

Merton Council

BUSINESS PLAN 2017-21

SAVINGS PROPOSALS CONSULTATION PACK

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

Healthier Communities & Older People O&S Panel	10 January 2017
Children and Young People Overview and Scrutiny Panel	11 January 2017
Sustainable Communities Overview and Scrutiny Panel	12 January 2017
Overview and Scrutiny Commission	26 January 2017
Cabinet	13 February 2017
Budget Council	1 March 2017

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All sections are grouped by Scrutiny Panel/Commission**

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SUMMARY OF SERVICE DEPARTMENT'S PROGRESS AGAINST SAVINGS TARGETS

Savings Targets for 2017-21

Cabinet on 19 September 2016 agreed savings targets to be identified by service departments over the period 2017-21 as follows:-

SERVICE DEPARTMENT'S SAVINGS TARGETS FOR 2017-2021 BUSINESS PLANNING PROCESS	Total £000	Balance in amendments to existing savings £000	Total Savings Required £000
Corporate Services	586	0	586
Children, Schools & Families	912	(234)	678
Environment & Regeneration	1,659	0	1,659
Community & Housing	312	27	339
Total Savings/Income Proposals	3,469	(207)	3,262

The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 2 of the report to Cabinet 12 December 2016.

SUMMARY (cumulative)	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Corporate Services	0	0	586	0	586
Children, Schools & Families	0	0	228	0	228
Environment & Regeneration	0	0	913	0	913
Community & Housing	0	0	339	0	339
Total	0	0	2,066	0	2,066
Net Cumulative total	0	0	2,066	2,066	

Summary of progress to date

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

	Targets £'000	Proposals £'000	Balance £'000
Corporate Services	586	(586)	0
Children, Schools & Families	678	(228)	450
Environment & Regeneration	1,659	(913)	746
Community & Housing	339	(339)	0
Total	3,262	2,066	1,196

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CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS71	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Infrastructure & Transactions</u> Delete two in house trainers posts None 2 posts None None None		85	Low	Low	SS2
	CS75	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Review of COT team staffing in light of potential for 4-borough shared service opportunities Aims to improve efficiencies and economies of scale through a wider partnership approach Likely to be x1 FTE reduction arising from staffing review Need to ensure service standards are maintained Need to ensure that service standards are maintained in light of staffing reductions Given the profile of the workforce is mainly female this will have an equality impact	506	58	M	M	SS1

CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving	Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD2	<p align="center"><u>Infrastructure & Transactions</u></p> <p>Description Energy Savings (Subject to agreed investment of £1.5M)</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>		150	M	L	SNS1

CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD7	<u>Division</u> Description	<u>Infrastructure & Transactions</u> Restructure Post & Print section and delete 2 FTE posts.	382	47	L	L	SS2
		Service Implication	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.					
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.					
		Business Plan implications	None					
		Impact on other departments	Reduction in current level of service may impact some time critical processes.					
		Equalities Implications	None					
	CSD30	<u>Division</u> Description	<u>Human Resources</u> Schools COT support (delivery of schools buy-back service)	425	152	H	H	SS2
		Service Implication	Removal of dedicated COT support for schools					
		Staffing Implications	Post reductions					
		Business Plan implications	No dedicated COT service					
		Impact on other departments	No dedicated COT service					
		Equalities Implications	Impacts on female workforce					
Total					492			

CORPORATE SERVICES SAVINGS - Replacement Savings

Ref	Description of Saving	Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
CS71	Description	Infrastructure & Transactions						
	Service Implication	Delete two in house trainers posts	(42)	(43)	Low	Low	SS2	
CS75	Staffing Implications	2 posts						
	Business Plan implications	None						
	Impact on other departments	None						
	Equalities Implications	None						
	Description	Human Resources Review of COT team	506		(58)	M	M	SS1
	Service Implication	Aims to improve efficiencies and economies of scale through a wider partnership approach						
Staffing Implications	Likely to be x1 FTE reduction arising from staffing review							
Business Plan implications	Need to ensure service standards are maintained							
Impact on other departments	Need to ensure that service standards are maintained in light of staffing reductions							
Equalities Implications	Given the profile of the workforce is mainly female this will have an equality impact							

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving	Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD2	<p align="center"><u>Infrastructure & Transactions</u></p> <p>Description Energy Savings (Subject to agreed investment of £1.5M)</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>			(150)	M	L	SNS1
	CSD7	<p>Division <u>Infrastructure & Transactions</u></p> <p>Description Restructure Post & Print section and delete 2 FTE posts.</p> <p>Service Implication The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.</p> <p>Staffing Implications Delete 2 FTE posts which will result in two staff redundancies.</p> <p>Business Plan implications None</p> <p>Impact on other departments Reduction in current level of service may impact some time critical processes.</p> <p>Equalities Implications None</p>	382		(47)	L	L	SS2

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD30	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Human Resources Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools Post reductions No dedicated COT service No dedicated COT service Impacts on female workforce	425		(152)	H	H	SS2
	Replacement	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Review of balance sheet management None None To offset savings deferred to 2018/19 None None		(450)	450	M	L	SNS1
TOTAL					(492)	0			
ORIGINAL SAVINGS					492	0			
NET CHANGE					0	0			

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

Panel	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-05	<u>Service Description</u>	<u>Commissioning, Strategy and Performance</u> Property and contracts service review.	451		55			Medium	Medium
C&YP	CSF2015-06	<u>Service Description</u>	<u>Cross Cutting</u> Data review & centralisation.	377	40				Medium	Low
C&YP	CSF2015-09	<u>Service Description</u>	<u>Cross Cutting</u> Review of CSF staffing structure beneath management level.	1,049	189	201			Medium	Low
Total Children, Schools and Families Savings					229	256	0	0		

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-05	<u>Service Description</u> Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Commissioning, Strategy and Performance</u> Schools organisation and contracts service review. There will be a lower volume of capital works to expand school provision and fewer contracts to manage enabling a reduction in project and contract management capacity. 1 FTE project manager post out of 3. None specific None specific We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. The TOM refresh includes an increased focus on delivering the restructure as well as flexible working/SCIS. This proposal is in line with TOM drive to increase efficiency and value via ensuring functions operate with minimum capacity needed.	451	65				Medium	Medium

Draft

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-06	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Cross Cutting</u> Data review & centralisation. This saving will be achieved through i) centralising the residual data/performance monitoring capacity currently dispersed across operational divisions and ii) prioritising work to deliver statutory requirements only. Reduced capacity will impact on the deliverability of increased inspection burdens which is why the risk score for this saving has been revised. 1 FTE staffing of overall pool of 8 posts. None We will focus on statutory returns which may impact on requests from other departments. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals. The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy. Delivery of a functioning MOSAIC product is key to delivering this saving.	377		40			Medium	Medium

Draft

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-09	<u>Service</u>	<u>Cross Cutting</u>							
		Description	Review of CSF staffing structure beneath management level.	1,049		189	201		High	Medium
		Service Implication	Deliver for September 2018 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department. We have reviewed our workforce following our strategy to reduce agency cost and changes to team management positions. Due to less experienced staff and increased inspection burdens, we revised the risk score for this saving.							
		Staffing Implications	Expect a reduction of 13 posts from a total of 65FTE.							
		Business Plan implications	We will prioritise our core statutory education and social care functions.							
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.							

Draft

Panel	Ref	Description of Saving	Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2016-01	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Cross Cutting</p> <p>Deletion of Assistant Director, Service Manager and half an admin support posts as part of phased restructure of the department.</p> <p>The refocusing of our EY Service, minimal Youth offer and reduced commissioning budgets alongside our introduction of a department-wide case work system provide the imperatives to restructure the department. A phased approach across two years is proposed to enable a managed transition to a significantly downsized department.</p> <p>2.5 FTE post reductions out of an establishment of 18 FTE in the Senior Leadership Team and 30+ wider management posts across CSF.</p> <p>We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes.</p> <p>A smaller management team will reduce our ability to work on cross cutting issues and new developments. This will have an impact on management support for partnership working.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. A single EIA will be developed for the service change staffing proposals.</p> <p>The TOM refresh will include an increased focus on delivering the restructure. The continued focus on LEAN processes and disciplined performance management will be critical. There are inter-dependencies to potential national policy development with regard to Adoption, Youth Justice and the Council's education duties which will impact on the deliverability of this saving.</p>	1,509	224			High	Medium
Total Children, Schools and Families Savings				289	229	201	0		

The net £234k increase in savings will be allocated towards the 2019/20 savings target for CSF

