

Merton Council Council

6 March 2024

4a Members Information Pack

1 - 174

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MERTON COUNCIL

BUDGET 2024/25 AND MTFS 2024-28

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	24 January 2024
Children and Young People Overview and Scrutiny Panel	25 January 2024
Sustainable Communities Overview and Scrutiny Panel	30 January 2024
Overview and Scrutiny Commission	31 January 2024
Cabinet	19 February 2024
Budget Council	6 March 2024

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Contents

	Page Number
Full index listing all contents	1-3
<u>Growth</u>	
Directorate Summary of Growth proposals	4
Innovation and Change Growth	5-7
Finance and Digital Growth	8-9
Housing and Sustainable Development Growth	10-11
Environment, Civic Pride and Climate Growth	12-17
Children, Lifelong Learning, and Families Growth	18-19
Organisational Pay Review	20
Directorate Summary of Growth Funded from Reserves	21-22
<u>Savings</u>	
Directorate Summary of Savings proposals	23
Directorate Summary of Fees and Charges proposals	24
Innovation and Change Savings	25-27
Finance and Digital Savings	28-29
Housing and Sustainable Development Savings	30-34
Environment, Civic Pride and Climate Savings	35-38
Children, Lifelong Learning, and Families Savings	39-40
Adult Social Care, Integrated Care, and Public Health Savings	41-47

Contents (Continued)

	Page Number
<u>Draft Equality Impact Assessments (EIAs)</u>	
Directorate Summary of EIAs	48
Innovation and Change EIAs	49-60
Finance and Digital EIAs	61-72
Housing and Sustainable EIAs	73-93
Environment, Civic Pride and EIAs	94-119
Children, Lifelong Learning, and Families EIAs	120-127
Adult Social Care, Integrated Care, and Public Health EIAs	128-170

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

NEW DEPARTMENTAL GROWTH PROPOSALS (Cabinet 16 November 2023)		Growth proposal detail
		Page No.
OVERVIEW AND SCRUTINY COMMISSION		
2024-25 ICG1	SLLP – Share of Monitoring Officer salary	6
2024-25 ICG2	HR and OD - recruitment and organisational change	6
2024-25 ICG3	Funding AD/Head of Communications and Engagement	7
2024-25 ICG4	Policy and Strategy - Creation of Transformation team	7
2024-25 ICG5	Organisational Pay Review	20
2024-25 FDG1	Finance and Digital – Additional Assistant Director post	9
2024-25 FDG2	Resources - 1fte capital accountant	9
2024-25 FDG3	Systems re-procurement/support & maintenance costs	9
2024-25 H&SD G01	Facilities Management - cost of unachievable income	11
2024-25 ECPC G01	Emergency Planning and Business continuity service	13
CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL		
CLLF 2425 01	New Children's Home - feasibility & project costs	19
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL		
2024-25 ECPC G02	Traffic Management and Transport Planning	14
2024-25 ECPC G03	Highways Development/Licensing Officer	14
2024-25 ECPC G04	Parking Income	15
2024-25 ECPC G05	Retendering an Enhanced Refuse Collection Contract	16
2024-25 ECPC G06	Enhanced In-House Street Cleansing Service	17
HEALTHIER COMMUNITIES AND OLDER PEOPLE OVERVIEW AND SCRUTINY PANEL		
	There are no growth items for this Panel.	

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

NEW DEPARTMENTAL SAVINGS PROPOSALS (Cabinet 16 November 2023)		Saving Detail	Equalities Impact Assessment
		Page No.	Page No.
OVERVIEW AND SCRUTINY COMMISSION			
2024-25 ICS1	Comms & Engagement - service contracts/income	26	49-53
2024-25 ICS2	Review of admin and business support.	27	54-60
2024-25 FDS1	Reduced contribution to the insurance provision	29	61-65
2024-25 FDS2	Treasury Management - Increased income	29	61-65
2024-25 FDS3	I&T - IT Costs - Decommissioning of Citrix	29	66-72
HSD2425-S04	Facilities Mgt.- reflect current staffing levels	32	84-88
HSD2425-S05	Facilities Mgt. - Review printing services	33	89-93
CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL			
CLLF202425 S01	Education and Early Help – free childcare places	40	120-127
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL			
HSD2425-S01	Reallocate heritage work amongst team	31	73-77
HSD2425-S02	More effective allocation of administration work	31	73-77
HSD2425-S03	More efficient use of the climate fund.	32	78-83
HSD2425-S06	Development Mgt. - Review planning fee income	34	N/A
ECPC2425-S01	Savings - disposal/treatment of food/garden waste	36	94-98
ECPC2425-S02	Highways verge cutting - change to cyclical prog.	36	99-103
ECPC2425-S03	CPZ Programme - Budget reduction	37	104-108
ECPC2425-S04	Reduction of contractual payment to SLWP	37	109-114
ECPC2425-S05	Highways and Transportation - Increase in income	38	N/A
ECPC2425-S06	Leisure - short term lease	38	115-119

(Continued)		Saving Detail Page No.	Equalities Impact Assessment Page No.
HEALTHIER COMMUNITIES AND OLDER PEOPLE OVERVIEW AND SCRUTINY PANEL			
ASCICPH 121	Adult Social Care- Supported Living Placements	42	128-133
ASCICPH 122	Adults - Reablement	43	134-140
ASCICPH 123	Mental Health - S75 agreement	44	141-147
ASCICPH 124	Mental Health Brokerage	45	148-154
ASCICPH 125	Adult Social Care Placements- Homecare	46	155-159
ASCICPH 126	Integration of Commissioning Functions	46	160-164
ASCICPH 127	ASC Placements - review of fees and charges	47	165-170

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Priority Proposals Cabinet 16 November 2023	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	560	178	(320)	0	418
Finance and Digital	420	33	0	0	453
Housing and Sustainable Development	301	0	0	0	301
Environment, Civic Pride and Climate	1,193	1,940	(153)	(100)	2,880
Children, Lifelong Learning, and Families	105	(40)	(65)	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Organisational Pay Review	260	45	43	38	386
Total Growth 2024-28	2,839	2,156	(495)	(62)	4,438
Cumulative Total	2,839	4,995	4,500	4,438	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

INNOVATION AND CHANGE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Information Governance: SLLP AD Governance	25	0	0	0
HR: Implementation of a new HR team structure	150	243	0	0
Communications: Add Communications Manager post into the permanent establishment *	65	(65)	0	0
Customer, Policy and Improvement: Creation of a transformation team *	320	0	(320)	0
Total : INNOVATION AND CHANGE Growth 2024-28	560	178	(320)	0
Cumulative Total	560	738	418	418

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 ICG1	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Legal and Governance SLLP – Share of Monitoring Officer salary In previous years Merton has paid 12.5% of the salary of the MD SLLP in order that the post provides a Monitoring Officer function for both Merton and Richmond. Richmond has decided to employ an in-house Monitoring Officer which means Merton will pick up a greater share of the salary, which is covered by this growth. Merton will benefit from a dedicated Monitoring Officer to support all Members, lead elections, and manage all the Council’s governance and constitutional affairs. None None supports all departments None	25				GS1/GI2
O&SC	2024-25 ICG2	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	HR and OD HR and OD growth to drive successful recruitment and organisational change The current lack of capacity in HR and OD is a major factor in the ongoing recruitment difficulties facing the organisation, which is in turn leading to the growth in agency spending, this year set to be more than £24million. This budget growth is required to create new specialist leadership in recruitment, enabling Merton to build our recruitment brand, and successfully bring new talent into the organisation, lessen our reliance of expensive external recruiters (spend in 22/23 on these was £150k), grow our OD to function so we can develop and retain our talent, lead our Apprenticeships programme, and meet our ambitions around EDI. This work is vital for the long term sustainability of the organisation; we have an aging permanent workforce and significant recruitment difficulties. This additional investment in HR and OD will allow us to begin to shape a service to meet the long term needs of the organisation, to bring new leadership into recruitment, and to better support organisational change. Full departmental restructure supports all departments in achieving change Growth in HR/OD will allow us to meet our EDI ambitions and have positive impact on equalities.	150	243			GS1

GROWTH PROPOSALS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 ICG3	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Communications and Engagement Budget for a permanent AD/Head of Communications and Engagement The Council currently contracts a Head of Communications through Penna at a cost of £130,000 pa. This post has no budget attached to it and is funded from reserves. This growth bid would create a budget for a permanent post, allowing the Council to recruit permanent communications and engagement leader who will shape a new service, with a stable workforce, managing out agency spend, reviewing the Council's channels, and rationalising operational expenditure. The post would work with colleagues in Parks and Open Spaces to lead an organisation-wide review of events, sponsorship, and commercial income generation, allowing us to maximise use of our assets, support our Borough of Sport aspirations, and manage an engagement led communications strategy through high quality events. The aim is to rationalise contracts and activity to make savings to match this growth in the following year. None Supports the delivery of all Supports all departments in achieving ambitions None	65	(65)			GS1 - FUNDING FROM RESERVES
O&SC	2024-25 ICG4	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Policy and Strategy Creation of a new Transformation team The transformation team will support our organisation wide, 'Making Change Together' programme, leading the four workstreams that will enable transformative change and long-term savings across the Council; Customer and Digital, Financial Sustainability, People and Culture, and Telling our Story. The team will consist of 4 officers, three programme managers, and one change manager, with the aim to recruit internally on secondments to provide opportunity to existing staff. The team will also support individual services in their own transformation programme. The proposal is to recruit this team as a 2 year fixed term resource. This investment in change capacity is vital to unlock savings and ongoing financial sustainability through transformational change. The extent of this is very difficult to quantify at this stage, however one example is the review of admin and business support across the organisation. We are currently spending more than £8m per annum on administrative and business support posts across the Council, 280 of which are filled by agency temps. There is a clear case for rationalisation and consolidation of resource which could realise substantial long-term savings over the next 1-2 financial years. This work will be driven by the transformation team. plus 4 FTE (2 year fixed term) Supports the delivery of all Supports all departments in achieving change None	320		(320)		GS2 - FUNDING FROM RESERVES
Total				560	178	(320)	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

FINANCE AND DIGITAL: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Addition of a new Assistant Director post reporting to Executive Director of Finance & Digital	140	0	0	0
Resources - 1 fte capital accountant for housing and regeneration agenda	30	33	0	0
IT Business Systems: Key systems re-procurement	250	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	420	33	0	0
Cumulative Total	420	453	453	453

GROWTH PROPOSALS 2024-28

DEPARTMENT: Finance and Digital

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 FDG1	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Finance and Digital - Senior Management Addition of a new Assistant Director post reporting to Executive Director of Finance & Digital, driving forward Council-wide efficiencies and commercial activity, as well as supporting the wider housing and regeneration programme, to promote the continued financial sustainability of the council. Drive commercial efficiencies in services across the Council 1 additional FTE New Assistant Director post to drive the commercial improvements as part of the change and transformation agenda Commercial support to service departments None	140				GS1
O&SC	2024-25 FDG2	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Resources 1fte capital accountant Expansion of the capital accounting team to support the housing and regeneration ambition of the Council 1 additional FTE Supporting the housing and regeneration agenda Supporting the work of the Housing and Sustainable Development department none	30	33			GS1
O&SC	2024-25 FDG3	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Business Systems Team Key business-critical systems re-procurement and new annual support & maintenance contracts costs. Significant market and inflationary factors in the tech sector are putting pressure on the costs of procuring and running systems and despite mitigations, growth is required to deliver new systems or maintain existing ones. Improved, modern systems for service areas N/A Prioritised projects Business engagement required for configuration, training and testing. None	250				GNS1
Total				420	33	0	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

HOUSING AND SUSTAINABLE DEVELOPMENT: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Facilities Management - Additional funding required in order to cover the cost of unachievable income targets	301	0	0	0
Total : HOUSING AND SUSTAINABLE DEVELOPMENT Growth 2024-28	301	0	0	0
Cumulative Total	301	301	301	301

GROWTH PROPOSALS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
OSC	2024-25 H&SD G01	Service/Section Description	Facilities Management Additional funding required in order to cover the cost of unachievable income targets against a number of teams within the current division. FM element of this growth bid covers Chaucer Centre income and running costs £147k and the Facilities Management Trading Account £154k.	301				GI1
		Strategic Priorities implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		Total Housing and Sustainable Development Growth Proposals		301	0	0	0	0

