are approximately 112 people whose needs would be screened and if thought beneficial be assessed by an Occupational Therapist to judge if single handed care is safe and appropriate in meeting their needs. Also, new people who are assumed to need multi handed care would be screened and their moving with dignity needs considered.</p> <p>Single-Handed Care can provide a cost saving for local authorities and providers, allowing the same number of carers to provide care for a greater number of clients.</p> |
| 4. Is the responsibility shared with another department, authority, or organisation? If so, who are the | The occupational therapy and social work services involved are operated by LBM. Equipment requirements would be funded from existing equipment budgets and Disabled Facilities Grant money managed by Housing on behalf of adult social care. |

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| partners and who 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 has detailed information about the needs of current and future residents in receipt of multi handed care through their personal needs assessments and annual reviews. Any change to an individual's care and support plan would be with full involvement and agreement of the care service user.

There are three key benefits from the refresh of the model as follows.

- 1) The cared for person will receive a safe, less intrusive, and more dignified moving and handling experience
- 2) Deliver a saving in care costs arising from the need to provide less care staff to meet a person's moving and handling needs
- 3) Free up valuable care staff hours to meet the needs of residents of Merton.

If a resident begins to receive single handed care a 6-week review is conducted to ensure that it continues to meet the persons needs and that they are happy with the service, they are receiving. Individual care and support plans are in place for each individual and along with the reviews will inform the monitoring and evaluation of the model.

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There are several benefits for the person. Care reviews have found that some service users felt that their privacy was being compromised by having two carers, who may not be the same every day. Single-Handed Care allows increased privacy and dignity for the person, as well as increased independence and flexibility.

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 | | ✓ | | ✓ | <p>The cared for person will receive a safe, less intrusive, and more dignified moving and handling experience irrespective of their age, disability, or other protected characteristics.</p> <p>A larger % of the customers screened are elderly.</p> |
| Pregnancy and Maternity | | ✓ | | ✓ | |
| Race | | ✓ | | ✓ | |
| Religion/ belief | | ✓ | | ✓ | |
| Sex (Gender) | | ✓ | | ✓ | |
| Sexual orientation | | ✓ | | ✓ | |
| Socio-economic status | | ✓ | | ✓ | |

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

Eligible Social Care needs are assessed in line with the Care Act 2014, including the Occupational Therapists assessment of the moving and handling needs of the person to be met safely and most appropriately. The saving arises from reduced care staff hours for those residents who no longer need multi handed care.

Current users of care services who experience a change to the way their moving and handling needs are met, will continue to be reviewed in accordance with the Care Act 2014.

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.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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.

Stage 5: Improvement Action Plan

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

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

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

| Stage 7: Sign off by Director/ Head of Service | | | |
|--|--|---------------------------------------|-----------------------|
| Assessment completed by | Graham Terry, Interim Assistant Director, Adult Social Care | Signature: <i>Graham Terry</i> | Date: 06.12.22 |
| Improvement action plan signed off by Director/ Head of Service | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 13.12.22 |

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Equality Analysis **DRAFT**



| | |
|---|--|
| What are the proposals being assessed? | CH- Adult Social Care – Free Telecare for 4 weeks on discharge (CH117) |
| Which Department/ Division has the responsibility for this? | Community and Housing |

| Stage 1: Overview | |
|---|---|
| Name and job title of lead officer | Graham Terry, Interim 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>Increasing the uptake of Mascot telecare to help more people to live independently and safely at home. Proposal to offer a 4-week free telecare service to people discharged from hospital via the hospital social work team or reablement team to aide their return to home safely and help to facilitate their safe discharge. The equipment will include the basic emergency call system installation, a linked smoke alarm, carbon monoxide detectors. Given the positive nature of this service we expect that many people will wish to retain the service and increase the number of people with Mascot telecare in Merton.</p> <p>The approximate gross increase in income if an extra 200 customers use the service could be £200k per year. The winter discharge allocation fund will cover the cost of telecare, call equipment and installation staff time.</p> |
| 2. How does this contribute to the council's corporate priorities? | <p>The proposal will contribute to the Councils financial strategy for 2023-24. The aim is to ensure that customers have access to the Mascot service to promote their independence and safety at home.</p> <p>This proposal contributes to the corporate priorities of efficiency (Value for Money) by ensuring we optimise the delivery of care services and the priority of protecting vulnerable adults in the borough.</p> |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <p>People who live at home or wish to return home from hospital can access a 4-week free trial of the Mascot service which offers telecare remote monitoring and call handling etc to support their independence and offer reassurance to their families.</p> <p>At the end of the trial period customers would be asked if they wished to continue the service and be advised of the charges involved. If they decline the equipment can be removed and recycled.</p> |

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

The Mascot service is provided by the council's adult social care service and works as part of a wide range of stakeholders and providers in health, adult social care, and the voluntary sector. The funding from the Discharge grant and the outcomes its delivers is monitored and reported internally and to the NHSE.