60 -27 201 0 234

Previously Agreed SavingsConfidential**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Panel	Ref	Description of Saving		2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	E&R43	Service/Section Description Service Implication	Safer Merton Reductions in staffing across Safer Merton Reduction of our Community Safety offer to a statutory minimum which would be ASB , Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.	70	High	High	SS2
		Staffing Implications	2-3 FTEs to be deleted				
		Business Plan	This is in line with the team's TOM.				
		Impact on other	Council wide				
		Equalities Implications	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .				
		TOM Implications	None				

Alternative Savings proposals**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Panel	Ref	Description of Saving		2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	E&R43	Service/Section Description	Safer Merton Reprofiling how Safer Merton will achieve savings of £70,000 in 2017-18. The reprofiling will see staff levels maintained and budget reductions met through cutting back on non statutory budgetary spend.	70	High	High	SNS1
		Service Implication	By reviewing every single budget line within Safer Merton's full budget profile we have identified a range of efficiencies to be made. The service will operate only with essential spend requirements and we will remove large, non statutory service costs. By making savings from each cost line we will achieve budget reduction without the need to further reduce staffing levels				
		Staffing Implications	No reduction in staff				
		Business Plan implications	In line with the TOM				
		Impact on other departments	No additional impacts. Addressing crime and disorder remains a council wide responsibility				
		Equalities Implications	Crime affects all areas of the borough and all of the communities whom live within it. The partnerships response to these issues requires a strong Safer Merton service and as such not reducing staffing further is vital to achieving this outcome				
		TOM Implications	None				

**COMMUNITY AND HOUSING DEPARTMENT-Libraries
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings			Revised Savings				Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)	New Ref
Ref	Description of Saving	2017/18 £'000	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000						
CH67 2017/18	Library & Heritage Service-Shared Management Structure	130	<p><u>Libraries</u></p> <p>Description Additional staffing efficiencies and consolidation of branch managers</p> <p>Service Implications This proposal works in conjunction with the agreed savings of CH7 and CH49 and will further consolidate staffing across libraries whilst ensuring that all libraries remain open with current opening hours arrangements in place.</p> <p>Staffing Implications This proposal along with CH7 and CH49 will require an organisational restructure of the library service and a greater dependency on security services and volunteers. The overall FTE reduction is estimated at 10.65 FTE .</p> <p>Business Plan Implications A reduction in staffing capacity could lead to reductions in achievement against KPI's and some key projects but this is mitigated by ensuring that the focus remains on key business plan objectives including library redevelopments and the schools and libraries membership scheme.</p> <p>Impact on other departments Reduced capacity could lead to a reduction in customer support. This may have an impact on assisted digital support work but will be mitigated by reducing backroom processes and increasing voluntary support.</p> <p>Equalities Implications An Equalities Analysis has been completed and key actions identified will be implemented.</p>	0	63			H	H		SS2	CH70
CH67 2017/18	Library & Heritage Service-Shared Management Structure		<p>Description Reduction in People's Network costs</p> <p>Service Implications Reductions in line costs and contracts mean that current levels of service for public Internet computers and Wi-Fi can be delivered at a reduced cost.</p> <p>Staffing Implications Not applicable.</p> <p>Business Plan Implications Not applicable - no impact on service.</p> <p>Impact on other departments Reduction in budget will mean that there will be no budget available for any unplanned works or upgrades.</p> <p>Equalities Implications None identified.</p>	0	40			M	L		SNS1	CH71
Total: Community and Housing Replacement Savings				0	103	0	0					
Total: Community and Housing Deleted Savings				0	130	0	0					
Net Shortfall: Community and Housing Savings				0	27	0	0					

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DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CS2016 -01	Service/Section	Insurance					
		Description	Reduction in contribution to self insurance fund.					
		Service Implication	Reduction in fund limit recommended by the authority's actuaries.	870	100	L	L	SNS2
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	None					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CS2016 -02	Service/Section	Revenues and Benefits					
		Description	Restructure of Housing Benefits section due to roll out of Universal Credit	1282	66	M	M	SS2
		Service Implication	Universal Credit roll out started for all claimants in SM4 in March 2016 and full roll out for new claims for the whole borough will be completed during 2017/18. This roll out will result in reduced caseload for Housing Benefit claims. The timeframe for the migration of remaining Housing Benefit claims is unknown at this stage					
		Staffing Implications	Reduction in 2 FTE - (possible redundancies) To be managed through agreed procedures					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	Could impact on vulnerable and less well off in the community although responsibility for helping with housing costs for the majority of working age claimants will be with the DWP and no longer the council.					
		TOM Implications	The full implementation of Universal Credit and its impact are not yet fully known.					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CS2016 -03	Service/Section	Democracy Services					
		Description	Supplies and services		50	L	L	SNS1
		Service Implication	Proposed reduction in supplies and services budget, partly due to lower petrol and service costs following purchase of hybrid mayoral car and a reduction in printing costs for committee agendas..					
		Staffing Implications	None					
		Business Plan implications	Saving is consistent with business plan objectives to reduce number of supplementary agendas and reduce printing costs					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	Consistent with shift away from print towards on-line publication					
OSC	CS2016 -04	Service/Section	Customers Services					
		Description	Increase income through Registrars service	-88	15	M	L	SI2
		Service Implication	Promotions to expand take up and introduction of new Home Office services					
		Staffing Implications	None					
		Business Plan implications	In line with business plan					
		Impact on other departments	No impact					
		Equalities Implications	No impact					
		TOM Implications	In line with TOM					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CS2016 -05	Service/Section	Customers Services					
		Description	Increase income through translations	-67	15	M	L	SI2
		Service Implication	Change to staffing structure to increase efficiency and support expanded take up					
		Staffing Implications	None					
		Business Plan implications	In line with business plan					
		Impact on other departments	None					
		Equalities Implications	EIA will be required as part of organisational change process					
		TOM Implications	In line with TOM					
OSC	CS2016 -06	Service/Section	Customers Services					
		Description	Merton Link - efficiency savings	613	30	M	M	SNS1
		Service Implication	Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology					
		Staffing Implications	None					
		Business Plan implications	In line with business plan					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	In line with TOM					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CS2016 -07	Service/Section	Customers Services					
		Description	Cash Collection Reduction	123	30	M	M	SP2
		Service Implication	Contract negotiation to reduce cash collection following introduction and roll-out of cashless parking					
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	Reduction of parking collections following the roll-out of cashless parking					
		Equalities Implications	None					
		TOM Implications	None					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CS2016 -08	Service/Section	Infrastructure & Transactions/Facilities Management		280	M	L	SI2
		Description	Potential income derived from letting two floors of vacant office space within the Civic centre to external/partner organisations.					
		Service Implication	None as the arrangements will be supported using existing resources within the restructured FM team					
		Staffing Implications	None.					
		Business Plan implications	None					
		Impact on other departments	New arrangements should improve outcomes for residents through a more integrated and efficient approach to the delivery of services that will be bought about through the co-location of health teams with Community & Housing and Children, Schools & Families.					
		Equalities Implications	None					
		TOM Implications	None as this is an agreed objective within the Corporate Services TOM implementation plan.					
Total Corporate Services Savings					586			

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Savings Type

- SI1** Income - increase in current level of charges
SI2 Income - increase arising from expansion of existing service/new service
SS2 Staffing: reduction in costs due to deletion/reduction in service
SNS1 Non - Staffing: reduction in costs due to efficiency
SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service
SP1 Procurement / Third Party arrangements - efficiency
SP2 Procurement / Third Party arrangements - deletion/reduction in service
SG1 Grants: Existing service funded by new grant
SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

Panel**OSC****SPROP** Reduction in Property related costs

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2016-02	Service	Children Social Care & Youth Inclusion								
		Description	Reduced costs/offer through the national centralised adoption initiative	509			78		High	High	SP1
		Service Implication	It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.								
		Staffing Implications	Some staff may TUPE into the regional arrangements but this will not be known until later in the project								
		Business Plan implications									
		Impact on other departments	Will be implications with pressures on other CSF services								
		Equalities Implications	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	In line with CSF TOM								

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2016-03	Service	Cross Cutting	811			150		High	High	SS2
		Description	Further staff savings to be identified across the department.								
		Service Implication	This is likely to impact on managing safe service and failing to meet regulatory requirements								
		Staffing Implications	3-6 staff - we will follow our usual HR processes								
		Business Plan implications									
		Impact on other departments	These reductions will place additional burdens on universal targeted and specialist services								
		Equalities Implications	The majority of CSF's General Fund staff are delivering services for highly vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model								
Total					0	0	228	0			

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Savings Type

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

Panel

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2017/18

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR1	Service/Section Description	Regulatory Services Further expansion of the shared service.		100	Med	Low	SI2; SS1; SNS1
		Service Implication	This is a new business development associated with new partners over and above those we are already in discussion with joining the RSP					
		Staffing Implications	TBC					
		Business Plan implications	In line with TOM aspirations					
		Impact on other departments	Potential increased demand on support services during set up period					
		Equalities Implications	None					
		TOM Implications	In line with TOM aspirations					
SC	ENR2	Service/Section Description	Parking & CCTV Services Pay & Display Bays (On and off street)		44	Low	High	SI1
		Service Implication	This proposal involves the introduction of a charge for something that is provided for free at the moment. Currently we make provision for motor cycle and Blue Badge holders to park for free in pay and display bays both on and off street.					
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	This will have a negative implication for persons who are RDP.					
		TOM Implications	Would not be consistent with overall aspiration of improved service to customers.					