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

OSC

C&YP

HC&OP

SC

Overview and Scrutiny

Children and Young People

Healthier Communities & Older People

Sustainable Communities

MEDIUM TERM FINANCIAL STRATEGY 2024-28

ENVIRONMENT, CIVIC PRIDE AND CLIMATE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Public Protection: Emergency Planning and Business continuity	80	0	0	0
Future Merton - Traffic Management and Transport Planning *	262	(34)	(128)	(100)
Future Merton - Highways - Highways Development/Licensing Officer *	51	(26)	(25)	0
Parking Income - to right size budget following sustained fall in parking income	800	0	0	0
Public Space, Contracts & Commissioning: Retendering an Enhanced Refuse Collection Contract	0	575	0	0
Public Space, Contracts & Commissioning: Enhanced In-House Street Cleansing Service	0	1,425	0	0
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	1,193	1,940	(153)	(100)
Cumulative Total	1,193	3,133	2,980	2,880

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28

DIRECTORATE: Environment, Civic Pride and Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
OSC	2024-25 ECPC G01	Service/Section	Emergency Planning and Business continuity					
		Description	There is the need to grow the current emergency planning service to meet the business-as-usual demands as well as the need to increase resourcing to implement and meet the recommendations set out in the agreed action plan following the Galpin's Road incident.	80	0	0	0	GS1
		Service Implication	The service is seriously under resourced. Due to this, there is no resilience within the team in the event of any major incidents or absence of the officer. Part of the lessons learned from the tragedy at Galpin's Road is the need for an adequately resourced Emergency Planning and Civil Contingencies team to ensure the Council is well equipped to respond to any future incidents both in the short-term and the longer-term recovery phase.					
		Staffing Implications	To change the assistant civil contingencies officer to a civil contingencies officer					
		Strategic Priorities implications	Nurturing civic pride and through growth, will ensure Merton has Emergency Plans that are current, staff who are trained and clearly understand their roles and responsibilities and in the event of any major incident, business continuity plans that are co-ordinated and cohesive and meet the needs of businesses and voluntary organisations ensuring resilience is everybody's business.					
		Impact on other departments	Without an adequately resourced team, the wider council is at risk of not being fully trained in Emergency planning and there is no dedicated function to business continuity which poses risk to how prepared the teams and council is in the event of emergencies and issues.					
		Equalities Implications	none.					
Total				80	0	0	0	
Cumulative Total				80	80	80	80	

Page 17

GROWTH PROPOSALS 2024-28

DIRECTORATE: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G02	Service/Section Description Service Implication	Traffic Management and Transport Planning To deliver increasing workloads across TFL LIP, LBM Capital/CIL and Cabinet priorities for transport. (EV Charging, E-bike, E-Scooter Trials, Walking+Cycling Plan, EV Strategy, Staff Travel Plans, CPZs and CIL Public Realm Improvements)	262	(34)	(128)	(100)	GS1 + GS2 FUNDING FROM RESERVES
		Staffing Implications	There will be a need to recruit additional temporary resources to deliver the increased workload over the 3 year period (2024/25 - 2027/28)					
		Strategic Priorities implications	This growth will enable the delivery of the priorities in the Cabinet Transport portfolio.					
		Impact on other departments	Improved service to Development Control for supporting planning applications. Cross departmental working with the Public Health and Air Quality teams.					
		Equalities Implications	None					
SC Page 18	2024-25 ECPC G03	Service/Section Description Service Implication	Highways Highways Development/Licensing Officer To deliver increasing workloads across the borough regarding small/residential development sites, securing Section 171 license deposits to maintain the highway network. This would be a self funding role as deposits secured will include staff fees to undertaken the necessary inspections/quality control. Fund for 18 months to allow for income to self-fund post.	51	(26)	(25)		GS1 FUNDING FROM RESERVES
		Staffing Implications	1 x FTE Highway Development/Licensing Office					
		Strategic Priorities implications	Civic Pride and Sustainable Futures - ensuring the upkeep of Merton's highway network and receiving best value (not undertaking repairs at public expense)					
		Impact on other departments	Improved service with planning enforcement and supporting planning applications.					
		Equalities Implications	None					
		Total		313	(60)	(153)	(100)	

GROWTH PROPOSALS 2024-28
DIRECTORATE: Environment, Civic Pride & Climate

Panel	Ref		Description of growth	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G04	Service/Section Description	Parking Income Whilst efforts have been made to achieve additional income it has become apparent that the budgeted parking income targets are unrealistic and unachievable, even after accounting for the previously agreed inflationary increases to parking charges due to be implemented this financial year.	800				GI1
		Service Implication	None					
		Staffing Implications	None					
		Strategic Priorities implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		Total		800	0	0	0	

Type of Growth Key

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

Panel

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

GROWTH PROPOSALS 2024-28
DEPARTMENT: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G05	Service/Section	Public Space, Contracts & Commissioning					
		Description	<p>Retendering an Enhanced Refuse Collection Contract - The Phase C contract will end on 31 March 2025 and in being split the Refuse Collection element of the contract is being re-tendered. Comparison with other authorities demonstrates the current specification provides a basic low cost service - the revised specification has enhanced the 5 areas below:</p> <ol style="list-style-type: none"> 1. Time Banded Evening Collections 2. Enhanced Communal Refuse Collections (Monday to Friday) 3. Enhanced Communal Recycling Collections (Monday to Friday) 4. Enhanced Flats Over Shops Evening Collection Plus Commercial Food Collection (Monday to Friday Evening) <p>The bid is to cover the estimated increase in annual costs, the true cost will be determined by the result of the tendering process.</p>		575			GNS1
		Service Implication	The current tendered service for waste and street cleansing is being split from 1 April 2025 with the street cleansing service being brought back in-house and the waste collection service being re-tendered					
		Staffing Implications	n/a					
		Strategic Priorities implications	As well as being a statutory service this service is key to the delivery of a number of priorities with the "Civic Pride" Corporate Objective					
		Impact on other departments	Staff from other departments are incorporated into the meetings for the planning, delivery and governance of the service being re-tendered					
		Equalities Implications	It is envisaged that staff will TUPE to the new contractor at the cessation of the existing contract. The tender specification requires pay parity with staff directly employed by Merton					

GROWTH PROPOSALS 2024-28

DEPARTMENT: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G06	Service/Section	Public Space, Contracts & Commissioning					
		Description	Enhanced In-House Street Cleansing Service - The Phase C contract will end on 31 March 2025 and in being split the Street Cleansing element of the contract is being re-tendered. Comparison with other authorities demonstrates the current specification provides a basic low cost service, feedback from residents has highlighted dissatisfaction with the current service and the need for enhancement - the growth figure includes enhancements in the options matrix.		1,425			GS1 & GNS1
		Service Implication	Service improvement based on: Enhanced frequency based service - supported by reactive teams Proactive flytipping removal teams Proactive graffiti removal teams Enhanced town centre cleaning, including pavement washing					
		Staffing Implications	Increased number of operational staff - approx. 22% increase					
		Strategic Priorities implications	As well as being a statutory service this service is key to the delivery of a number of priorities with the "Civic Pride" Corporate Objective					
		Impact on other departments	Staff from other departments are incorporated into the meetings for the planning, delivery and governance of the service being re-tendered					
		Equalities Implications	It is envisaged that staff will TUPE to Merton at the cessation of the existing contract, appointment to any staff vacancies will be undertaken using Merton's processes and procedures and using Merton's employment terms and conditions					
Total				0	2,000	0	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

CHILDREN, LIFELONG LEARNING AND FAMILIES: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Childrens Social Care - New Children's Home in Merton - feasibility & project costs *	105	(40)	(65)	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	105	(40)	(65)	0
Cumulative Total	105	65	0	0

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28

DIRECTORATE: Children, Lifelong Learning and Families

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
C&YP	CLLF 2425 01	Service/Section Description	Childrens Social Care New Children's Home in Merton - feasibility & project costs	105	(40)	(65)		GP1 FUNDING FROM RESERVES
		Service Implication	To undertake a feasibility study and business plan development for a new Children's Home in Merton, to keep children in residential care in Merton (where appropriate) and at lower cost. Currently, commissioned care home placements cost between £184K and £724K per year. Other LAs in London have developed their own care homes to provide greater assurance on safety, quality and cost. The feasibility study would consider the potential as an invest to save project, site and management options. NB if an LBM site it may require capital investment but RSL sites may also be available, with the cost of works covered through rental payments. If a scheme proceeds on an LBM site (or involves a capital grant) the costs of this stage may be capitalizable					
		Staffing Implications	None at this stage. The feasibility study would examine options to directly provide or contract					
		Strategic Priorities implications	Civic Pride					
		Impact on other departments	Site and potential demand on capital programme					
		Equalities Implications	The feasibility would include a full EIA, but it is expected that if taken forward it would have a positive impact on children in care with protected characteristics					
		Total		105	(40)	(65)	0	
		Cumulative Total		105	65	0	0	

Page 23

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 ICG5	Service/Section Description	All Directorates	260	45	43	38	GS1
		Service Implication	Organisational Pay Review Merton is currently carrying a high number of interim staff at the top of the organisation, which is a major contributing factor to a high overall agency spend. This creates instability in the leadership of the organisation and makes it more difficult to drive through change. The pay review aims to address this.					
Page 24		Staffing Implications	The new scales will apply across tier 1 (EDs), tier 2 (ADs) and senior tier 3 (senior service heads). There will be no pay increases at tier one, just a regularisation of the market factor pay currently applied to ED roles.					
		Strategic Priorities implications	Merton struggles to recruit permanently to a number of roles, and one factor in this is that our substantive pay is often lower than that offered by our statistical and geographical neighbours. There is a need for a pay review across the organisation, a major piece of work that will take around 18 months. The first phase of this work has been to review pay at the top three tiers of the organisation to allow us to permanently recruit into those senior roles, to regularise market factor supplements where they exist, and avoid ongoing and unsustainable agency/interim frees.					
		Impact on other departments	This is a review of senior pay across all departments					
		Equalities Implications	None as this will be a Council wide review, with the senior pay review being the first phase					
Total				260	45	43	38	

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

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

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Priority Proposals that could be funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	385	320	0	0	705
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	0	0	0	0	0
Environment, Civic Pride and Climate	313	253	100	0	666
Children, Lifelong Learning, and Families	105	65	0	0	170
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Total Growth 2024-28	803	638	100	0	1,541

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Communications: Add Communications Manager post into the permanent establishment	65	0	0	0
Customer, Policy and Improvement: Creation of a transformation team	320	320	0	0
Total : INNOVATION AND CHANGE Growth Funded from Reserves	385	320	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	0	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Future Merton - Traffic Management and Transport Planning	262	228	100	
Future Merton - Highways - Highways Development/Licensing Officer	51	25		
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	313	253	100	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Childrens Social Care - New Children's Home in Merton - feasibility & project costs	105	65	0	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	105	65	0	0

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Further Review Proposals that could be funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	0	0	0	0	0
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	0	0	0	0	0
Environment, Civic Pride and Climate	110	0	0	0	110
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Total Growth 2024-28	110	0	0	0	110

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : INNOVATION AND CHANGE Growth Funded from Reserves	0	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	0	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Public Space / Waste Services - Mechanised Sweeping ongoing revenue costs	80	0	0	0
Public Space / Waste Services - Roll out of Garth Road on the Road as a core service	30			
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	110	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	0	0	0	0

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	36	565	0	0	601
Finance and Digital	380	0	0	0	380
Housing and Sustainable Development	377	(40)	(60)	0	277
Environment, Civic Pride and Climate	310	30	0	0	340
Children, Lifelong Learning, and Families	60	0	0	0	60
Adult Social Care, Integrated Care, and Public Health	538	257	370	387	1,552
Total Savings 2024-28	1,701	812	310	387	3,210
Cumulative Total	1,701	2,513	2,823	3,210	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Fees and Charges Review - Additional Income	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	0	0	0	0	0
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	185	0	0	0	185
Environment, Civic Pride and Climate	223	(23)	0	0	200
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	50	150	0	0	200
Total Savings 2024-28	458	127	0	0	585
Cumulative Total	458	585	585	585	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Innovation and Change</u>					
Communications and Engagement - Renegotiating and reprocurement of service contracts and income generation	0	65	0	0	65
Transformation and Change - Review of admin and business support.	36	500	0	0	536
Total Savings 2024-28	36	565	0	0	601
Cumulative Total	36	601	601	601	

PROPOSED SAVINGS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	2024-25 ICS1	Service/Section	Communications and Engagement								
		Description	Renegotiating and reprocurement of service contracts and income generation	1,012	65				Medium	Medium	S12/SNS1
		Service Implication	The service currently holds a number of expensive IT system contracts that can be reprocured or cancelled, leading to savings. There is additional scope for income generation through advertising, in-house graphic design services and other commercial activity.								
		Staffing Implications	N/A								
		Strategic Priorities implications	N/A								
		Impact on other departments	N/A								
		Equalities Implications	N/A								