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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 has detailed information about the needs of current and future residents in receipt of adult social care and existing Mascot service users.

There are three key benefits from the proposal as follows.

- 1) The cared for person will receive a safe, less intrusive, and speedy remote monitoring service that can aide their return home from hospital.
- 2) It allows a free trial period for the customer and their relatives to experience the service at a key period post hospital discharge.
- 3) Supports the person to maintain their independence more safely at home and can reduce the need for staff time/visit, freeing up valuable care staff hours to meet the needs of residents of Merton.

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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 cared for person will receive a safe, less intrusive, and speedy remote monitoring service that can aide their aide their return home from hospital irrespective of their age, disability, or other protected characteristics. A larger % of the customers are expected to be elderly. |
| Disability | ✓ | | | ✓ | |
| Gender Reassignment | | ✓ | | ✓ | |
| Marriage and Civil Partnership | | ✓ | | ✓ | |
| Pregnancy and Maternity | | ✓ | | ✓ | |

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|------------------------------|--|---|--|---|--|
| Race | | ✓ | | ✓ | |
| Religion/ belief | | ✓ | | ✓ | |
| Sex (Gender) | | ✓ | | ✓ | |
| Sexual orientation | | ✓ | | ✓ | |
| Socio-economic status | | ✓ | | ✓ | |

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

Eligible Social Care needs are assessed in line with the Care Act, including the need for the Mascot service. This is an income generation proposal to offset a reduction in budget of £200k.

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 124
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.
 - Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
 - 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.

Stage 5: Improvement Action Plan

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

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

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

| Stage 7: Sign off by Director/ Head of Service | | | |
|--|--|---------------------------------------|-----------------------|
| Assessment completed by | Graham Terry, Interim Assistant Director, Adult Social Care | Signature: <i>Graham Terry</i> | Date: 06.12.22 |
| Improvement action plan signed off by Director/ Head of Service | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 13.12.22 |

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Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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? | Increasing take up of Direct Payments to deliver improved choice and control for residents and better value for the Council (CH118) |
| Which Department/ Division has the responsibility for this? | Community and Housing |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Keith Burns, Interim Assistant Director, Commissioning |
| 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 continue to increase the proportion of people eligible for adult social care services who are provided with a Direct Payment rather than a commissioned package of care. Direct Payments offer greater choice and control over how an individual's needs are met both in terms of the types of services or support that can be arranged by the individual and by enabling access to a wider provider market than that commissioned by the Council.</p> <p>The increase in the proportion of people using a Direct Payment will be achieved in the following ways:</p> <ol style="list-style-type: none"> 1. In line with Care Act 2014 Guidance making Direct Payments the default option for new customers and when existing customers' needs change; 2. Improving our promotional materials (including in accessible formats and community languages) so that the benefits of Direct Payments are fully explained; 3. Improving internal processes so that Direct Payments are as easy as possible to access and manage on an ongoing basis; 4. Improved relationships with voluntary sector partners, particularly those with a representative function, to help ensure that when issues are raised by individuals about the management of their Direct Payment these can be resolved quickly both for the benefit of the individual and to continually build trust and confidence in Direct Payments as a positive option for all. |
| 2. How does this contribute to the council's corporate priorities? | Increased use of Direct Payments will generate efficiencies, as a result of lower unit costs, that support the Medium Term Financial Strategy. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, | The primary group of customers affected are those who have been assessed as eligible for adult social care services. This group includes older people; adults with learning and/or physical disabilities; adults with mental health problems and other vulnerable people. Carers of the aforementioned cohorts may also be |

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| | |
|--|--|
| <p>communities, partners, stakeholders, the workforce etc.</p> | <p>eligible for services in their own right.</p> <p>One of the key benefits of Direct Payments is that individuals have increased choice and control over how they arrange services that are better able to meet their specific needs and preferences.</p> <p>More broadly, residents employed, either directly as Personal Assistants or similar, or indirectly by home care and other social care agencies, will be affected in terms of employment opportunities.</p> <p>Direct Payments are administered by an in house Direct Payments Team. This team is resourced to manage a larger number of Direct Payment arrangements than are in place currently.</p> <p>Direct Payments are public funds and there are robust monitoring arrangements in place to ensure unused funds can be recouped.</p> |
| <p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p> | <p>The provision of adult social care services is a statutory responsibility for the Council under the Care Act 2014. Voluntary and community sector partners can support us in explaining the benefits of Direct Payments and by supporting individuals who are using Direct Payments, but the overall responsibility is the local authority's.</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).