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2017/18

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR3	Service/Section Description	Parking & CCTV Services Increase the cost of existing Town Centre Season Tickets in Morden, Mitcham and Wimbledon.		33	Low	Med	SI2
		Service Implication	None					
SC	ENR4	Staffing Implications	Modest implications related to administration and enforcement associated with permits.		100	Med	Low	SI2
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	Broadly consistent with TOM					
		Service/Section Description	Parking & CCTV Services Charge local business' for monitoring of their CCTV					
		Service Implication	Expanded CCTV service					
		Staffing Implications	May require additional CCTV monitoring staff. The figure of 100k is net of any "invest to save" cost.					
		Business Plan implications	Expansion of service					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	Consistent with TOM objective of growing the CCTV service and developing it's commercial offer.					

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2017/18

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR5	Service/Section Description	Transport Services Delete 1 Senior Management post		76	Med	Low	SS2
		Service Implication						
		Staffing Implications	reduction of 1 fte					
		Business Plan implications	None					
		Impact on other departments	dependant on new clienting structure in 'Public Space, Contracting and commissioning dept'					
		Equalities Implications	NONE					
		TOM Implications	dependant on outcome of Fleet Review					
SC	ENR6	Service/Section Description	Waste Services Wider Department restructure Moving from a support function towards a commercialised commissioning and clienting service across the wider Public Space and Commissioning / Contract management team.		200	High	Low	SS2
		Service Implication						
		Staffing Implications	Equivalent of a reduction of c5 -6FTE across a range of grades					
		Business Plan implications	To be assessed following service changes and mobilisation of Phase C contracts.					
		Impact on other departments	TBC					
		Equalities Implications	TBC					
		TOM Implications	Consistent with TOM direction of travel					

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2017/18

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR7	Service/Section Description	Transport Services Shared Fleet services function with LB Sutton		10	Med	Low	SI2
		Service Implication	Additional administration for c40 vehicles					
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	This proposal is set out in the Council's Transport TOM and accords with maximising income from third parties.					
SC	ENR8	Service/Section Description	Property Mangement Increased income from rent reviews		150	Med	Low	SI1
		Service Implication	None					
		Staffing Implications	Increased workload managed within existing staff team					
		Business Plan implications	Increased income from existing assets					
		Impact on other departments	Increased legal and corporate finance input					
		Equalities Implications	None					
		TOM Implications	In line with TOM proposals					

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2017/18

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR9	Service/Section Description	Waste disposal Increase level of Enforcement activities of internal team ensuring the operational service is cost neutral		200	High	Low	SNS1
		Service Implication	None					
		Staffing Implications	Skills Gap - Reduced level of engagement shifting focus to enforcement activities					
		Business Plan implications	Reduces level of engagement / inspections					
		Impact on other departments	ICT - Upgrade to the current system may be required, as well as mobile devices for staff.					
		Equalities Implications	None					
		TOM Implications	None					
Total Environment and Regeneration Savings					913			

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Savings Type

- SI1** Income - increase in current level of charges
SI2 Income - increase arising from expansion of existing service/new service
SS1 Staffing: reduction in costs due to efficiency
SS2 Staffing: reduction in costs due to deletion/reduction in service
SNS1 Non - Staffing: reduction in costs due to efficiency
SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service
SP1 Procurement / Third Party arrangements - efficiency
SP2 Procurement / Third Party arrangements - deletion/reduction in service
SG1 Grants: Existing service funded by new grant
SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant
SPROP Reduction in Property related costs

Panel

- C&YP** Children & Young People
CC Corporate Capacity

HC&OP Healthier Communities & Older People
SC Sustainable Communities

Panel	Ref	Notes	Description of Saving	Baseline Budget 16/17	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Adult Social Care									
			Service	Placements					
HC&OP	CH70		Description Service Implication	Home Care With additional investment into the service we plan a full implementation of new Home Care contracts in second full year, transferring all legacy spot placements and incentivising providers to reduce packages of care.		£301	H	L	SP1
			Staffing Implications	n/a					
			Business Plan implications	n/a					
			Impact on other departments	n/a					
			Equalities Implications	The care workforce is predominantly female and with some providers may have a significant number of BME staff who would be subject to transfer of employment to an employer not of their choice.					
			TOM Implications Service	n/a					
Sub-total Adult Social Care Options						£301			
HC&S	CH67	Library & Heritage Service-Shared Management Structure Outstanding 17/18 £27k , plus £11k allocation 19/20	Description	Merton Arts Space income		£38	H	M	SI2
			Service Implication	Proposal to deliver income generation for the new Merton Arts Space venue in Wimbledon Library					
			Staffing Implications	Emphasis on existing staff to be more commercially savvy to draw in additional funds					
			Business Plan implications	Supports objectives to improve income generation					
			Impact on other departments	None identified					
			Equalities Implications	Merton Arts Space is a new multi-use arts and cultural space based in Wimbledon Library. The project has been funded by Arts Council England with aims to increase access to arts and cultural opportunities through libraries. The requirement to draw additional income in will mean that there is less of a balance between community and commercial bookings. Current contract end July 2017 and it is expected to create similar arrangement like Wimbletech					
			TOM Implications	The figures included in this savings proposal cannot be fully quantified until a full year of activities has taken place (the space has only been open for 4 months). Savings are indicative at this stage until further analysis is completed					
			Service						
Sub-total Libraries Options						38			
Total Community & Housing 2019/20						339			
Total Balance outstanding 2017/18-Libraries						27			
Total C&H Savings Proposal 2019/20						312			
Total C&H Savings Proposals (Shortfall)/Surplus						339			
						0			

Previously Agreed Saving**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS**

Panel	Ref	Description of Saving		2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	EV08	Service/Section Description	Waste disposal Increased recycling rate by 3% following education and communications activity funded by WCSS. This will be driven by the incentivisation and education programme due to commence in March 2014.	250			Medium	Medium	SNS1
		Service Implication	None						
		Staffing Implications	None						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						
		TOM Implications	None						

Deferred Savings proposal**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS**

Panel	Ref	Description of Saving		2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	EV08	Service/Section Description	Waste disposal Increased recycling rate by 3% following the introduction of service changes proposed as part of the Phase C Lot 1 contract. It is expected that the introduction of alternate weekly collections of residual waste will drive up recycling activity and increase participation in the food waste service (which will continue as a weekly collection service)			250	Medium	Medium	SNS1
Page 38		Service Implication	None						
		Staffing Implications	None						
		Business Plan implications	Improved recycling performance						
		Impact on other departments	None						
		Equalities Implications	None						
	TOM Implications		The phase C procurement is reflected in the TOM as is the drive to increase and maximise recycling opportunities through the contract.						

Savings Type

SI1	Income - increase in current level of charges
SI2	Income - increase arising from expansion of existing service/new service
SS1	Staffing: reduction in costs due to efficiency
SS2	Staffing: reduction in costs due to deletion/reduction in service
SNS1	Non - Staffing: reduction in costs due to efficiency
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service
SP1	Procurement / Third Party arrangements - efficiency
SP2	Procurement / Third Party arrangements - deletion/reduction in service
SG1	Grants: Existing service funded by new grant
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant
SPROP	Reduction in Property related costs

Previously Agreed Savings**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17**

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	D&BC	Service/Section Description	Building & Development Control Review of service through shared service discussions with neighbouring boroughs - delaying the imlemntation of the 2016/17 savings to 2017/18.		569		Medium	Medium	SS2
		Service Implication	To be determined through shared service discussions						
		Staffing Implications	To be determined through shared service discussions						
		Business Plan implications	To be determined through shared service discussions						
		Impact on other departments	None.						
		Equalities Implications	None.						
		TOM Implications	In line with the TOM.						