PROPOSED SAVINGS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	2024-25 ICS2	Service/Section	Transformation and Change						Medium	Low	SS1
		Description	Review of admin and business support.	8,000	36	500					
		Service Implication	The review will lead to better and more streamlined business support and administration across the organisation, and will aim to create more apprenticeships in place of agency staff reliance.								
		Staffing Implications	review will require wide ranging staff restructure, extensive staff and TU consultation								
		Strategic Priorities implications	Will support the effective delivery of all								
		Impact on other departments	Will support the effective delivery of all								
		Equalities Implications	There will be full EIAs carried out as the review progresses								
Total Savings Proposals 2024-28					36	565	0	0			

Page 31

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Finance and Digital</u>					
Resources - Insurance Reduce contribution to the insurance provision	40	0	0	0	40
Resources - Treasury -Increased interest income from Treasury Management activities	300	0	0	0	300
I&T - IT Costs Decommissioning of Citrix	40	0	0	0	40
Total Savings 2024-28	380	0	0	0	380
Cumulative Total	380	380	380	380	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Finance and Digital

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	2024-25 FDS1	Service/Section	Resources - Insurance								
		Description	Reduced contribution to the insurance provision on the basis of a review of the Council's risk profile	644	40				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
OSC	2024-25 FDS2	Service/Section	Resources - Treasury								
		Description	Increased interest income from Treasury Management activities	6,321	300				Low	Low	SI1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
OSC	2024-25 FDS3	Service/Section	I&T - IT Costs								
		Description	Decommissioning of Citrix	40	40				Low	Low	SNS1
		Service Implication	Decommission the current Citrix infrastructure and provide laptops to those staff currently using the Pi desktop equipment. This will reduce the operating costs of the IT operating environment.								
		Staffing Implications	Staff will provided with laptops instead of using the current PI desktop equipment								
		Strategic Priorities implications	None								
		Impact on other departments	Impact on the way staff access IT, though the number of staff using PI equipment has reduced given the shift towards SMART								
		Equalities Implications	none								
Total Savings Proposals 2024-28					380	0	0	0			

Page 33

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Housing and Sustainable Development</u>					
Development management and enforcement – reallocate heritage work amongst the team	41	0	0	0	41
Development management and enforcement – more effective allocation of administration tasks	94	0	0	0	94
Climate change/strategic planning/ future merton – more effective use of climate change budgets	150	(90)	(60)	0	0
Facilities Management - Reduction in vacant posts	92	0	0	0	92
Facilities Management - Review printing services, move to paperless and remove printers where possible.	0	50	0	0	50
Total Savings 2024-28	377	(40)	(60)	0	277
Cumulative Total	377	337	277	277	

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Housing and Sustainable Development</u>					
Development management - Review planning fee income	185	0	0	0	185
Total Fees and Charges Proposals 2024-28	185	0	0	0	185
Cumulative Total	185	185	185	185	

PROPOSED SAVINGS 2024-28
DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	HSD2425-S01	Service/Section	Development management and enforcement	1,254	41				Low	Medium	SS2
		Description	reallocate heritage work amongst the team								
		Service Implication	could leave us open to challenge on heritage or conservation area issues, as advice would be provided by planning officers, rather than a specific specialist. However, it provides an opportunity for staff training and development, and consultancy support can be used via planning agreements for large, complex applications.								
		Staffing Implications	none - one vacant staff post (currently filled by agency support)								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
SC	HSD2425-S02	Service/Section	Development management and enforcement	1,254	94				Low	Low	SS2
		Description	more effective allocation of administration tasks								
		Service Implication	planning officers will have to do more of the administration work, but this can be managed more effectively through use of technology and better processes.								
		Staffing Implications	none - currently staffed via agency role								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	HSD2425-S03	Service/Section	Climate change/ strategic planning/ future merton	1470	150	(90)	(60)	0	Low	Medium	SS2
		Description	More efficient use of the climate fund. Reducing the business retrofit support scheme by £130,000 in 24/25 and £60,000 in 25/26 and the engagement fund by £20,000 in 24/25								
		Service Implication	No particular service implications - less funding will be provided to the business retrofit projects and some less to engagement events, but the existing funding will be used more efficiently and the scope looked at accordingly.								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	none								
		Equalities Implications	none								
OS06	HSD2425-S04	Service/Section	Facilities Management	143	92				Low	Low	SS2
		Description	Adjusting the budget to reflect current staffing levels.								
		Service Implication	Adjusting the budget to reflect current staffing levels. Services will continue to be delivered in an efficient and streamlined way.								
		Staffing Implications	none - currently vacant or staffed via agency role								
		Strategic Priorities implications	none								
		Impact on other departments	potential need for use of outside consultants rather than in house staff for capital proejects, but this will be costed into any project, and could potentially be less expensive than the facilities management trading account								
		Equalities Implications	none								

PROPOSED SAVINGS 2024-28
DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	HSD2425-S05	Service/Section	Facilities Management	Budgets sit across numerous departments and the baseline need to be properly assessed as part of the review.		50			Medium	Low	SNS1
		Description	Review printing services, with a look to move to more paperless working, and remove printers where possible and/or provide printing more efficiently. This would bring small savings, but not significant as the lease for the printers has already run out, so we are only paying click charges.								
		Service Implication	Implication for efficiency for those reliant on paper - particularly SLLP, Parking Services (permit printing), MASH, Mascot. Would need to work with staff to move to paperless and support with culture change and ways of working								
		Staffing Implications	Change management required to move towards a more paperless way of working for all staff and members								
		Strategic Priorities implications	Supports our climate emergency priorities								
		Impact on other departments	Impacts all departments - but review will look at how to reduce paper usage and find savings in an efficient way and supporting staff to move paperless and use the technology already available to them through Office 365 etc								
		Equalities Implications	Could have equalities impacts for staff who need to use paper more than screen (potentially those with neuro-diversity issues or other accessibility issues with computers). Would need to be investigated further.								
Total Savings Proposals 2024-28					377	(40)	(60)	0			

PROPOSED SAVINGS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	HSD2425-S06	Service/Section	Development management						Low	Medium	SI1
		Description	Review planning fee income in respect of doubling pre-application charges (extra £35,000), securing increased Planning Performance Agreement payments (up to £150,000), raising the planning application fees (estimated 15%) and bringing in external funding (from a total of £24 million) in line with the Central Government announcements w/c Monday 24th July. It should be noted that planning fees can only be used to pay for the planning department, and have to be ringfenced for this purpose		185						
		Service Implication	Can be used to support staffing budgets in the development management team								
		Staffing Implications	Can be used to support staffing budgets in the development management team - legally can only be used to support development management budgets								
		Strategic Priorities implications	n/a								
		Impact on other departments	n/a								
		Equalities Implications	n/a								
Total Savings Proposals 2024-28					185	0	0	0			

Page 38

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Environment, Civic Pride and Climate</u>					
Waste Services - Disposal/treatment of food and garden waste	150	0	0	0	150
Greenspace - Highways Verge Cutting	60	0	0	0	60
CPZ Programme - Budget reduction without loss of function/service	100	0	0	0	100
SLWP - Management and Admin charges - Reduction of contractual payment to SLWP	0	30	0	0	30
Total Savings 2024-28	310	30	0	0	340
Cumulative Total	310	340	340	340	

Page 39

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Environment, Civic Pride and Climate</u>					
Highways and Transportation -Increase in fees and charges for a range of licences and services	200	0	0	0	200
Leisure - short term lease	23	(23)	0	0	(0)
Total Fees and Charges Proposals 2024-28	223	(23)	0	0	200
Cumulative Total	223	200	200	200	

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving		Proposed saving					Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
				Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000			
SC	ECPC2425-S01	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Waste Services SLWP have estimated savings for the disposal/treatment of food and garden waste for 23-24. No direct customer service implications due savings being a reduction in gate fees levied for treating food and green waste. This savings is limited to the duration of the contract and may be offset through higher waste volumes generated through household waste collections. There is also potential risk in the reduction in food waste processed as maturing food waste recycling services often have a reduction in overall tonnage collected as behaviours change. None Continues to support environmental targets for recycling None None	502	150				Medium/High	LOW	SP1
SC	ECPC2425-S02	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Greenspace Highways verge cutting - change from an outcome-based requirement to a cyclical programme Improve the efficiency of Highways verge cutting by shifting from an outcome-based requirement to a cyclical programme, tailored by the parks and grounds maintenance service provider. This strategic approach will lead to resource savings through more efficient service delivery. It is expected to have a benefit of increased biodiversity reflecting our commitment to a greener and more sustainable community. Any excess growth in verge grass, in between cyclical cuts, that may affect sightlines on road junctions will be dealt with as necessary – as is currently. Potential reduction of FTEs from service providers seasonal workforce. Civic Pride / Sustainability None None	963	60				LOW	HIGH	SS2

Page 40

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving	Baseline Budget 23/24 £000	Proposed saving					Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
				2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000				
SC	ECPC2425-S03	Service/Section Description CPZ Programme Budget reduction without loss of function/service Service Implication Reduced capacity to expand service if more CPZs are required. Staffing Implications None Strategic Priorities implications None Impact on other departments None Equalities Implications No assesment needed, the programme continues.	396	100					Low	Medium	SNS1
SC	ECPC2425-S04	Service/Section Description SLWP - Management and Admin charges Reduction of contractual payment to SLWP following end of Waste Collection Contract Service Implication Review and reprofile of the SLWP management support provided following the cessation of the Phase C, Lot 1 - street environment contract Staffing Implications No direct LBM staffing implications Strategic Priorities implications Sustainable Future Impact on other departments N/A Equalities Implications None	194		30				LOW	LOW	SP1
Total Savings Proposals 2024-28				310	30	0	0				

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ECPC2425-S05	Service/Section Description	Highways and Transportation Increase in fees and charges for a range of licences and services including vehicle crossovers, streetworks permits, skip licencing, scaffold licencing and development site related charges by an average of 12%. Some fees will increase by a lower % and some by a higher %.	1,652	200				LOW	LOW	S11
		Service Implication	No impact, work undertaken as part of business as usual								
		Staffing Implications	No impact, work undertaken as part of business as usual								
		Strategic Priorities implications	No impact, work undertaken as part of business as usual and contributing to the maintenance and management of the highways.								
		Impact on other departments	No impact, work undertaken as part of business as usual. Impact of increased fees will feed through to developers and those requesting roadworks approvals.								
		Equalities Implications	No impact, no change in outcomes.								
SC	ECPC2425-S06	Service/Section Description	Leisure Provide a short term lease to local provider to utilise the Morden Assembly Hall. Savings will be on new income associated with a let of the facility.	0	23	(23)			MEDIUM	MEDIUM	S12
		Service Implication	No significant impact identified as no service related customers utilise the facility								
		Staffing Implications	None								
		Strategic Priorities implications	Civic Pride								
		Impact on other departments	Car park security is a potential risk point for attracting environmental crimes, including waste fly-tipping								
		Equalities Implications	None, assessment completed, no customers since 2019								
Total Savings Proposals 2024-28					223	(23)	0	0			

Page 42

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Children, Lifelong Learning and Families</u> Education and Early Help - Pre-schools	60	0	0	0	60
Total Savings 2024-28	60	0	0	0	60
Cumulative Total	60	60	60	60	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Children, Lifelong Learning and Families

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CLLF202425 S01	<p>Service/Section Description</p> <p>Education and Early Help Pre-schools: The government funds free childcare places for eligible children aged 2, 3 and 4 years. Funding is distributed by the Early Years Dedicated Schools Block (EYDSG)</p> <p>The government set a base rate which LAs apply a local formula for. This is used to distribute funds across the local area.</p> <p>In addition to places provided by Private, Voluntary and Independent nurseries (PVIs) and school nursery classes, Merton Council directly supplies approximately 100 places for families that are funded via the EYDSG.</p> <p>The Council mostly provides these early education and childcare places where the market has failed/offers limited supply. This is the case in the early education and childcare offer for families living in low-income households, eligible for part time places of 15 hours a week term time only.</p> <p>From 2024, a new funding rate has been applied for 2-year places, with an increase in budget estimated at around 25%.</p> <p>This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.</p> <p>EY DSG can only be used to fund Ofsted registered places in accordance with statutory guidance.</p> <p>Service Implication No reduction to services: savings are via an approximate anticipated 25% increase in the local hourly rate paid to providers for 2 year old places</p> <p>Staffing Implications N/A</p> <p>Strategic Priorities implications Support for vulnerable families meets the Civic Pride priority</p> <p>Impact on other departments N/A</p> <p>Equalities Implications This provision supports a high proportion of children with more significant SEND, children living in poverty, families with support needs, high levels of EAL, but no service impact as service will continue with additional government funding</p>		80	60				Low	Low	SP2
Total Savings Proposals 2024-28					60	0	0	0			