- Data from reports generated in Mosaic (The Council's social care records system)
- National evidence from a broad range of sources (SCIE, Skills for Care, CQC and other sources) on the benefits of Direct Payments.

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 | ✓ | | ✓ | | While Direct Payments provide greater choice and control and more opportunity to arrange services that are better tailored to an individual's characteristics (positive) they do also require a greater degree of responsibility for managing employees and payment arrangements (positive or negative). This may adversely impact the ability of some customers to take up the Direct Payments option, particularly if they do not have a representative willing to act on their behalf. The option of a Merton Managed Account is available where a greater degree of support is needed. |
| Disability | ✓ | | ✓ | | As above |
| Gender Reassignment | ✓ | | ✓ | | As above |
| Marriage and Civil Partnership | | ✓ | | ✓ | N/A |
| Pregnancy and Maternity | | ✓ | | ✓ | N/A |
| Race | ✓ | | ✓ | | As above |

| | | | | | |
|------------------------------|---|--|---|--|----------|
| Religion/ belief | ✓ | | ✓ | | As above |
| Sex (Gender) | ✓ | | ✓ | | As above |
| Sexual orientation | ✓ | | ✓ | | As above |
| Socio-economic status | ✓ | | ✓ | | As above |

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

The Council offers two models of Direct Payment: in the first model, the Direct Payment is managed by the individual or their representative, while in the second model the Council undertakes this management function on behalf of the individual. In this second scenario, called a Merton Managed Account (MMA) the Council effectively takes on a large proportion of the ongoing maintenance of the Direct Payment (setting up payroll arrangements, paying invoices and so on) while still enabling the individual to have full choice and control over their care and support plan.

Where managing a Direct Payment would be a barrier to an individual (a negative impact) the MMA can be offered as a means of mitigating these barriers.

Individuals can also be signposted to a range of local voluntary sector organisations who can provide support in managing Direct Payments. The Council will also seek to improve the quality and accessibility of our support documentation, and to make this available in community languages and accessible formats, in order to provide additional support.

If, over time, the balance between models 1 and 2 changes we will review the allocation of roles within the Direct Payments team to ensure that a timely and high quality service can continue to be offered to all customers.

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).

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| 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>While Direct Payments provide greater choice and control and more opportunity to arrange services that are better tailored to an individual's characteristics (positive) they do also require a greater degree of responsibility for managing employees and payment arrangements (positive or negative). This may adversely impact the ability of some customers to take up the Direct Payments option, particularly if they do not have a representative willing to act on their behalf.</p> | Offer of a Merton Managed Account as part of the standard DP offer (choice) | By monitoring the take up of MMAs as a proportion of overall Direct Payment numbers | Ongoing | Existing | DP Team Manager | Will be added |
| | Ensuring arrangements are in place to effectively signpost customers to voluntary sector support organisations | Arrangements agreed with relevant organisations and published on website and in accessible formats | Ongoing | Existing | DP Team Manager | Will be added |
| | Review and improve the quality and accessibility of support documentation. | Documentation reviewed, updated and published on website and in accessible formats | Ongoing | Existing | DP Team Manager | Will be added |
| | Offer a directly commissioned service for those who do not wish to / are unable to manage a Direct Payment | Through performance reports | Ongoing | Existing | | |

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

- Direct Payments have the potential to improve the outcomes for a number of cohorts of vulnerable people with protected characteristics.
- Being able to access Direct Payments in a way that is manageable for individuals is key to mitigating any potential adverse impact from increasing Direct Payment take up.
- Offering a Merton Managed Account (MMA) is the primary means of making Direct Payments a manageable option for all.
- The MMA offer can be supplemented with improved signposting to other forms of support and by making the Council's own support resources more accessible. In combination, these actions will adequately mitigate any risk of adverse impacts.

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| Stage 7: Sign off by Director/ Head of Service | | | |
|--|---|--------------------------------------|-----------------------|
| Assessment completed by | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 06.12.22 |
| Improvement action plan signed off by Director/ Head of Service | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 13.12.22 |

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