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Budget Process	Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Alternative Savings Proposals									
Page 40	D&BC1	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Building and Development Control Fast track of householder planning applications New processes to be implemented and securely embedded None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation. Increased income None None In line with TOM proposals		55		Low	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 41	D&BC2	Service/Section Description Service Implication	Building and Development Control Growth in PPA and Pre-app income Responsiveness to service requests should not change.		50		Medium	Low	SI2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	As the service/income improves extra staffing will be needed and funded from a proportion of that extra income. Increased income Future Merton could also need to adjust staffing accordingly none In line with TOM proposals						
	D&BC3	Service/Section Description Service Implication	Building and Development Control Commercialisation of building control This has so far proven difficult mainly due to recruitment issues		50		High	Low	SI2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications Implications TOM Implications	Will need an invest to save with any additional staff funded by some of the increased income generation Increased income None . Expanded team could better support other internal users None Integral part of the TOM for BC						

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 42	D&BC4	Service/Section Description	Building and Development Control Deletion of 1 FTE (manager or deputy) 25% reduction in investigation capability. New processes required to reduce the need for investigations.		45		Low	High	SS2
		Service Implication							
		Staffing Implications	reduction of 1 FTE						
		Business Plan implications	New performance measures will need to be agreed						
		Impact on other departments	Reduced support for joint enforcement investigations						
		Equalities	none						
		Implications							
		TOM Implications	New eforms and investigation criteria will need to be embedded in accordance with the TOM						
	D&BC5	Service/Section Description	Building and Development Control Eliminate the Planning Duty service (both face to face and dedicated phone line)		35		Low	High	SS2
		Service Implication	Callers will still try to contact officers by other means in any event, so there will have to be a clear understanding and agreed supported message that such calls will not be dealt with. Web site self service improvements will be required						
		Staffing Implications	Reduce by 1FTE						
		Business Plan implications	none						
		Impact on other departments	Less assistance for pre app enquiries (unless charged)						
		Equalities	reduced assistance for all residents in understanding the planning process						
		Implications							
		TOM Implications	Reduced customer care, contrary to the general aims of TOM						

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 43	D&BC6	Service/Section Description	Building and Development Control Stop sending consultation letters on applications and erect site notices only		10		Low	Medium	SNS2
		Service Implication	Site notices will be mandatory so failsafe system to be devised						
		Staffing Implications	none						
		Business Plan implications	None						
		Impact on other departments	none						
		Equalities Implications	Those without web site connections will find it difficult to search for application details						
		TOM Implications	None						
	D&BC7	Service/Section Description	Building and Development Control Shared service collaboration with Kingston/Sutton			50	Low	Low	SI2
		Service Implication	Combined analysis of service delivery should result in further additional income streams from PPA's and Pre-apps and more efficient working practices across the service						
		Staffing Implications	Additional service demand may need more staff.						
		Business Plan implications	Efficiencies should result in less staff. Increased income, PPA's and pre apps						
		Impact on other departments	None						
		Equalities Implications	None						
		TOM Implications	Significant progress on one of the main TOM strategies						

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 44	D&BC8	Service/Section Description	Building and Development Control Review of service through shared service discussions			274	High	Medium	SI1; SI2; SS1; SS2;SNS1; SNS2
		Service Implication	To be determined through shared service discussions						
		Staffing Implications	To be determined through shared service discussions						
		Business Plan implications	To be determined through shared service discussions						
		Impact on other departments	None.						
		Equalities Implications	None.						
		TOM Implications	In line with the TOM.						
TOTAL				0	245	324			

Savings Type

- SI1** Income - increase in current level of charges
SI2 Income - increase arising from expansion of existing service/new service
SS1 Staffing: reduction in costs due to efficiency
SS2 Staffing: reduction in costs due to deletion/reduction in service
SNS1 Non - Staffing: reduction in costs due to efficiency
SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service
SP1 Procurement / Third Party arrangements - efficiency
SP2 Procurement / Third Party arrangements - deletion/reduction in service
SG1 Grants: Existing service funded by new grant
SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant
SPROP Reduction in Property related costs

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of growth	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Type of Growth (see key)
C&YP		<p>Description - Demographic pressures and new burdens growth Service Implications Due to the increasing demographic growth as well as increased and new burdens on children social care and services to vulnerable children, there are a range of service and staffing pressures on CSF. It is intended through the growth process to right-size a number of these burdens whilst we continue to exercise strong demand management, ensuring a careful balance between quality and volume.</p> <p>Staffing Implications In order to maintain safe caseloads and adhere to regulatory requirements, we will need to increase social work casework and related posts. Eight additional social work posts have been funded from Corporate Contingency since 2014/15 and is not included in this growth bid. The estimated annual cost of recruiting to these posts permanently is c£400k.</p> <p>Business Plan implications The demand issues are covered in CSFs four TOM documents as well as in divisional and service plans.</p> <p>Impact on other departments We will continue to work with Corporate Services and other departments on any cross-cutting issues.</p> <p>Equalities Implications N/a</p> <p>TOM Implications The demand issues are covered in CSFs four TOM documents as well as in divisional and service plans.</p>	1,000	500	500	500	GP1
Total			1,000	500	500	500	

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Type of Growth Key

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

Panel

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2017/18

Panel	Ref	Description of growth		2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Type of Growth (see key)
	ERG1	Service/Section Description	Future Merton Morden & Wimbledon regeneration	757	157	(150)		GS1
		Service Implication	To deliver projects that will be transformational to the borough and the council: FutureWimbledon Morden town centre; maximise benefits for the council from transforming the way we work, operate and deliver services, including the reprocurement of the Highways contract.					
		Staffing Implications	Will mitigate some previously agreed employee savings to allow delivery of services and consultancy income.					
		Business Plan implications	Positive - will generate income and revenue savings for the council that reduces pressure on council tax and government grants.					
		Impact on other departments	Positive					
		Equalities Implications	None					
		TOM Implications	Enable delivery of FutureMerton TOM					
Page 46	ERG2	Service/Section Description	Waste Services Waste Disposal Costs	825	65	35		GP1
		Service Implication	To ensure the disposal cost of all waste streams is contained within the revenue allocation.					
		Staffing Implications	None					
		Business Plan implications	To be assessed following service changes and mobilisation of new waste collection contracts.					
		Impact on other departments	None					
		Equalities Implications	None - no impact on staff or residents.					
		TOM Implications	Consistent with TOM implications in managing our waste disposal cost, minimising waste and increasing recycling will remain the priority.					
Total				1,582	222	(115)	0	

Type of Growth Key

G11	Income: Decrease due to fall in demand for service
G12	Income: Decrease due to reduction/deletion of service
GS1	Staffing: increase in level of service
GS2	Staffing: New service
GNS1	Non - Staffing: increase in level of service
GNS2	Non - Staffing: New service
GP1	Addition to Procurement / Third Party arrangements
GPROP	Increase in Property Related costs

Panel

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

DEPARTMENT: C&H Service Department

Panel	Ref	Description of growth	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Type of Growth (see key)
HC&OP		<p>Description - Service Implications</p> <p>New Growth for Adult Social Care placements budgets The adult services placement budget has been under pressure for some time. This has been managed within resources until 2014/15, and the position has worsened in 2016/17. The main causes of this pressure are increased complexity of care needs for those entering the care system, the steady growth of adults with complex physical and learning disabilities and increased costs of care. The costs of care have been driven by a number of factors including the National Living Wage, scarcity of labour and competition with private fee payers. The growth brings the placements budget back into line with forecast expenditure necessary to meet the needs of those eligible for local authority funded care. The service will be better placed to continue to meet peoples needs in challenging care markets and continue to push for improvement in the quality of care.</p> <p>Staffing Implications N/A Business Plan implications The growth will enable the service to meet its business plan. Impact on other departments N/A</p> <p>Equalities Implications Adult Social Care supports vulnerable people, of whom a significant proportion have protected characteristics. The growth in the placements budget will secure the service's ability to support people who might be disadvantaged.</p> <p>TOM Implications The growth is consistent with the Target Operating Model, and will enable the service to meet its ambitions and take forward projects to innovate, contain long term demand and improve care.</p>	8,045	252	(2,891)	0	GP1
HC&OP		<p>Description - Service Implications</p> <p>Reduction in income target for Adult Social Care placements Most adult social care is means tested. In the last two years the amount of client income received has fallen. Income was £1m less than expected in 2015/16 and is currently projected to be £1.3m short in 2017/18. Putting the budget right supports the placements budget, of which it is part, and thus supports the on-going delivery of services to people who are eligible for local authority funded care.</p> <p>Staffing Implications N/A Business Plan implications The growth will enable the service to meet its business plan. Impact on other departments N/A</p> <p>Equalities Implications Adult Social Care supports vulnerable people, of whom a significant proportion have protected characteristics. The growth in the placements budget will secure the service's ability to support people who might be disadvantaged.</p> <p>TOM Implications The growth is consistent with the Target Operating Model, and will enable the service to meet its ambitions and take forward projects to innovate, contain long term demand and improve care.</p>	1,300	0	0	0	GI2
Total			9,345	252	(2,891)	0	

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Equality Analysis

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

What are the proposals being assessed?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of CSF
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose. At this stage we expect this will require a reduction of 13 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

increased demands with a reduced number of staff.