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Adult Social Care, Integrated Care and Public Health</u>					
Adult Social Care- Supported Living Placements	0	0	163	180	343
Adults - Reablement	40	40	40	40	160
Mental Health - S75 agreement	80	167	167	167	581
Mental Health Brokerage	118	0	0	0	118
Adult Social Care Placements- Homecare	250	0	0	0	250
Adult Social Care & Public Health (Integration of Commissioning Functions)	50	50	0	0	100
Total Savings 2024-28	538	257	370	387	1,552
Cumulative Total	538	795	1,165	1,552	

Page 45

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Adult Social Care, Integrated Care and Public Health</u>					
Adult Social Care- Placements - reviewing fees and charges in line with the Care Act 2014	50	150	0	0	200
Total Fees and Charges Proposals 2024-28	50	150	0	0	200
Cumulative Total	50	200	200	200	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 121	Service/Section	Adult Social Care- Supported Living Placements	50,636	-	-	163	180	M	L	SNS1
		Description	The Re-development of the JMC/Riverside Drive site will include the building of a purpose built day centre and also the building of 21 supported living flats for people with a learning disability. This proposal will have major benefits to residents with increased independence and keeping people out of restrictive instatutionalised care. The proposal will also enable residents to have their own tenancies and greater control over their lives. There are also cost benefits of offering Supported Living as an alternative to (moderate) LD residential care. This saving is linked to CH119 (£300k) and is an increase on the original saving to reflect the increased 'cost of living' increases to placement costs in comparison to supported living.								
		Service Implication	This proposal will increase capacity in supported living for people with a learning disability in Merton. This proposal will also support younger adults in transition from childrens services who need specialist accomodadion and help residents to stay in their local communities close to their families and friends. Opening the new units will help to divert the provision from (moderate) LD Residential to supported living for those assessed as needing supported living which is benefical for the resident but also cost effective. This proposal also assumes that 8 clients will move from residential care to supported living (35 weeks so not full year) following assessment. This will apply for for those that wish to return to Merton and no longer need residentail care following an assessment of need.								
		Staffing Implications	Will be provided by external provider via tender for support services								
		Strategic Priorities implications	Sustainable Merton - affordable housing and specialist services Civic pride- investing in vulnerable adults								
		Impact on other departments	Delivery of site redevelopment dependent on Future Merton (and third party delivery)								
		Equalities Implications	LD, figures of M/F split in transition cases coming through								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 122	Service/Section	Adults - Reablement	50,363	40	40	40	40	L	Low	SP1
		Description	Adult Social Care have a very strong, well respected and successful existing reablement service which focuses on hospital discharges (70 % of people regain their independence and need no care following a period of reablement). This service mainly focusses on hospital discharge so the service misses the chance to reable community clients accessing services through our ASC First Response Team 'front door for ASC'. The proposal is that we have a similar reablement service working with people entering the service from the community (approx. 30 per month). It is important to note the success rate for community reablement will be different for those in the community than for hospital discharge pathways as people are generally deconditioned following a stay in hospital.								
		Service Implication	This proposal supports the prevention/early intervention model. Increasing independence for residents and reducing dependence and the need for care packages on a long term basis. It will also help to keep people in their own homes and out of hospital and 24 hr care.								
		Staffing Implications	Some additional reablement capacity will be required in the service. It is likely to be a different model of delivery to the current hospital pathway model, with some internal staffing but the 'homecare' element could be provided through an external provider.								
		Strategic Priorities implications	Sustainable Merton/Civic Pride - Keeping people independent in their own homes and supporting vulnerable residents to maintain their skills and independence.								
		Impact on other departments	None								
		Equalities Implications	EIA would need to be completed the net impact is likely to be positive.								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 123	Service/Section	Mental Health - S75 agreement	2,092	80	167	167	167	M	L	SNS2
		Description	LBM is the only SWL borough with a section 75 agreement (Section 75 of the National Health Services Act 2006 between partners (NHS bodies and local authorities) can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner) in place with SWL STG MH Trust (South West London St Georges Mental Health Trust). All other SWL boroughs have ended their section 75 arrangements and returned their social work staff into their council structures, while still undertaking their statutory duties and working closely with the MH Trust. All SWL boroughs (and the MH Trust) report that they are happy with this arrangement and that they have more control over their Care Act Duties and report that they are better able to ensure that they meet statutory responsibilities. We would also be able to ensure that all Care Act activity undertaken by staff are recorded accurately on Mertons client data base and be able to report on our statutory duties and functions								
		Service Implication	We would have to give formal notice to end the section 75 agreement with the mental health trust following internal approval for this proposal. We would need consultation with staff. Statutory duty performance is different to internal LBM teams and the current set up is a risk to Care Quality assurance as operating practices differ across delivery of our Care Act functions and impact on performance reporting. The target implementation would be in October 2024								
		Staffing Implications	23 FTE are on LBM payroll and 15.5 on trust payroll working for LBM within the MH Trust. We would also need a restructure of the social work Locality teams within Merton to incorporate these new staff and rationalise the management structures.								
		Strategic Priorities implications	Sustainable Merton/Civic Pride								
		Impact on other departments	None								
		Equalities Implications	Full EIA needed								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 124	Service/Section	Mental Health Brokerage	50,636	118	-	-	-	L	Low	SN2
		Description	Currently SWL STG MH Trust source and broker (buy) care packages and residential/nursing placements for Merton Residents (open to their teams) who need a care package on behalf of Merton. The proposal is that we return the brokerage function for Mental Health social care placements to the boroughs adult brokerage team. This will facilitate better market management and effective social care placements. This proposal will also ensure that the negotiation of services with providers are in line with other brokerage pathways within ASC and that ASC commitments are accurately recorded in Mosaic (client data base). It also enables better strategic commissioning and market shaping for Mental Health services								
		Service Implication	Brokerage will experience an increase in the number of packages, but this will likely be minimal (3 -4 per week). There will be more market development needed with Mental Health providers. All agreed support plans will be brokered using the Mosaic system, enabling accurate reporting of MH placement commitments through the year.								
		Staffing Implications	There are currently no staff in the MH service with the title 'Broker', there are 3 administrative workers that have the recording responsibility. The existing Brokerage service will absorb the responsibilities within the existing structure and there may be a need to invest further in Mental Health commissioning in order to develop the market.								
		Strategic Priorities implications	Sustainable Merton								
		Impact on other departments	None material								
		Equalities Implications	EIA to be completed but there are minimal EIA implications as this is transactional and should improve quality of placements								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 125	Service/Section	Adult Social Care Placements- Homecare	50,636	250	-	-	-	L	Low	SP1
		Description	The new homecare contracts will mobilise from 2nd October 2023. All 4 prime providers and 6 supplementary providers are contractually obliged to use the improved CM2000 electronic call monitoring system. This monitoring system allows for better monitoring of care providers (staff sign in and out electronically on each visit to a resident) and will improve outcomes for residents. The call monitoring system also means that the borough pays actual call cost incurred on all packages with those providers, rather than planned costs (on a 60 min visit of the carer stays for 45 mins we pay for 45 and not 60). This will lead to achieving savings against planned hours of homecare.								
		Service Implication	Improved outcomes for residents along with increased digital monitoring of home care contracts which will result in better delivery of home care.								
		Staffing Implications	None								
		Strategic Priorities implications	Sustainable Merton/Civic Pride - cost efficient services based on accurate monitoring of home care which also ensures that people get the support calls they need								
		Impact on other departments	None								
		Equalities Implications	EIA to be completed but no negative impact								
HC&OP	ASCICPH 126	Service/Section	Adult Social Care & Public Health (Integration of Commissioning Functions)	2,302	50	50	-	-	L	L	SN2
		Description	Reviewing the commissioning, contract management, business intelligence, performance functions across the department and developing a single unified approach. Currently these functions are undertaken separately within ASC and PH. We will also consider the opportunities that a new SWL ICB Merton Place structure (due to be in place April 2024) has for integrated working but this proposal will focus on our internal functions in the interim.								
		Service Implication	This proposal will involve changes to the model of commissioning across ASC, IC & PH but it is intended that overall outcomes are improved and service delivery functions better supported as a result.								
		Staffing Implications	The Intention is to deliver efficiency by remodelling functions. Any in scope vacancies will be held for deletion in order to avoid possible redeployment or redundancy.								
		Strategic Priorities implications	Sustainable Merton - ensuring best value through consistent and well co-ordinated commissioning								
		Impact on other departments	There may be opportunities to align wider commissioning functions.								
		Equalities Implications	EIA to be completed								
		Total			538	257	370	387			

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 127	Service/Section	Adult Social Care- Placements	(10,868)	50	150	-	-	L	L	SI1
		Description	Income Generation through reviewing our fees and charges in line with the Care Act 2014. Currently all South West London Local Authorities have charges in place for Care Act functions completed for self funders, or are currently consulting on charges for self funders. This proposal will bring Merton in line with our SWL neighbours.								
		Service Implication	There will be a corporate review of charging which this review will fit into but we need to review our charging policies in line with the care act 2014. This review will include the review of the charging policy and include the cost recovery of services provided by ASC to self funders.								
		Staffing Implications	None								
		Strategic Priorities implications	Sustainable Merton - maximising income to the department and fair cost of care								
		Impact on other departments	F&D								
Equalities Implications	Full consultation would be needed with customers which will impact on year one delivery and we are in a cost of living crisis										
		Total			50	150	-	-			

200

Page 51

- SN2** 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 ringfenced grant
- SPROP** Reduction in Property related costs
- SI1** Income - increase in current level of charges
- SI2** Income - increase arising from expansion of existing service/new service

- Panel**
- C&YP** Children & Young People
 - OSC** Overview and Scrutiny
 - HC&OP** Healthier Communities & Older People
 - SC** Sustainable Communities

SUMMARY OF EQUALITIES IMPACT ASSESSMENTS - SAVINGS TO CABINET 16 November 2023

SAVINGS REFERENCE	CABINET	DIRECTORATE	SAVING	OUTCOME
Overview and Scrutiny Commission				
2024-25 ICS1	16 November 2023	Innovation and Change	Communications and Engagement - Renegotiating and reprocurement of service contracts and income generation	1
2024-25 ICS2	16 November 2023	Innovation and Change	Transformation and Change - Review of admin and business support.	2
2024-25 FDS1	16 November 2023	Finance and Digital	Resources - Insurance Reduce contribution to the insurance provision	1
2024-25 FDS2	16 November 2023	Finance and Digital	Resources - Treasury -Increased interest income from Treasury Management activities	1
2024-25 FDS3	16 November 2023	Finance and Digital	I&T - IT Costs Decommissioning of Citrix	1
HSD2425-S04	16 November 2023	Housing & Sustainable Development	Facilities Management - Reduction in vacant posts	1
HSD2425-S05	16 November 2023	Housing & Sustainable Development	Facilities Management - Review printing services, move to paperless and remove printers where possible.	1
Healthier Communities and Older People Overview and Scrutiny Panel				
ASCICPH 121	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care- Supported Living Placements	1
ASCICPH 122	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adults - Reablement	1
ASCICPH 123	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Mental Health - S75 agreement	2
ASCICPH 124	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Mental Health Brokerage	1
ASCICPH 125	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care Placements- Homecare	1
ASCICPH 126	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care & Public Health (Integration of Commissioning Functions)	1
ASCICPH 127	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Review of ASC Fees and Charges	2
Children and Young People Overview and Scrutiny Panel				
CLLF202425 S01	16 November 2023	Children, Lifelong Learning, and Families	Education and Early Help - Pre-schools	1
Sustainable Communities Overview and Scrutiny Panel				
HSD2425-S01	16 November 2023	Housing & Sustainable Development	Development management and enforcement – reallocate heritage work amongst the team	1
HSD2425-S02	16 November 2023	Housing & Sustainable Development	Development management and enforcement – more effective allocation of administration tasks	1
HSD2425-S03	16 November 2023	Housing & Sustainable Development	Climate change/strategic planning/ future merton – more effective use of climate change budgets	1
ECPC2425-S01	16 November 2023	Environment, Civic Pride and Climate	Waste Services - disposal/treatment of food and garden waste	1
ECPC2425-S02	16 November 2023	Environment, Civic Pride and Climate	Greenspace - Reduce Highways Verge Cutting Frequency	1
ECPC2425-S03	16 November 2023	Environment, Civic Pride and Climate	CPZ Programme - Budget reduction without loss of function/service	1
ECPC2425-S04	16 November 2023	Environment, Civic Pride and Climate	SLWP - Management and Admin charges - Reduction of contractual payment to SLWP	1
ECPC2425-S06	16 November 2023	Environment, Civic Pride and Climate	Leisure - short term lease to Hilton Pharmacy for full responsibility for Morden Assembly Hall	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?	Communications Team - Renegotiating and reprocurement of service contracts and income generation. (Ref.2024-25 ICS1)
Which Department/ Division has the responsibility for this?	Innovation and Change

Stage 1: Overview	
Name and job title of lead officer	Matt Burrows, Interim Head of Communication and Engagement
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 service currently holds a number of expensive IT system contracts that can be reprocured or cancelled, leading to savings. There is additional scope for income generation through advertising, in-house graphic design services and other commercial activity.
2. How does this contribute to the council's corporate priorities?	Improved value for money and increased income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Impact will be on commercial organisations with which the Council ends its contractual arrangements with.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Finance and Digital hold a number of the contracts within the scope of this proposal. The Communication Team will retain overall responsibility.

Stage 2: Collecting evidence/ data

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

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

Contract Register.

Stage 3: Assessing impact and analysis

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

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

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

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.**

Page

55

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

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

- The assessment has identified no potential for positive or negative impacts on protected characteristics.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement.	Signature: 	Date: 25 October 2023
Improvement action plan signed off by Director/ Head of Service	Polly Cziok, Executive Director for Innovation and Change	Signature: 	Date: 25 October 2023

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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?	Council-wide Admin and Business Support functions (Ref.2024-25 ICS2)
Which Department/ Division has the responsibility for this?	Innovation and Change; Customers, Policy and Improvement

Stage 1: Overview	
Name and job title of lead officer	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The review will lead to better and more streamlined business support and administration across the organisation and will aim to create more apprenticeships in place of reliance on agency staff.
2. How does this contribute to the council's corporate priorities?	Improved internal support to service delivery teams (supporting improved outcomes for residents) and better value for money.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	An initial review of posts in scope has identified approximately 205 posts across 120 roles. The 120 roles encompass a broad spectrum of administrative and business support roles, as well as associated roles such as programme management and support roles. There are a small number of service areas, primarily those delivered via partnership arrangements, which it has been agreed will be excluded from the scope of the review.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The scope of the review encompasses the six Directorates within the Council.

Stage 2: Collecting evidence/ data

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

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

Information on the roles and posts in scope has been provided by Human Resources. The analysis to date has used anonymized data. During the course of the proposed review further work will be undertaken to understand the breakdown of the cohort of the in-scope workforce in order to be able to identify the extent to which there is the potential for disproportionate impact on particular protected characteristics. This more detailed analysis will allow for more nuanced and targeted mitigation strategies to be developed in respect of any disproportionate impacts identified.

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	✓		✓		Increasing apprenticeship opportunities may positively impact opportunities for younger people to begin a career with the Council. Although further analysis is required, the likely age profile of the existing cohort of employees may mean a disproportionate impact on older employees.
Disability	✓		✓		There may be positive impacts in terms of new systems, processes and technologies making roles more accessible to individuals with particular disabilities (subject to further testing). Again, further analysis is required, but there is the possibility for disproportionate impact depending on the proportion of individuals with disabilities in the overall in-scope cohort.
Gender Reassignment		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Marriage and Civil Partnership		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Pregnancy and Maternity		✓		✓	No positive or negative impacts identified at this stage, but this will be

					subject to more detailed testing as outlined above.
Race		✓	✓		Again, further analysis is required, but there is the possibility for disproportionate impact depending on the proportion of individuals from black and minority ethnic communities in the overall in-scope cohort.
Religion/ belief		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Sex (Gender)	✓		✓		Improved career pathways may provide positive impacts dependent on the gender balance across the overall in-scope cohort. Again, further analysis is required, but there is the possibility for disproportionate impact depending on the gender balance across the overall in-scope cohort.
Sexual orientation		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Socio-economic status	✓		✓		Improved career pathways and apprenticeships may provide positive impacts for low-income households and individuals. Negative impacts may arise as a result of the fact that the salaries of a significant proportion of the in-scope roles and posts are at the lower end of the Council's payscales.

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

This is an initial analysis prior to the review being commenced. The mitigation has several components:

- The review will be undertaken in a manner that is fully consistent with the Councils Policy and Procedures for managing Organisational Change.
- Further analysis of individualised data to provide a richer understanding of the potential for negative impact in regards to specific protected characteristics (and combinations of protected characteristics) as a precursor to developing more targeted mitigation actions.
- Ongoing engagement with the in-scope workforce to understand potential impacts and to co-design mitigations.
- Further full EIAs to be undertaken at relevant points in the review and in particular in relation to proposed new / changed delivery models.

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
61

- 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?
Further detailed analysis of the in-scope workforce is required in order to better understand the scope for positive or negative impacts to be present.	Completion of the more detailed analysis with support from Human Resources.	Analysis completed and outcome report presented to Corporate Management Team	31 January 2024	Existing	Keith Burns	Yes
Potential for negative impacts identified against Diverse Protected Characteristics.	Compliance with Council's Policies and Procedures for managing organisational change.	End of review report completed.	31 May 2024	Existing	Keith Burns	Yes
	Completion of the detailed analysis referred to above.	Analysis completed and outcome report presented to Corporate Management Team	31 January 2024	Existing	Keith Burns	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis



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

This Equality Analysis has resulted in an Outcome 2 Assessment

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

- The assessment has identified the potential for a number of positive and negative impacts across five of the Protected Characteristics.
- It is recognized that further detailed analysis of the in-scope cohort is required in order to ascertain with a greater degree of confidence the potential for either positive or negative impacts to be present, which in turn will allow for more tailored mitigations to be developed and implemented. This further analysis may also change the impact assessment for the remaining five Protected Characteristics.
- Compliance with the Council's Policies and Procedures for managing organizational change is an important element of the mitigation plan, as is engagement with the in-scope workforce and co-design of mitigating actions.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement.	Signature: 	Date: 25 October 2023
Improvement action plan signed off by Director/ Head of Service	Polly Cziok, Executive Director for Innovation and Change	Signature: 	Date: 25 October 2023

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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?	A series of Finance and Digital Service savings (Ref. 2024-25 FDS1 & FDS2)
Which Department/ Division has the responsibility for this?	Finance and Digital

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. DoF 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)	Various savings in back office costs from 24/25:- Insurance contributions £40,000 Treasury Management Activities £300,000
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. 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?
N/A						

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


Stage 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

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Roger Kershaw, DoF Finance & Digital	Signature: 	Date: 25.10.23
Improvement action plan signed off by Director/ Head of Service	Asad Mushtaq, Executive Director, Finance & Digital	Signature: <i>Asad Mushtaq</i>	Date: 1.11.23

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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?	Removal of Citrix Infrastructure & Equipment (Ref. 2024-25 FDS3)
Which Department/ Division has the responsibility for this?	Finance and Digital / Infrastructure and Technology

Stage 1: Overview	
Name and job title of lead officer	Richard Warren, Head of IT Service Delivery
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>Citrix is an IT solution which provides a virtual desktop to users, there is a complex architecture and the backend which includes physical servers. Citrix technology has not really been developed and now provides quite limited functionality in comparison with some other available solutions which provide the same features but with the additional benefit of being hosted in the Cloud.</p> <p>This change will deliver direct financial savings to the Council of approximately £40k per annum.</p> <p>The proposal is to remove this current service and replace it with a cloud-based solution called Azure Virtual Desktop (AVD) and replace the limited functionality Pi desk top boxes and provide officers with one of a number of different equipment options which include laptops, PC's and mobile devices depending on the nature of the role being undertaken.</p> <p>However, there are a very limited number of service areas which due to the nature of the services provided and the systems they use will still require this virtual desktop environment, and the proposal these will be migrated to the AVD.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports the Councils wider digital IT strategy of Cloud first.
3. Who will be affected by this proposal? For example who are the external/internal customers,	This proposal will affect all users who currently use the Citrix environment and therefore we will be engaging with individual teams to identify their specific operational requirements so that we can provide the most appropriate type of equipment. This proposal will not impact external customers, the wider community or partner organisations.

Page 70

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?	As this is a move to using an alternative infrastructure/system there are no other departments involved, but service users in every department will be affected as they will need to move to using different desktop equipment or alternatively use the new AVD.

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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).

This is the replacement of an operational IT system, and we are not removing or reducing any service provision so on that basis we do not foresee any potential issues in respect to equality groups being affected.

This proposal may require some minor adjustments to existing working arrangements for some members of staff who will be issued with new equipment, but this will be covered as part of a local risk assessment process when assessing the most appropriate item of equipment to issue. We have now more laptops deployed and make strategic sense to provide laptops to all users. Where there are common areas and officers cannot change laptops, we will provide a PC.

Page 72

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	

Socio-economic status		x		x	
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7. If you have identified a negative impact, how do you plan to mitigate it?

No issues identified requiring mitigation.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Page 74

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?

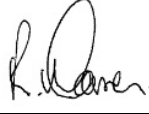

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

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>1</u>	Assessment
This Equality Impact Assessment has indicated that there are no negative or positive impacts. We are swapping systems and providing laptops or PC's to provide better connectivity and the ability for officers to work with a single device.		

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Richard Warren	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Mark A Humphries	Signature: 	Date: 20 th October 2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Proposed budget savings in the development management teams
Which Department/ Division has the responsibility for this?	Development management (Ref. HSD2425-S01 & HSD2425-S02)

Stage 1: Overview	
Name and job title of lead officer	Jonathan Berry
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)	Deleting two vacant posts, currently filled by interim agency staff. 1) the conservation/heritage officer post and 2) the administration team leader role
2. How does this contribute to the Council's corporate priorities?	The proposals support the Council's statutory duty to produce a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The customers of development management are:</p> <ol style="list-style-type: none"> 1) Residents who want to do building works in the borough. 2) Developers who want to do building works in the borough. 3) All residents, who want to see all building works fairly considered, and agreed or refused planning according to policies and legal requirements. <p>The proposals will benefit the Council through providing savings which will allow a balanced budget to be produced.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for delivering this service is not shared.

Page 27

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).

Given this is the deleting of vacant posts, and it has been assessed that the work can be taken on by other parts of the service, no additional evidence has been considered or looked at, or deemed necessary.

Stage 3: Assessing impact and analysis

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

Page 8

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

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

No impacts 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?

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

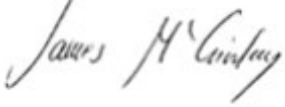

10. Summary of the equality analysis

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.

- 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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	James McGinley, Head of Regeneration, Environment, Civic Pride & Climate	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Lucy Owen, Executive Director of Housing and Sustainable Development	Signature: 	Date: 20/10/23

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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?	Reprofile of the climate action budget to make more efficient use of the funding (Ref: HSD202425 03)
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate/ Housing & Sustainable Development /Future Merton

Stage 1: Overview	
Name and job title of lead officer	Tara Butler, deputy Head of FutureMerton
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)	Amending parts of the climate funding to provide savings to help the Council maintain a balanced budget. These savings are proposed as: <ol style="list-style-type: none"> 1) Amending the business retrofit support scheme by -£130,000 in 24/25 and -£60k in 25/26. The project's scope can be fitted within the proposed reduced budget through more efficient use 2) Amending the climate outreach budget by -£20k. The project's scope can be reprofiled more efficiently.
2. How does this contribute to the council's corporate priorities?	The proposals support the Council's statutory duty to produce a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The customers of the climate funding are:</p> <ol style="list-style-type: none"> 1) Businesses who want to make their businesses zero carbon 2) Residents and businesses who would be supported by outreach to let them know more about their individual choices to support the zero carbon agenda <p>The proposals will benefit the Council through providing savings which will allow a balanced budget to be produced.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for delivering this service is shared between the Environment, Civic Pride & Climate and Housing & Sustainable Development Directorates.

Stage 2: Collecting evidence/ data

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

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

- 1) The -£20k amendment in climate outreach budget will not affect the ability of the council to continue to prioritise outreach and communication with people that have historically been underrepresented in the climate area (including people of different races, ages, abilities and socio-economic backgrounds) and will continue to support those with protected characteristics.
- 2) The Business Retrofit Support Scheme will be designed to align with the new budget envelope and the project will be designed to ensure equality of outcome.

For both projects the scope of how the support will be modified has not yet been defined in detail, but we will ensure that business owners and residents with protected characteristics are supported and targeted for support as required, and as we would with the existing funding. As such no impacts are foreseen.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	

Socio-economic status		x		x	
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7. If you have identified a negative impact, how do you plan to mitigate it?