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).

CSF's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas. During the review of our processes we will ensure they are LEAN.

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups (staff reductions are being realised via: deleting a vacant post in School Org and two members of the joint leadership team requesting VR).

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action 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?
To review proposals and implementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determined as part of programme	Existing	CSF Business partner	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:

Safer Merton Savings 2017-18 - Alternative for E&R 43

What are the proposals being assessed?	Re-profiling of Safer Merton savings for 2017-18
Which Department/ Division has the responsibility for this?	Environment and regeneration

Stage 1: Overview	
Name and job title of lead officer	Chris Lee, Director of E&R
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 revised proposal will see Safer Merton achieve savings of £70,000 through refining non-essential spend rather than through staff reductions as previously proposed. The Safer Merton Manager has undertaken review of every single budget line within the services full budget profile and has identified a range of efficiencies to be made. The service will operate only with essential spend requirements and we will remove large, non-statutory service costs alongside trimming back on budgets which have previously been underspent against. By making savings from each cost line we will achieve budget reduction without the need to further reduce staffing levels</p> <p>This would mean that we can maintain our current offers in key business areas such as ASB, Domestic Violence and Abuse, Neighbourhood Watch, Integrated Offender Management and the partnerships analytical support</p>
2. How does this contribute to the council's corporate priorities?	This is a financially driven target to ensure that Safer Merton contributes to E&Rs, and in turn, the councils, saving targets
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be minimal effect on our customers as the savings targets do not affect staffing. There may be some impact on campaigns, due to cuts in communications budgets, but actual service delivery is maintained.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>The delivery of Community Safety functions are the statutory responsibility of all. Under the Crime and Disorder Act 1998, every service and partner needs to consider the impact of crime and ASB under all that they do</p> <p>This work is overseen and driven by the Safer Merton team whom co-ordinate the work</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).

Through the annual strategic assessment and through changes in the London Mayor we have identified that our previous savings proposals would have negatively impacted upon our residents, businesses and visitors within the borough. Merton is a safe borough and has been consistently. Further staff cuts could put this status at risk.

The re-profiling should allow the Safer Merton Partnership to maintain recent success and build on this moving in to the new financial year and subsequent electoral periods.

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				If the proposals are agreed there are likely to be significant positive impacts on the community at large as we maintain our status as a safe borough
Disability	X				As above
Gender Reassignment	X				As above
Marriage and Civil Partnership	X				As above
Pregnancy and Maternity	X				As above
Race	X				As above
Religion/ belief	X				As above
Sex (Gender)	X				As above
Sexual orientation	X				As above
Socio-economic status	X				As above

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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


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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Neil Thursday, Safer Merton Manager	Signature: 	Date: 19/09/19
Improvement action plan signed off by Director/ Head of Service	John Hill, Head of Public Protection	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Introduction of self-service libraries at off peak times in branch libraries. Consolidation of managers at branch libraries and staff reductions at all library sites.
Which Department/ Division has the responsibility for this?	Community and Housing / Libraries

Stage 1: Overview	
Name and job title of lead officer	Annette Acquah – Libraries Transformation Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>As part of the Medium Term Financial Strategy, libraries along with all services are required to deliver savings. This proposal will deliver a significant part of the libraries savings target whilst ensuring that all libraries remain open and current opening hours are maintained. There will however be some impact on the quality of service delivered.</p> <p>This proposal includes the introduction self-service libraries at branch sites during quiet periods, shared management roles across branch sites, staff reductions across all libraries. In order to achieve this staff roles will need to be redefined with an increased reliance on volunteers and security guards for the continued delivery of services. The alternative delivery model for libraries will deliver a total saving of £190,000.</p>
2. How does this contribute to the council's corporate priorities?	<p>In the set of guiding priorities and principles adopted in July 2011, the council set out its commitment to provide a certain level of essential services for residents with the continued provision of everything that is statutory being the top priority of “must” services. The Council also highlights its commitment to doing all that it can to help residents who aspire. In particular it sets out keeping the borough as a good place for the young to grow as one of its priorities.</p> <p>Merton Library Service falls under the Public Libraries and Museums Act 1964 which places a statutory duty on all local authorities to provide a “free and efficient” library service to residents. Whilst library services must be provided with free access to membership, books and information, authorities can decide on how these services are to be delivered.</p> <p>This proposal enables the continued provision of a statutory library service. It sees libraries acting as an</p>

	<p>enabler through the development of partnerships to deliver added value services such as initiatives to help young people to develop their literacy skills and employability sessions to support the unemployed and those looking to improve their career prospects.</p> <p>The savings proposed will deliver a significant portion of the libraries savings target set as part of the Council's MTFS.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The library service is open to anyone living, working, learning or visiting the borough and is intended to benefit all. Some library users reside in neighbouring boroughs that are in close proximity to a Merton library. There are over 65,000 customers that regularly use libraries with over 124,000 registered library members. In 2015/16 there were approximately 1,150,000 visits to a Merton library and 232,472 customers accessed library services online.</p> <p>The service currently has a staffing workforce of 43.56 FTE with approximately 340 active volunteers supporting service delivery. Security guards are timetabled in to provide support and enable the continued delivery of services. All library staff, volunteers and security guards will be affected by the proposals.</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>There are a number of partnerships in place to support and enable the delivery of library services. Key partners include:</p> <ul style="list-style-type: none"> - The London Libraries Consortium for the sharing of Library Management Systems and Stock procurement contracts across 18 local authorities - Merton Voluntary Services Council-for the delivery of the Home Visits Library Service and support with volunteering arrangements - Organisations such as the Alzheimer's Society, Next Steps Career Service, University of the Third Age and Explore Learning for the delivery of health, employability support, lifelong learning, children's activities and other added value services in libraries. - External contractors assigned to carry out cleaning, building maintenance, and other works in libraries.

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).

<p>Evidence reviewed:</p> <ul style="list-style-type: none"> - Outcome of previous consultation exercises including the Working Age and Older People Library Non-User Survey, Annual Residents Survey, Public Library User Surveys, Opening Hours Survey, Library Staff Surveys and staff consultation on the alternative delivery

model.

- Analysis of library customer profiles including breakdown by age, gender, ethnicity and disability.
- Service monitoring reports looking at volunteer and partner statistics as well as library usage data including visitor figures, self service usage, issue figures, active usage data etc.
- National and local statistics including Merton Observatory, census data and CIPFA benchmarking data
- Insight gathered from library managers, frontline staff, volunteers, partners, security guards, customers and other feedback.
- Quarterly complaints and comments reports.

Summary of key findings:

- High usage of libraries with 62% of Merton residents registered as library members and 32% of residents regularly using library services.
- Wimbledon, Morden and Mitcham Libraries accounted for 69% of all visits to a Merton library.
- There is a higher than average active use of libraries among people from a Black ethnic or mixed race background with 38% and 36% respectively of these populations actively using libraries.
- Usage is lowest among the white population with only 23% of this group actively using libraries. 45% of library users are from a white background.
- 32% of the Asian population actively use libraries, this is consistent with active usage across the entire Merton population.
- 22% of active users have registered a disability. 22% of active library users with a disability have a learning difficulty and 15% have a mental health condition. 0.3% of users have a mobility related disability.
- 42% of library users are male, 56% are female. The gender of 2% of active users is unknown.
- 98% of users rate opening hours as very good (54%), good (37%) or adequate (9%).
- Satisfaction is well above the London average with 82% of residents rating library services as good to excellent
- 96% of customer transactions are completed through self-service machines.
- 74% of all library transactions take place between 10am and 12pm and 1pm and 5pm on weekdays.
- Libraries were generally quiet over the lunch hour with transaction levels falling to three or less per hour on occasion in four of the seven libraries.
- Only 5% of transactions took place between 5 and 7pm across all libraries.
- Usage is highest among children aged 5-9. 84% of the Merton population aged 10-14 years and 37% of those aged 0-4 years actively use libraries.
- Usage of libraries progressively declines from the age of 15 years onwards with an average of 9% of those aged 75years + using libraries.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		<p>During self-service periods there will be a reduced staffing presence with lone working in place to safeguard the interests of young people and vulnerable adults.</p> <p>Termly library visits are arranged for all Merton school classes to encourage the habit of reading for pleasure from a very young age. A reduction in staffing capacity could restrict the ability to continue to deliver these.</p>
Disability			x		<p>During self -service periods there will be limited support for people with disabilities to access services.</p> <p>The majority of library customers with a disability have a mental health condition or a learning disability. Staff have been trained to support customers with a mental health problem and customer support will be reduced during self-service periods.</p>
<input checked="" type="checkbox"/> Gender Reassignment		x		x	Limited data is held to ascertain whether there is any potential impact.
<input checked="" type="checkbox"/> Marriage and Civil Partnership		x		x	Limited data is held to ascertain whether there is any potential impact.
<input checked="" type="checkbox"/> Pregnancy and Maternity		x		x	
<input checked="" type="checkbox"/> Race	x		x		<p>There are a wide range of social activities delivered in libraries to promote diversity and community cohesion. With a reduction in staffing levels it is expected that fewer activities and events will be offered.</p> <p>There will be an increased reliance on security guards and volunteers for service delivery. Having a volunteer force that reflect the diversity of the community served will help develop our understanding of the local residents served.</p>
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x	x		Many services are currently offered to support those looking to enter into employment and/or progress their careers. A reduced staffing resource could impact on the capacity to continue to coordinate and deliver these.