No impacts 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?

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

Page 86



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 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**

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Tara Butler, Programme Manager, Environment, Civic Pride & Climate	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Lucy Owen, Executive Director of Housing and Sustainable Development	Signature: 	Date: 20/10/23

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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?	Proposal to delete two funded posts (Ref. HSD202425 04)
Which Department/ Division has the responsibility for this?	Housing & Sustainable Communities/ Infrastructure & Technology Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Proposal to delete two funded posts within the Facilities Management Major Projects team to reduce operating costs.</p> <p>The post are Major Projects Manager and Major Projects Surveyor which are funded as part of the current Facilities Management establishment with one post currently vacant and one being covered by a long term agency member of staff.</p> <p>The loss of these two posts will mean that any future large building repair or maintenance related project will have to be commissioned using external technical consultants costed at current commercial market fee rates.</p>
2. How does this contribute to the council's corporate priorities?	Not Applicable
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Short term there will not be any immediate impact but medium to long term any specialist technical support or duties that would have been carried out by the team, which includes design and project management of building related capital projects will need to be undertaken by external consultants at a direct cost to the Council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	These posts currently technical support and deliver projects on behalf a number of teams within other directorates including leisure services and school Improvements

Stage 2: Collecting evidence/ data

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

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

As part of the FM trading account operating model these post have only ever been filled by agency members of staff. As the post deliver capital building projects, the service that is provided can be readily delivered by external consultants and therefore has no impact on any protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies 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?

Not Applicable

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

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

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

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

Page 90

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

- The deletion of these posts should result in revenue savings to the Council and have no equalities impact.

Page 91

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Nick Layton – Interim Head of Facilities	Signature: <i>A.N. Layton</i>	Date: 19.10.23
Improvement action plan signed off by Director/ Head of Service	Mark A Humphries – Assistant Director of Infrastructure and Technology	Signature: <i>Mark Humphries</i>	Date: 20 th October 2023

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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?	Review printing services, with a look to move to more paperless working, and remove printers where possible and/or provide printing more efficiently. (Ref. HSD202425 05)
Which Department/ Division has the responsibility for this?	Finance & Digital / Infrastructure & Technology Division / Housing and Sustainable Development

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Proposal to try and deliver some element of financial saving against the Council's current corporate operating costs, through a review of the Council's external operational buildings and a small volume of partner organisations including schools. This could include moving to a more paperless office and reducing the number of printing carried out and the equipment required to support this.
2. How does this contribute to the council's corporate priorities?	Helping to secure a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will have an impact on those in the workforce who use day-to-day printing facilities, although it is expected that a transition to a reduction in reliance on printing for efficiency and environmental reasons would mitigate some of this. It could also potentially impact some external customers, partner organisations and the wider community. However, the review will look at any impacts and how this can be delivered and implemented to ensure efficiency is not lost
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility for providing the current networked printing and scanning facilities currently sits with both the IT Service Delivery, and the Facilities Management teams which now operate across both the Finance & Digital and Housing & Sustainable Communities departments.

Stage 2: Collecting evidence/ data

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

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

A full review of all the evidence and data will be undertaken as part of the review, to assess needs of those who print, how this can be reduced without impacting any groups with protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X	X		This saving proposal requires some further detailed analysis to ensure any potential negative impacts from reducing printing are mitigated by using accessibility technology. The review will look at all the options for making savings and operational and equality impacts will be considered prior to any recommendations being made.
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?

Unable to identify any potential remedies or impacts until a more detailed analysis of the proposal has been undertaken and what the potential impact might be if the equipment is removed.

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?
The template has been completed as an initial draft and therefore the actual impact is currently unknown	This proposal requires some further detailed analysis on the potential operational and equality related impacts before the final version of the Equality Assessment can be completed.	Not Applicable	March 2024	Existing	MH	No

Page 96

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

Further work will be undertaken to properly assess both the operational and equality related impacts of withdrawing Multi-Functional Devices (i.e.) removing local networked printing and scanning devices from the Councils operational buildings, before a final equalities assessment is completed.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark A Humphries – Assistant Director of Infrastructure and Technology	Signature: <i>Mark Humphries</i>	Date: 20 th October 2023
Improvement action plan signed off by Director/ Head of Service	Asad Mushtaq – Executive Director of Finance & Digital	Signature: <i>Asad Mushtaq</i>	Date: 02/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Estimated savings on the disposal and treatment of food and garden waste for 2023/24 Ref. ECPC 2425-S01
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley, Assistant Director – Public Space
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The SLWP have provided an estimated savings in the costs for the disposal and treatment of food and garden waste in the 2023/24 financial year.
2. How does this contribute to the council's corporate priorities?	This will support savings within the Civic Pride ambitions by reducing costs, and therefore value for money of delivered services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will benefit the Council and ultimately residents and customers of the service by providing better value for money.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other department or authority shares responsibility.

Stage 2: Collecting evidence/ data

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

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

Evaluation and projected budgets delivered by the SLWP for the financial year.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Religion/ belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Sex (Gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Socio-economic status	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.

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?

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

- There are no negative impacts identified through this Assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	John Bosley, Assistant Director – Public Space	Signature: 	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	Dan Jones, Executive Director – Environment, Civic Pride and Climate	Signature: 	Date: 2/11/2023

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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?	Highways verge cutting - change from an outcome-based requirement to a cyclical programme Ref. ECPC2425-S02
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

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)	Improve the efficiency of Highways verge cutting by shifting from an outcome-based requirement to a cyclical programme, tailored by the parks and grounds maintenance service provider. This strategic approach will lead to resource savings through more efficient service delivery.
2. How does this contribute to the council's corporate priorities?	This will support the Civic Pride and Sustainable Future priorities by providing best value for the Council through less intensive management of green infrastructure, resulting in improved biodiversity, less carbon intensive works.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Broadly, all residents and visitors to the borough will be indirectly or directly impacted, especially in local communities where grass verges play a significant part of the local amenity.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Overall responsibility for the service is within the Parks and Greenspaces team with secondary involvement with the Highways Team in FutureMerton, ensuring that roads are safe from a traffic perspective i.e. ensuring sightlines are maintained at road junctions.

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 impact of the operational changes to cutting the highways verges – from an outcome to a cyclical based specification – has been reviewed and there is not expected impact on the protected characteristics. It is expected to have a benefit of increased biodiversity reflecting our commitment to a greener and more sustainable community. Any excess growth in verge grass, in between cyclical cuts, that may affect sightlines on road junctions will be dealt with as necessary – as is currently.

Stage 3: Assessing impact and analysis

Page 10
 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
	Yes	No	Yes	No	
Age		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Disability		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Gender Reassignment		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Marriage and Civil Partnership		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Pregnancy and Maternity		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Race		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Religion/ belief		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Sex (Gender)		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.

Sexual orientation		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Socio-economic status		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.

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

- Page 105
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
 - Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
 - Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
 - Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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


This Equality Analysis has resulted in an Outcome add Assessment

- The assessment primarily centered on the decision to shift from an outcome-based requirement to a cyclical programme. This change was evaluated for its environmental, economic, and community effects.
- The assessment has not identified any positive or negative impacts on protected characteristics.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	John Bosley, Director of Public Spaces	Signature: 	Date: 03/11/2023
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Stage 7: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	Dan Jones, ED Environment, Civic Pride and Climate	Signature: 	Date: 03/11/2023
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Equality Analysis



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

What are the proposals being assessed?	Reduction in CPZ budget (Ref. ECPC2425-S03)
Which Department/ Division has the responsibility for this?	ECPC: FutureMerton

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry. Head of FutureMerton
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)	£100,000 Budget reduction without loss of function - downsize CPZ delivery programme
2. How does this contribute to the council's corporate priorities?	Saving contributes to the MTFS whilst still delivering the service, albeit at a slower rate of CPZ roll-outs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The impact of reducing the operating budget will mean that the programme for rolling out new Controlled Parking Zones (or edits to existing CPZ) will still continue, but at a slower rate with reduced staffing capacity.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Saving is contained within FutureMerton, however a slower roll-out of new CPZs could affect income to the parking services team. Income from future CPZs isn't currently forecast in Parking 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 Council will continue to monitor and deliver controlled parking zones, with a greater emphasis on prioritization of new zones in consultation with the Cabinet Member. The service will continue with a smaller, elongated programme.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		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	Neutral / no impact
Disability		x		x	Neutral / no impact
Gender Reassignment		x		x	Neutral / no impact
Marriage and Civil Partnership		x		x	Neutral / no impact
Pregnancy and Maternity		x		x	Neutral / no impact
Race		x		x	Neutral / no impact
Religion/ belief		x		x	Neutral / no impact
Sex (Gender)		x		x	Neutral / no impact
Sexual orientation		x		x	Neutral / no impact
Socio-economic status		x		x	Neutral / no impact

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?

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

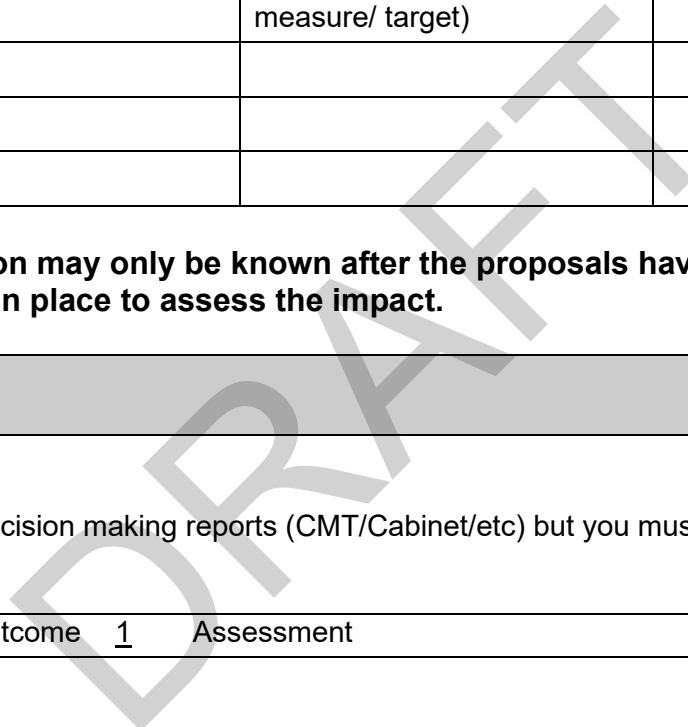
10. Summary of the equality analysis

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

- Savings proposal to contribute to MTFS

Page 11



Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul McGarry	Signature: PMcG	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature: JMcG	Date:25/10/23

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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?	South London Waste Partnership – Management and Admin Charges (Ref. ECPC2425-S04)
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

Stage 1: Overview

Name and job title of lead officer	John Bosley, Assistant Director – Public Space
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The SLWP have provided an estimated savings in the Management and Administration functions from 2025/26 as a result of a reduction in costs.
2. How does this contribute to the council's corporate priorities?	This will support savings within the Civic Pride ambitions by reducing costs, and therefore value for money of delivered services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will potentially affect staff within the South London Waste Partnership – a jointly funded organisation by Merton, Sutton, Kingston and Croydon.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	As above – Sutton, Croydon, Merton and Kingston jointly fund this organisation to provide contract management function for Waste Disposal and Collection 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).

Evaluation and projected budgets forecast by the SLWP for the financial year 25/26. At this stage it is not known whether the changes will have an impact on any individual with protected characteristics. A formal reorganisation process will be followed by the contracting authority (Croydon) as part of this process and an EQIA considered at the time.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Disability		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Gender Reassignment		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Marriage and Civil Partnership		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Pregnancy and Maternity		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Race		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Religion/ belief		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Sex (Gender)		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Sexual orientation		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Socio-economic status		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.

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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.**

Page 116

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



Page 117

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
<ul style="list-style-type: none"> There are no negative impacts identified through this Assessment.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	John Bosley, Assistant Director – Public Space	 Signature:	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	Dan Jones, Executive Director – Environment, Civic Pride and Climate	 Signature:	Date: 02/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Short – Term Lease of Morden Assembly Hall (MAH) to Hilton Pharmacy Ref. ECPC2425-S06
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate/ Public space

Stage 1: Overview	
Name and job title of lead officer	David Gentles – Head of Sport and Leisure
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)	Offering Hilton Pharmacy a short-term lease for 2023/24 rather than reverting back to the closed property status as per ENV2023-24 04 - Rationalisation of Council asset (MAH).
2. How does this contribute to the Council's corporate priorities?	This will support the Civic Pride and Sustainable Future priorities by providing best value for the Council, and supporting a local business to deliver health initiatives for a reasonable cost to a larger population than they would in their business premises.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>If the change from letting the property to a lease, there will be no impact for customers or community at present because the venue has not been used as a community / events venue since before Covid.</p> <p>Possible impact such as a reduction in free car parking for the local community depending on detail in the lease.</p> <p>If Morden Assembly Hall is used for Electoral Services, this will need to be considered within the lease arrangements to ensure availability.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	<p>Public Health – COVID and Flu Jobs – Vaccinations</p> <p>Corporate Services – Elections</p> <p>Overall responsibility is with Sport and Leisure as a property venue.</p>

partners and who has overall responsibility?

Stage 2: Collecting evidence/ data

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

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

The Venue has not been used as a community venue since before the Covid-19 Pandemic. Before the pandemic, the venue was operating with a very small profit margin and following the pandemic the facility was operating at a loss. In 2023/24 a savings was offered (ENV2023-24 04) to rationalise the facility and cease operations.

The Building Support Officer (Caretaker) has been made redundant as part of last year's savings. There is no administrative resource to manage bookings and there is no booking system.

Infrastructure improvements had been identified that would have been required if the venue was to continue to operate as a community events space again, which would have been an additional cost. Next door to the facility is Morden Park Baptist Church that has halls to hire and are used by local community groups.

Page 120

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	Best Value – expanded use by keeping facility open
Disability	X			X	Best Value – expanded use by keeping facility open
Gender Reassignment	X			X	Best Value – expanded use by keeping facility open

Marriage and Civil Partnership	X			X	Best Value – expanded use by keeping facility open
Pregnancy and Maternity	X			X	Best Value – expanded use by keeping facility open
Race	X			X	Best Value – expanded use by keeping facility open
Religion/ belief	X			X	Best Value – expanded use by keeping facility open
Sex (Gender)	X			X	Best Value – expanded use by keeping facility open
Sexual orientation	X			X	Best Value – expanded use by keeping facility open
Socio-economic status	X			X	Best Value – expanded use by keeping facility open

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). Colleagues in electoral services consulted on regarding requirements for elections prior to any formal lease.

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?
Availability of facility as an election site	Ensure adequate provision for use within lease OR seek suitable alternative site	Council secures lease provision to accommodate elections OR suitable alternative site.	Jan 2024	Possibly additional costs for obtaining alternative facility	David Gentles	Yes

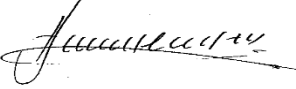

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	Assessment
Key impacts – minimal impact if it remains its current use.	

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	David Gentles/ Head of Sport & Leisure	Signature: 	Date: 25/10/2023
Improvement action plan signed off by Director/ Head of Service	John Bosley/ Assistant Director Space Contract and Commissioning	Signature: 	Date: 25/10/2023

Equality Analysis



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

What are the proposals being assessed?	Increased income to reduce running costs across Merton Childcare Services (Ref. CLLF202425 S01)
Which Department/ Division has the responsibility for this?	CLLF , Education and Early Help Division

Stage 1: Overview

Name and job title of lead officer	Elizabeth Fitzpatrick Assistant Director Education and Early Help
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 government funds free childcare places for eligible children aged 2, 3 and 4 years. Funding is distributed by the Early Years Dedicated Schools Block (EYDSG)</p> <p>The government set a base rate which LAs apply a local formula for. This is used to distribute funds across the local area.</p> <p>In addition to places provided by Private, Voluntary and Independent nurseries (PVI's), Merton Council directly supplies approximately 100 places for families that are funded via the EYDSG.</p> <p>The Council mostly provides these early education and childcare places where the market has failed/offers limited supply. This is the case in the early education and childcare offer for families living in low-income households, eligible for part time places of 15 hours a week term time only.</p> <p>From 2024, a new funding rate has been applied for 2-year places, with an increase in budget estimated at around 25%.</p> <p>This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.</p> <p>EY DSG can only be used to fund Ofsted registered places in accordance with statutory guidance.</p>
2. How does this contribute to the	The council's Community Plan 2020 - 26 has eight thematic priorities and the key priority relating to

council's corporate priorities?

children and education is “Making Merton a place where children and young people feel they belong and thrive.”
 Supplying quality early education and childcare supports the overarching ambition above.

Building a Better Merton Together
 ‘Building a Better Merton Together’ is the council plan for 2023-26. It sets out the ambition for rebuilding pride in Merton over the next three years and explains how this will be achieved over the coming years.

In Merton, there is an ambition for people to feel proud to live, work and visit Merton – rebuilding a sense of pride from the ground up through cleaner streets, more affordable housing, improved town centres and opportunities to be involved in sport

These three strategic objectives guide the borough wide actions:

- Nurturing civic pride
- Building a sustainable future
- Creating a borough of sport

There is a plan for each strategic objective. There are identified initiatives for each objective and the role of the council and partners in delivering these. The work of all Cabinet Members feed into delivery, spanning all parts of the council and the work with partners.

Image

The diagram consists of three light blue boxes at the top, each representing a strategic objective: 'Nurturing civic pride', 'Building a sustainable future', and 'Creating a Borough of Sport'. Below these is a dark blue horizontal bar with the text 'Cabinet portfolios' in white. Underneath this bar are ten smaller, light grey boxes, each containing a category of services: 'Children's services', 'Education and lifelong learning', 'Finance and corporate services', 'Health and social care', 'Housing and sustainable development', 'Environment, green spaces and climate change', 'Sport and heritage', 'Transport', and 'Civic pride'.

This proposal contributes to the Councils nurturing civic provide priority, through the delivery of services for children that support education and lifelong learning, working towards employment for families.

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.

The effect of this proposal does not impact on families, as there are no planned changes to the service offer.

The Council will continue to deliver services in the same way that it does now, with an increased income funded by EYDSG, for the purpose the delivery of places that families can take up free of charge.

<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>There is a large provider base what deliver across the borough the funded early education and childcare offer. They too will receive the same increase in rates, so they can deliver provision to families.</p>
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Stage 2: Collecting evidence/ data

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

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

We do not consider there is any impact on families/service users. An increase in funding rates for vulnerable 2-year-old places, via central government for the local distribution of funding to providers, is not considered to impact negatively or positively on service users with protected characteristics.

We have looked at our local take up and number of places delivered in terms of estimating the possible additional income we can receive via the new/anticipated rates from central government

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies 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					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Gender Reassignment					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Marriage and Civil Partnership					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Pregnancy and Maternity					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Race					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way

Religion/ belief					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Sex (Gender)					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Sexual orientation					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Socio-economic status					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way

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

As no negative impact has been found, no action is identified as needing to be taken

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

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

Stage 6: Reporting outcomes



10. Summary of the equality analysis

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

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

This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.

As services for families will be maintained as they are, no negative impacts have been found, and therefore no action is needed to mitigate any negative impact.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Allison Jones Head of Service Early Years, Family Wellbeing and Early Help		October 23rd 2023
Improvement action plan signed off by Director/ Head of Service	Elizabeth Fitzpatrick, Assistant Director, Education and Early Help		October 24th 2023

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?	ASCICPH121 – Increasing supported living placement numbers
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director for Commissioning & Gillian Moore, Head of Integrated Learning Disability 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)	Increasing the availability and use of supported living as a positive alternative to residential care for adults with learning disabilities. This will include using supported living as a positive alternative for individuals requiring a move to accommodation based care increasing choice and independence and support. We will also look for opportunities to support individuals to move back to the borough from out of area residential placements if they would like to do this moving them to be closer to their families and neighbourhoods . Saving deliverable from 2026/27 linked to redevelopment of JMC site and the provision of 21 units of supported accommodation as part of that project. New commissioning arrangements will also be developed during 2024/25 to support the delivery of personalised 24/7 care and support as well as increased access to suitable accommodation. Successful delivery of the project will enable the Council to continue to meet its statutory duties to individuals under the Care Act 2014 in a way that is more personalised and flexible than traditional residential care models offer while improving outcomes for residents.
2. How does this contribute to the council's corporate priorities?	The proposed redevelopment of the Jan Malinowski Centre site supports the delivery of affordable housing within the Building a Sustainable Future priority. Enabling individuals to live more locally to family and community is consistent with the Nurturing Civic Pride priority.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Individuals with a learning disability to whom the Council owes statutory duties under the Care Act 2014. This will include individuals who require accommodation based care and support for the first time (young people leaving full time education and adults living in a family home) as well as individuals currently living in residential care settings. All individuals will have had a Care Act Assessment and Care and Support Planning completed prior to any move.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	Building proposals being taken forward in conjunction with Housing & Sustainable Development.

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).

National evidence on the effectiveness of Supported Living provides a strong evidence base for improving outcomes and independence. The individualised nature of care and support needs means that impact on individuals will be considered as a key factor through the Care Act Assessment and Care and Support Planning processes.

Early feasibility and financial viability studies have been undertaken on the site proposals and confirm that the development remains viable and deliverable.

Stage 3: Assessing impact and analysis

Page 13
 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		N		N	
Disability	Y			N	Supported Living schemes as an alternative to residential care provide for increased choice and control as well as increased independence for adults with learning disabilities. Increasing access to supported living as a positive option therefore increases quality of life for this cohort.
Gender Reassignment		N		N	
Marriage and Civil Partnership		N		N	
Pregnancy and Maternity		N		N	
Race		N		N	
Religion/ belief		N		N	
Sex (Gender)		N		N	
Sexual orientation		N		N	
Socio-economic status		N		N	

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

No negative impacts 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?

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

Page 136

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 project provides an opportunity to increase choice and provide more personalised outcomes for individuals with learning disabilities. No negative impacts on protected characteristics are identified.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell, Interim Assistant Director Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan, Executive director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

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?	ASCICPH 122 - Adult Social Care- Reablement
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Assistant Director of Commissioning/ Graham Terry Assistant Director, ASC operations.
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>Adult Social Care have a very strong, well respected and successful existing reablement service which focuses on hospital discharges (70 % of people regain their independence and need no care following a period of reablement). This service mainly focusses on hospital discharge, so the service misses the chance to reable community clients accessing services through our ASC First Response Team which is the 'front door for ASC'.</p> <p>The proposal is that we have a similar reablement service working with people entering the service from the community (approx. 30 per month).</p> <p>It is important to note the success rate for community reablement will be different for those in the community than for hospital discharge pathways as people are generally deconditioned following a stay in hospital.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton by increasing the availability of the reablement to vulnerable adults to maintain their presence and contribution to their local community.
3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Service Implication This proposal supports the prevention/early intervention model. Increasing independence for residents and reducing dependence and the need for care packages on a long-term basis.</p> <p>It will also help to keep people in their own homes and out of hospital and 24 hr care.</p> <p>Staffing Implications - Some additional reablement capacity will be required in the service. It is likely to be a different model of delivery to the current hospital pathway model, with some internal staffing but the 'reablement in the home' element could be provided through an external provider.</p> <p>This will have a positive impact on people as it will help people to maintain their independence.</p>
4. Is the responsibility shared with another department, authority, or	The existing reablement service is an in-house service operated by Adult Social Care drawing on Better Care Fund monies in recognition of its significant contribution to effective hospital discharges. The proposed

organisation? If so, who are the partners and who has overall responsibility?

service could be a mix of in-house individual assessment and review function to direct a commissioned service that would support people to maintain their independence at home and help to reduce admissions to hospital and the need for long term packages of care from home care providers.

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).

The proposal will have a beneficial impact on the protected characteristics (equality groups) through the increased availability of a reablement service to promote peoples independence in their own home and community.

Stage 3: Assessing impact and analysis

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

Page 140

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	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Disability	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Gender Reassignment	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Marriage and Civil Partnership	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.

Pregnancy and Maternity	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Race	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Religion/ belief	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Sex (Gender)	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Sexual orientation	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Socio-economic status	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.

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

None. A project governance and plan to manage the expansion will be established to oversee this work and manage any risks arising.

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?