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

- We will seek to maintain opening hours through the introduction of self service periods during quiet periods. A security guard and volunteer presence will be maintained at all times to provide support for all customers and in particular to safeguard the vulnerable and support people with disabilities.
- Ensure that all security guards have enhanced training in safeguarding and disability awareness.
- All staff and security guards will receive training in supporting people with a learning disability.
- All security guards will receive training in supporting customers with mental health problems
- Reduce school visit schedule whilst ensuring that all school children have a quality interaction with their library service over the course of an academic year. We will work with primary schools to develop new initiatives as well as browse and borrow sessions which will involve children accessing services with minimal staff input. Offering services that are less resource intensive will ensure that we continue to promote and encourage the active use of libraries with reduced capacity.
- We will proactively engage with community groups to develop services and activities that are well tailored to their needs.
- To seek to develop a volunteer force that further reflects the diversity of the community served.
- Further develop partner working relations with other organisations to offer a wide range of employability support services in libraries.

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Stage 4: Conclusion of the Equality Analysis

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

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

- Outcome 1** – 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?
Safeguarding young people and vulnerable adults	To ensure that a security guard presence is maintained in libraries at all times	Security guards in libraries during all opening hours.	End of March 17	Existing	DC	Yes
	To seek to recruit a team of volunteers to provide support in libraries during self-service periods.	Volunteer cover during self-service periods				
	To ensure that all security guards receive safe guarding training	100% of security guards receive safeguarding training				
Reduced capacity school activities	Work with schools to develop a consolidated library offer	40% reduction in the staff time spent coordinating school activities	June 2017	Existing	AA	Yes
	Develop and coordinate browse and borrow sessions for children	Maintenance of number of children actively using libraries				
Reduced support for people with mental health conditions	All security guards trained in supporting customers with mental health problems	All security guards trained to identify and support customers with mental health problems	End of March 2017	Existing	DC	Yes
Limited support for people with learning difficulties	All staff and security guards receive training in supporting customers with a learning difficulty	100% of security guards complete training. Mystery shopper exercises	End of March 2017	Existing	DC	Yes

		and customer feedback				
Restricted access to services for those with mobility issues	Awareness training for all security guards and select volunteers	Number of volunteers and security guards trained	End of March 2017		DC	Yes
Risk of reduced access to services for ethnic minority groups	Engagement workshops held with ethnic minority groups	2 workshops held to gather insight. Priority areas consolidated into service model	End of March 2018		AA/JI	Yes
Limited support for those seeking employment or to develop their career prospects	Identify and establish working relations with partners to provide employability support sessions in libraries.	Weekly employability support sessions available in libraries in the deprived wards of the borough and where there is a demand.	End of March 2017		AA	Yes

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome <u>2</u> Assessment
The Equality Analysis in this assessment identifies any potential negative impact of these proposals. The Equality Analysis action plan will be managed by the Library, Heritage & Adult Education Service and reports will be provided to members and officers as and when required.
This proposal will ensure that all libraries remain open and are accessible to all of the community but acknowledges that reduced capacity will mean that levels of support for customers and the breadth of community engagement will be reduced but focused on key groups.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Annette Acquah Service Transformation Manager	Signature:	Date: 21 September 2016
Improvement action plan signed off by Director/ Head of Service	Anthony Hopkins Head of Libraries, Heritage and Adult Education Services	Signature:	Date: 22 September 2016

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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?	Saving in 2019/20 from insurance
Which Department/ Division has the responsibility for this?	Corporate Services/ Resources

Stage 1: Overview	
Name and job title of lead officer	Paul Dale: Assistant Director of Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-01 Reduction of £100k in the contribution to the Self Insurance fund.
2. How does this contribute to the Council's corporate priorities?	It is a back office saving that protects front line services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is a technical adjustment that will not impact on customers.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

Page 6 of 7

Stage 2: Collecting evidence/ data

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

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

The actuarial review of the required size of the reserve/provision.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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Which of the following statements best describe the outcome of the EA (Tick one box only)
 Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Dale	Signature: Paul Dale	Date:29/11/2016
Improvement action plan signed off by Director/ Head of Service	Paul Dale/ Assistant Director of Resources	Signature: Paul Dale	Date:29/11/2016

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?	Restructure of Housing Benefits section due to roll out of Universal Credit
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services Division

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues and Benefits
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-02. Reduction of 2 FTE Benefit Officer posts - Universal Credit roll out started for all claimants in SM4 in March 2016 and full roll out for new claims for the whole borough will be completed during 2017/18. Already there has been a reduction in caseload of Housing Benefit claims and as the roll out continues the caseload will further reduce
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.	Two members of staff maybe vulnerable to redundancy, if natural wastage cannot be used
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).

Analysis of live housing benefit caseload since January 2016 on a quarter by quarter basis
 Analysis of the reduction of housing benefit caseload for neighbouring council who have fully implemented Universal Credit in their area.
 The analysis has shown a 4.2% reduction in the housing benefit caseload (541 claims) since January 2016.
 Analysis of number of new claims processed since April 16 compared to similar period in 2015.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			YES		Existing policies and procedures will be applied to ensure fairness.
Disability			YES		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity					None
Race			YES		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Religion/ belief			YES		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sex (Gender)			YES		Disproportionate number of females employed within the Division.

					Following selection process a member of staff from a particular gender may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sexual orientation			YES		Existing policies and procedures will be applied to ensure fairness.
Socio-economic status					None

Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.

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?
Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Use appropriate HR policy	Responses to consultation process	Dec 18	Existing	DK	

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	David Keppler, Head of Revenues and Benefits	Signature: David Keppler	Date: 29.11.16
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Reduction in supplies and services budget (including printing, petrol and maintenance of Mayor's car).
Which Department/ Division has the responsibility for this?	Corporate Services/ Corporate Governance/Democracy Services

Stage 1: Overview	
Name and job title of lead officer	Julia Regan, Head of Democracy 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)	CS2016-03 Proposed reduction in supplies and services budget, partly due to lower petrol and service costs following purchase of hybrid mayoral car and a reduction in printing costs for committee agendas.
2. How does this contribute to the council's corporate priorities?	Saving is consistent with business plan objectives to reduce number of supplementary agendas and reduce printing costs as well as TOM objectives to move away from print towards online publication.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Council officers and councillors will be asked to review whether they really need printed agenda papers. Savings in relation to the car will not have an impact on customers – newly purchased hybrid vehicle uses less petrol and has lower maintenance costs than previous leased car.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

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Stage 2: Collecting evidence/ data

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

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

These are savings that will be achieved through review of costs and will not have an impact on the protected characteristics. Agendas are available on the website and these comply with accessibility requirements.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Julia Regan	Signature: J Regan	Date: 28.11.16
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Reduction of front line staff following implementation of on-line transactional processes.
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-07 Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology
2. How does this contribute to the council's corporate priorities?	Assists with 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.	One member of staff if vacancy has not arisen through natural wastage before implementation. No impact on service delivery.
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).

Service part automated resulting in efficiency gain. No impact on service delivery. Any potential redundancy will be consulted upon and be subject to the agreed procedures in place and advice from HR.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			Yes		Existing policies and procedures will be applied to ensure fairness.
Disability			Yes		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment				No	None
Marriage and Civil Partnership				No	None
Pregnancy and Maternity			Yes		Following selection process a female member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Race			Yes		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Religion/ belief			Yes		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sex (Gender)			Yes		Disproportionate number of females employed within the Division. Following selection process a member of staff from a particular gender

					may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sexual orientation			Yes		Existing policies and procedures will be applied to ensure fairness.
Socio-economic status				No	None

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Any redundancy may impact on one of the protected groups but will be done in accordance with agreed policy.	Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Reduction of base budget	March 2019	Existing resource	Sean Cunniffe	No

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: <i>Sean Cunniffe</i>	Date: 29.11.2016
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Proposed budget saving CS2016-08 which relates to the generation of income through the commercial letting of vacant office space within the Merton Civic centre to external organisations which has been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
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)	CS2016-08 relates to the generation of income through the commercial letting of vacant office space within Merton Civic centre to partner and commercial organisations. The co-location of staff from health to work within the same building as Merton colleagues will provide opportunities to improve efficiency through more integrated working that should result in improved outcomes for local residents.
2. How does this contribute to the council's corporate priorities?	The councils current target operating model for the physical locations layer is to reduce demand for office space and minimise operating costs by adopting modern flexible working practices, and to let vacant space to partner organisations in order to improve outcomes through more integrated services and also generate savings and income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	No direct impact on Merton staff but the proposals to co-locate colleagues from health within the same building should provide opportunities to improve efficiency through integrated working that will result in improved service delivery and better outcomes for local residents.
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).