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

Page 143

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>1</u> Assessment

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Graham Terry	Signature: 	Date: 19/10/2023
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Stage 7: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

John Morgan

Signature:



Date:

01/11/2023

DRAFT

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?	ASCICPH 123 - Adult Social Care- Mental Health S75 agreement
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview

Page 145

Name and job title of lead officer	Graham Terry, Assistant Director of 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>LBM is the only SWL borough with a section 75 agreement (Section 75 of the National Health Services Act 2006 between partners (NHS bodies and local authorities) can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner) in place with SWL STG MH Trust (South West London St Georges Mental Health Trust).</p> <p>All other SWL boroughs have ended their section 75 arrangements and returned their social work staff into their council structures, while still undertaking their statutory duties and working closely with the MH Trust. All SWL boroughs (and the MH Trust) report that they are happy with this arrangement and that they have more control over their Care Act Duties and are better able to ensure that they meet statutory responsibilities.</p> <p>We would also be able to ensure that all Care Act activity undertaken by staff is recorded accurately on Merton's client database and be able to report on our statutory duties and functions.</p> <p>We would have to give formal notice to end the section 75 agreement with the mental health trust following internal approval for this proposal.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton by ensuring that the council can meet its statutory functions in respect of people with mental health needs and better able to report on and monitor delivery of these with direct accountability for them.
3. Who will be affected by this proposal? For example, who are the external/internal customers,	We would need to consult with staff and stakeholders. Statutory duty performance is different to internal LBM teams and the current set up is a risk to Care Quality assurance as operating practices differ across delivery of our Care Act functions and impact on performance reporting. The target implementation would be in October 2024.

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>Staffing Implications - 23 FTE staff are on the LBM payroll and 15.5 on trust payroll working for LBM within the MH Trust. We may need to restructure our social work teams within Merton to accommodate all our staff and functions.</p> <p>The improved fulfillment of our statutory care act duties arising from this proposal will benefit residents.</p>
<p>4. Is the responsibility shared with another department, authority, or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This proposal would end the current Section 75 agreement with the SWL STG MH Trust who provide this on our behalf and return the provision of social care for people with mental health needs into Adult Social Care within the council.</p> <p>A discussion with the MH trust has taken place and they have indicated that they support the proposal and feel that it can have a positive impact on our residents when implemented in partnership with the council.</p>

DRAFT

Stage 2: Collecting evidence/ data

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

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

The proposal can have a beneficial impact on the protected characteristics (equality groups) by better meeting our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance. The other savings proposal to return the brokerage of mental health social care services could be implemented sooner than this expected October 2024 date for the end of the S75 agreement and hence why they are separate proposals.

The implementation of the proposal would seek to ensure that joint working with individual service users would continue with the MH trust similarly to the other SWL boroughs.

Stage 3: Assessing impact and analysis

Page 147
 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	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Disability	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Gender Reassignment	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our

					statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Marriage and Civil Partnership	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Pregnancy and Maternity	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Race	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Religion/ belief	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Sex (Gender)	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Sexual orientation	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Socio-economic status	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.

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

Consultation with services users, staff and stakeholders would be undertaken to identify any concerns to address at the outset and continue their engagement during its implementation if the proposal is approved. A key objective would be to ensure that effective integrated working is established in a new partnership with the MH trust.

A project governance and plan to manage the proposal if approved would be established to oversee this work and manage any risks arising. A dedicated staffing resources to facilitate the implementation and meet its key objectives would be required.

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 149
- 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?
<p>Page 150</p> <p>Consultation with services users, staff and stakeholders would be undertaken to identify any concerns to address at the outset and continue their engagement during its implementation if the proposal is approved. A key objective would be to ensure that effective integrated working is established in a new partnership with the MH trust.</p>	<p>Project governance and a plan to manage the consultation and engagement, any implementation and detailed objectives will be established to oversee this work and manage any risks arising.</p> <p>The proposal would be implemented in conjunction with the MH trust and draw on the learning from the 5 SW LB and their successful models of service.</p>	<p>The project will be part of the ASC Toward Outstanding Programme (TOP) and monitored via TOP.</p> <p>A full project plan will be devised with clear actions and milestones to enable the monitoring of progress. The project will involve MH trust colleagues, staff, service users, carers, and stakeholders.</p>	1 st April 2023	A project resourcing plan will identify the staffing required to deliver it.	Graham Terry	Yes, following approval.

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



Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Graham Terry	Signature: 	Date: 19 th October 2023
Improvement action plan signed off by Director/ Head of Service	John Morgan	Signature: 	Date: 01/11/2023

Page 151

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?	ASCICPH 124 - Adult Social Care- Mental Health Brokerage
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Assistant Director of 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>Currently SWL STG MH Trust source and broker (buy) care packages and residential/nursing placements for Merton Residents (open to their teams) who need a care package on behalf of Merton. The proposal is that we return the brokerage function for Mental Health social care placements to the borough's adult brokerage team.</p> <p>This will facilitate better market management and effective social care placements. This proposal will ensure that the negotiation of services with providers is in line with other brokerage pathways within ASC and that ASC commitments are accurately recorded in Mosaic (client database).</p> <p>It also enables better strategic commissioning and market shaping for Mental Health services.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton through better commissioning and the choice of accommodation and support available in Merton. This could enable people with MH to maintain their presence and contribution to their local community.
3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Brokerage will experience an increase in the number of packages, but this will likely be minimal (3 -4 per week). There will be more market development needed with Mental Health providers. All agreed support plans will be brokered using the Mosaic system, enabling accurate reporting of MH placement commitments throughout the year.</p> <p>Staffing Implications - There are currently no staff in the MH service with the title 'Broker', there are 3 administrative workers that have the recording responsibility. The existing Brokerage service will absorb the responsibilities within the existing structure and there may be a need to invest further in Mental Health commissioning in order to develop the market of local providers.</p>

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

This proposal would remove the brokerage function from the current Section 75 agreement with the SWL STG MH Trust who provide this on our behalf and return it to the Adult Social Care Commissioning and Brokerage service.

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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 proposal will have a beneficial impact on the protected characteristics (equality groups) through the improved commissioning and brokering of mental health placements and services.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Disability	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Gender Reassignment	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Marriage and Civil Partnership	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Pregnancy and Maternity	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Race	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.

Religion/ belief	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Sex (Gender)	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Sexual orientation	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Socio-economic status	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.

DRAFT

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

None. A project approach and governance arrangements will oversee this work and manage any risks arising.

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?

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

Page 157

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>1</u> Assessment

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Graham Terry	Signature: 	Date: 19/10/2023
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Stage 7: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

John Morgan

Signature:



Date:

01/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	ASCICPH 125 Increasing the volume of Homecare hours paid on actuals through increased and optimise use of electronic call monitoring.
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview

Page 159

Name and job title of lead officer	Phil Howell, Interim Assistant Director of 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 inception, in October 2023, of new Homecare contracts for four Prime Providers and six Supplementary Providers, made it a requirement of the providers to log care visits using Electronic Call Monitoring (ECM) software. Previously this was only a requirement of 3 Prime Providers, although some other providers used the software voluntarily. The increased volume of visits logged in this way protects the authority financially in that all calls are paid on actual hours delivered, reconciled against the ECM rather than paying for some care on the basis of what is documented in care and support plans. There are wider benefits to effective use of ECM but the primary role is to ensure care is delivered as per a plan, and where it is not that the authority is able to respond and maintain adequate support for individuals as well as financially protect itself using an accurate record basis for the delivery of care by third party providers.
2. How does this contribute to the council's corporate priorities?	Under the priority of making Merton a sustainable borough, ECM offers financial sustainability benefits by ensuring the authority is appropriately charged for care delivered.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All homecare customers of the prime and supplementary providers will have their care visits logged using ECM, however there is no direct impact on them for the purposes of this EIA. External provider organisations are required under the Homecare contract to use ECM software and they have agreed to this by entering into the contract with Merton.
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).

ECM has been in place, effectively, for a number of years for Homecare in Merton. The extent of it's use has increased recently with the recommissioning of contracts for services. All 10 providers under lot 1, 2 & 3 of the Homecare framework are required to use ECM.

ECM is widely used in homecare nationally and as well as financial protection. Offers local authorities an additional way of assuring themselves care is being delivered to vulnerable adults in their own homes. This will have a positive impact on all residents in receipt of Homecare.

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

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).

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.

Page 162

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 1 Assessment</p> <ul style="list-style-type: none"> There are very limited impacts from this proposal as it is simply increasing the volume of homecare hours monitored and recorded in this way. This provides additional financial benefit to the authority. <p>There are no impacts on protected characteristics</p>

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell, Interim Assistant Director of Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan / Executive Director of Adult Social Care , Integrated Care and Public Health	Signature: 	Date: 01/11/2023

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?	ASCICPH 126 – Integration of commissioning functions
Which Department/ Division has the responsibility for this?	Adult Social Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director of 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 proposal is for a reorganisation of staff resources across the ASC and Public Health Commissioning functions, following the formation of the new department. It is intended to create a single commissioning function across the two service areas, increasing the capacity available to the department for commissioning, procuring and contract managing the markets and contracts that we have both a statutory and discretionary responsibility for. Commissioning in ASC also incorporates performance and business intelligence and client facing services such as Direct Payments, Financial Assessments and Brokerage. It is intended the savings will be a result of reorganising and reducing the number of posts but, given both areas currently carry some vacancy and some posts covered by temporary staff, it is not envisaged the savings will be through compulsory redundancies.
2. How does this contribute to the council's corporate priorities?	Supports the priority of a sustainable borough. Effective and efficient commissioning and contract management is important to secure best value for the council and commissioning services that are financially sustainable into the future.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will affect staff currently working in the commissioning/contracting functions in Adult Social Care and Public Health.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is solely with the Adult Social Care, Integrated Care and Public Health department. There will be engagement with partner organisations within the Borough Committee to discuss the proposals and impacts on, for example, integrated commissioning plans for community services and the voluntary sector and our joint work on quality assurance of care and support providers.

Stage 2: Collecting evidence/ data

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

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

HR data associated with the impacted teams will be used to determine any impact on protected characteristics.

Stage 3: Assessing impact and analysis

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

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

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.**

Page 166

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

- There are no negative impacts identified on protected characteristics. This analysis will be updated as potential new structures are drawn up and individual staff are consulted on the proposals. Any mitigations will be determined during the engagement & consultation with staff.

Page 107

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell, Interim Assistant Director of Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan Executive Director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

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?	ASCICPH 127 – Review of ASC fees and charges
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director of 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 review of the fees and charges made to self funding clients of Adult Social Care is proposed, so that a model of full cost recovery is applied for services provided to these clients. This review would bring the fees and charges for self funding clients in line with other SWL local authorities and remain within the statutory guidance of the Care Act 2014.
2. How does this contribute to the council's corporate priorities?	Contributing to a Sustainable Borough, this would enable the department to recover the full and true cost of providing services and support to individuals where legislation and statutory guidance allows.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There are currently around 100 self funding clients across the borough, on behalf of whom, the council arranges and administrated their care and support.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Although the charges are applied by Adult Social Care, the billing and collection of these charges sits with the Revenues and Benefits service.

Stage 2: Collecting evidence/ data

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

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

Benchmarking the fees and charges in place in other SWL Boroughs (all of whom charge or are consulting to do so) provides a good comparator for the fees and charges currently in place. This includes cost recovery for the administrative time spent arranging and monitoring the care and support of self-funders, as well as the full cost recovery for the provision of care and support.

All of the individuals impacted will have been subject to a Financial Assessment which determines that they have sufficient capital and income to be able to pay the fees and charges as a self-funding individual.

Stage 3: Assessing impact and analysis

Page 170

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		N	Y		As the majority of self-funding clients are older people (over 55), the impact is likely to fall within this protected characteristic
Disability		N	Y		Some self-funding clients will identify as having a disability. The proposal therefore is likely to have some impact on this protected characteristic
Gender Reassignment		N		N	
Marriage and Civil Partnership		N		N	
Pregnancy and Maternity		N		N	
Race		N		N	
Religion/ belief		N		N	
Sex (Gender)		N		N	
Sexual orientation		N		N	
Socio-economic status					

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

The review of fees and charges will be subject to an appropriate level of consultation with those impacted. Charges will be fair and reasonably set and in accordance with statutory guidance which states charges can recover costs but not make profit. Individuals may decide to arrange their own care and support in order to avoid fees and charges and all changes to fees and charges will be clearly communicated prior to implementation

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?
Increased financial charges to self funders, many of who will be older people, some may also have disabilities	Fees and charges will be set at an appropriate level so to cover the cost of delivery and not more. Care fees will reflect the fees paid by the authority to the provider.	Using benchmarking against other SWL fees and charges for self-funders. We will monitor the impact on the overall number of self-funding clients we are supporting	April 2025	existing	Phil Howell	yes

Page 17


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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment
<ul style="list-style-type: none"> The local authority, under the Care Act 2014 is statutorily able to recover the cost of administering the care and support of those individuals who fund their own care. All other SWL boroughs take this approach. Any updated fees and charges will be subject to consultation and clearly communicated to those affected prior to implementation.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell Interim Assistant Director for Commissioning	Signature: Phil Howell	Date: 01/11/2023
Improvement action plan signed off by Director/ Head of Service	John Morgan Executive Director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023