None considered as the proposal does not have any adverse impact on any specific groups or individuals.

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	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Disability	X			X	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity	X			X	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Race					None
Religion/ belief					None
Sex (Gender)	X			X	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Sexual orientation					None
Socio-economic status					None

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature: Mark Humphries	Date: 29 th November 2016
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07 & CSF 2016 -03
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of CSF
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose. At this stage we expect this will require a reduction of 16-119 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

increased demands with a reduced number of staff.

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).

CSF's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas. During the review of our processes we will ensure they are LEAN.

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action 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?
To review proposals and implementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determined as part of programme	Existing	CSF Business partner	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:

D&BC1,2,4,5,6 Development Control - Various

What are the proposals being assessed?	Various smaller scale service changes including: Fast Track of householder planning applications (55K) , Stop Sending consultation letters on applications and erect site notices only (10k), Eliminate the Planning Duty Service (35k), Growth in PPA and Pre-app income (£50k), Deletion of 1 FTE (enforcement manager or deputy) (£45k)
Which Department/ Division has the responsibility for this?	Building and Development Control, Sustainable Communities

Stage 1: Overview	
1. Name and job title of lead officer	Neil Milligan Building and development Control Manager
2. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The fast track service will speed up decision making on small applications and generate fee income. Instead of sending consultation letters, site notices will be erected by the case officer on site. At the moment we consult and ask for notices to be erected but there is only a statutory requirement to do one not both. The duty officer is a well-received service for residents and applicants but not a statutory one. Deleting the service will result in the loss of 1FTE. Self service will be promoted through the web site instead. PPA income growth will be promoted although this will need to be serviced by some additional resources this will also be secured through PPA contributions. The enforcement team have reduced the overall backlog of cases and with new IT improvement and service adjustments the team could potentially manage with 3 instead of 4 officers.
3. How does this contribute to the council's corporate priorities?	The proposals will require adjustments to existing services including eliminating certain aspects and enhancing others to the overall benefit of overall regeneration aspirations
4. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Planning applicants will be offered new service enhancements and speed of decision. The duty service will go as will the consultation letters to residents. Self service will be encouraged and facilitated instead through IT ad website improvements.
5. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

Stage 2: Collecting evidence/ data

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

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

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

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	service provision should be enhanced
Disability		x		x	service provision should be enhanced
Gender Reassignment		x		x	service provision should be enhanced
Marriage and Civil Partnership		x		x	service provision should be enhanced
Pregnancy and Maternity		x		x	service provision should be enhanced
Race		x		x	service provision should be enhanced
Religion/ belief		x		x	service provision should be enhanced
Sex (Gender)		x		x	service provision should be enhanced
Sexual orientation		x		x	service provision should be enhanced
Socio-economic status	x		x		Those able to afford it will potentially receive a faster service.

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

Stage 4: Conclusion of the Equality Analysis

Page 4 of 4

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Neil Milligan Building and Development Control Manager	Signature:	Date: 2nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Service (Sustainable Communities)	Signature:	Date: 2nd Dec 2016

D&BC3 Commercialisation of Building Control

What are the proposals being assessed?	Commercialisation of Building Control services £50k
Which Department/ Division has the responsibility for this?	Building and development Control / Sustainable Communities.

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan. Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Further commercialisation of Building Control Services It is proposed to enhance the service to generate this additional income by increasing the market share against the approved inspectors and to provide additional services on top of those already identified in the commercialisation plans.
2. How does this contribute to the council's corporate priorities?	Providing a better and additional service for customers.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and businesses are potential users of the business. This also includes schools, hospitals libraries and other public service providing functions. The additional services will benefit the council by bolstering the existing services on offer to provide a more attractive and effective service provision.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

Stage 2: Collecting evidence/ data

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

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

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

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
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	service provision should be enhanced
Disability		X		X	service provision should be enhanced
Gender Reassignment		X		X	service provision should be enhanced
Marriage and Civil Partnership		X		X	service provision should be enhanced
Pregnancy and Maternity		X		X	service provision should be enhanced
Race		X		X	service provision should be enhanced
Religion/ belief		X		X	service provision should be enhanced
Sex (Gender)		X		X	service provision should be enhanced
Sexual orientation		X		X	service provision should be enhanced
Socio-economic status		X		X	service provision should be enhanced

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Neil Milligan (DC& BC Manager)	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	Signature:	Date: 2 nd Dec 2016

D&BC7, D&BC8 Shared Service/Review of Service

What are the proposals being assessed?	Shared service collaboration with Kingston/Sutton (£50k), Review of service through shared service discussions (£274K)
Which Department/ Division has the responsibility for this?	Building and Development Control/ Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>A recent shared service formal investigation and review resulted in an agreement to collaborate with Kingston and Sutton on aspects of the service to realise savings.</p> <ol style="list-style-type: none"> 1) Shared website page development 2) Recruitment collaboration 3) application validation procedures <p>The concept allows a potential transitional and less risky move towards future shared services with Kingston and Sutton incorporating savings in 2018/9</p> <ol style="list-style-type: none"> 1) Shared Building Control, enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems (Sutton and Kingston may be doing this separately) 4) Improved efficiency and resilience with larger teams. 5) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 6) Potential outsourcing of admin scanning functions 7) Joint recruitment strategies and shared staff during peak work periods 8) Joint web page collaboration.
2. How does this contribute to the	Designed to deliver savings and improvements to the service. Shared services are designed to reduce the

<p>council's corporate priorities?</p>	<p>overall management structure. Efficiencies delivered in areas will also result in the deletion of posts.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The potential reduction in posts may result in reduced capacity at a senior level to support the planning application process and the ability to meet targets. Staff reductions will be managed using the managing workforce change procedure. TOM objectives are planned to try and improve processes and mitigate any impact.</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>Sutton and Kingston Council will share the responsibility. There are no other direct service providers although residents and their associations are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.</p>

Stage 2: Collecting evidence/ data

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

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

A full review assessment was undertaken including detailed analysis of all the performance statistics for all the participating authorities. However, there is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications.

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	service provision could be enhanced
Disability		x		x	service provision could be enhanced
Gender Reassignment		x		x	service provision could be enhanced
Marriage and Civil Partnership		x		x	service provision could be enhanced
Pregnancy and Maternity		x		x	service provision could be enhanced
Race		x		x	service provision could be enhanced
Religion/ belief		x		x	service provision could be enhanced
Sex (Gender)		x		x	service provision could be enhanced
Sexual orientation		x		x	service provision could be enhanced
Socio-economic status		x		x	service provision could be enhanced

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Neil Milligan (DC& BC Manager)	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Service, Sustainable Communities)	Signature:	Date: 2 nd Dec 2016

Equality Analysis

ENR1 Further Expansion of the Shared Regulatory Service

What are the proposals being assessed?	£100k budget saving associated with further expansion of the shared regulatory service
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
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 incorporation of an additional local authority partner into the existing shared regulatory service. This is growth in addition to current discussions to expand the partnership.
2. How does this contribute to the council's corporate priorities?	The proposal will reduce running costs, generate income, increase service resilience and increase public protection as well as providing learning and development opportunities for staff.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff, service users, stakeholders and partners will benefit from an improved and more efficient service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	We currently share regulatory services with LB Richmond. Merton is the host and lead authority.

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).

Demographic & Commercial Data

	Population	No. of enterprises	No. of food businesses
Merton	204,600	10,920	1,792
Richmond	194,700	12,875	1,578

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. 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?
Not applicable	N/A	N/A	N/A	N/A	N/A	N/A

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

Stage 4: Conclusion of the Equality Analysis

Which of the following statements best describe the outcome of the EA (Tick one box only)
 Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Foster, Head of the RSP	Signature:	Date: 06/12/2016
Improvement action plan signed off by Director/ Head of Service	John Hill, Assistant Director, Public Protection	Signature: 	Date: 06/12/2016

Equality Analysis

ENR2 Pay and Display Bays

What are the proposals being assessed?	Introduction of charging for pay and display parking by Blue Badge holders in all Council off street car parks
Which Department/ Division has the responsibility for this?	Enf & Regeneration /Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV 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)	To manage the demand for pay and display parking spaces in all Council off street car parks providing spaces for ad hoc users who wish to pay. Currently blue badge holders are allowed to park in pay and display spaces for free but do not have the legislative right to do so except in the designative blue badge bays.
2. How does this contribute to the council's corporate priorities?	To provide available affordable parking spaces for ad hoc users..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Blue badge holders from within and external to the London Borough of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department.

Stage 2: Collecting evidence/ data

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

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

It is believed that there are sufficient capacity in On Street pay and display parking spaces for any displaced Blue Badge holders still to park for free.

Stage 3: Assessing impact and analysis

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	
Disability		X	X		The car parks have dedicated blue badge bays but blue badge holders can still park in On Street Pay and Display Spaces for free with no limit on time parked.
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Stopping of free parking of blue badge holders Council run pay and display car park	None as alternative free parking is available in Council run pay and display parking bays.	An increase in the number of blue badge holders parking on street	12 months from the date of introduction	NA	Paul Walshe	NA

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

Stage 4: Conclusion of the Equality Analysis

Which of the following statements best describe the outcome of the EA (Tick one box only)
 Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 th December 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 th December 2016

Equality Analysis

ENR3 Parking Services – Town Centre Season Tickets.

What are the proposals being assessed?	Increase in charges for town centre season tickets/permits
Which Department/ Division has the responsibility for this?	Env & Regeneration /Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV 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)	To reduce demand and increase travel by a more sustainable travel method
2. How does this contribute to the council's corporate priorities?	To improve the health of the Community.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Resident, non residents who wish to purchase a parking permit
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department. The section will work closely with the Shared Regulatory Service Pollution Team when implementing the proposal.

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 legislative requirement and the LB Merton policy on free parking for blue badge holders.

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	This will not affect Blue Badge holder as free parking is provided.
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		This may affect some people who are unable to fund the proposed increase in charges.

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Increase in charges	None as the purpose is to manage (reduce) demand	The numbers of permits/season tickets purchased for town centre car parks is reduced.	12 months from the introduction of changes.	NA	Paul Walshe	NA

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 1 of 1
Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 th Dec 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 th Dec 2016

Equality Analysis

ENR4 Monitoring of CCTV - Businesses

What are the proposals being assessed?	Due to the recent investment in the public space CCTV infrastructure visit businesses to offer the services of the team in protecting and improving their businesses.
Which Department/ Division has the responsibility for this?	Env & Regeneration /Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV 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)	To offer the Public Space and CCTV Services of the Council to our existing and new Partners/Businesses.
2. How does this contribute to the council's corporate priorities?	To provide available affordable CCTV services with the aim to reduce crime and generate efficiencies.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Partners and external Businesses.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department but we will work closely with our colleagues in safer Merton.

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 improvements in our services due to recent investment in the CCTV infrastructure.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 th December 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 th December 2016

ENR5 Deletion of one Senior Management Post

What are the proposals being assessed?	Delete 1 Senior Management post from Transport
Which Department/ Division has the responsibility for this?	E&R

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson Transport Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The current role of the Transport Services Manager is to coordinate the many strands of the current Transport Operation, provide Strategic Planning and Guidance for all transport operations and also to act as Transport Manager and hold the Operator’s Licence and prime responsibility for the safe and legal operation of the HGV vehicles.</p> <p>Following the restructure of transport as a result of Phase C and the Transport Review Board proposals, the current structure of Transport Services will be fragmented during 2017:</p> <ul style="list-style-type: none"> • The Operator’s’ Licence and responsibilities for the safe and proper operation of the HGV Fleet will transfer in April 2017 to new contractors as part of the Phase C outsourcing of Waste Services. • The Passenger Transport Commissioning function, which includes the commissioning of Taxis, will be transferred to CSF. • The Fleet Management function, which includes the procurement of vehicles and the management and funding of the Retained Fleet, will probably be transferred to the Contract Management function of E&R. • The management structure and placement of the remaining Passenger Transport fleet has yet to be resolved. <p>Thus there will no longer be a requirement for a dedicated Transport Manager with responsibility for the Operators Licence, or for a Senior Manager to coordinate and provide strategic planning and guidance for the combined functions of the current Transport Services. These functions will either be no longer required, or will be delegated to managers within the new host teams.</p>
2. How does this contribute to the council’s corporate priorities?	Reduces head count. Flattens structure.

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All vehicle using units and teams remaining within LBM. Impact will be negligible once unit has been dispersed.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility will lie solely within E&R

Stage 2: Collecting evidence/ data

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

Business plans and structure proposals for E&R post Phase C.
Minimal impact on equality groups.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			x		Senior Management roles are often held by an older person.
Disability					No areas for concern
Gender Reassignment					No areas for concern
Marriage and Civil Partnership					No areas for concern
Pregnancy and Maternity					No areas for concern
Race					No areas for concern
Religion/ belief					No areas for concern

Sex (Gender)			x		Area of work is a traditionally male dominated field.
Sexual orientation					No areas for concern
Socio-economic status					No areas for concern

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age - Loss of a role usually held by an older person	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals.	Achievement of organisation's target	2018/19	existing	R Mawson	
Gender - Area of operation is traditionally male dominated; current post holder is female.	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals	.Achievement of organisation's target	2018/19	existing	R Mawson	

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rachel Mawson Transport Services Manager	Signature:	Date: 23/11/16
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes Head of Street Scene and Waste	Signature:	Date: 2 nd Dec 2016

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ENR6 Wider Department restructure

What are the proposals being assessed?	Restructure across all levels of staff within the wider Waste and Street Cleansing support services . Taking into account synergies with Leisure and Green Spaces.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Following contract award in (Dec2016) To undertake a review of the administration services with the aim of moving from a support function towards a commercialized commissioning and clienting service post Phase C</p> <p>The areas in scope of Phase C procurement cover a number of environmental services as part of the South London Waste Partnership (SLWP) This will include</p> <ul style="list-style-type: none"> Waste Collection and recycling Commercial waste Street Cleaning Winter Maintenance Vehicle Maintenance <p>Indirectly Leisure and Green Spaces will be impacted as In scope of this review.</p>
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations</p> <p>The staff that remains with the council will be required to adapt to changing roles and</p>

	responsibilities.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This project has a direct impact on two main areas. Street Scene / waste – Cormac Stokes There are indirect links to Parks and Green Spaces –James McGinlay

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. skill matrix and change management to be conducted following outcome of SLWP contract award (phase C)
- 2.

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
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

1.
Staffing levels will reduce. The managing workforce change policy will be used to mitigate any negative impact.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment
The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed. Staffing levels will reduce. The managing workforce change policy will be used to mitigate any negative impact.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	Signature:	Date: 02/12/2016
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 02/12/2016

ENR7 Shared Fleet Services

What are the proposals being assessed?	Shared Fleet services function with LB Sutton
Which Department/ Division has the responsibility for this?	E&R

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
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)	LBM will require Fleet Management services for the Retained Fleet. The proposal is to provide fleet management services for Sutton for their Retained Fleet, thereby sharing services, reducing costs and increasing income to LBM.
2. How does this contribute to the Council's corporate priorities?	Additional income, shared services and reduced costs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All vehicle using units and teams remaining within LBM and Sutton post Phase C.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	It is as yet unclear where the retained fleet management service will sit post Phase C, but it is anticipated that it will remain within E&R

Stage 2: Collecting evidence/ data

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

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

Business plans and structure proposals for E&R post Phase C.
No anticipated impact on equality groups.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rachel Hargreave Mawson Transport Services Manager	Signature:	Date:23/11/16
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 2nd Dec 2016

ENR8 Increased Income from Rent Reviews

What are the proposals being assessed?	Increased income from rent reviews
Which Department/ Division has the responsibility for this?	Environment & Regeneration Dept. Sustainable Communities Division.

Stage 1: Overview	
Name and job title of lead officer	Howard Joy Property Management & Review Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increase in income from rent reviews of non-operational properties.
2. How does this contribute to the Council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income 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?	No other departments or partners will be affected by this proposal.

Stage 2: Collecting evidence/ data

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

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

The proposal is not a new or changing policy, services or function' or a financial decision that will have an impact on services. This proposal will have no impact on the protected characteristics (equality groups). Collection of data is therefore not applicable.

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Howard Joy	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay. Head of Sustainable Communities	Signature:	Date: 2 nd Dec 2016

ENR9 Increased Level of Enforcement Activity

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

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 aim is to maintain the current in house enforcement team (£250k operational budget) and ensure the level of Fixe Penalty Notices (FPN) issued cover the operational cost of providing the service.
2 How does this contribute to the Council's corporate priorities?	Increasing revenue, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Street Scene 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).

1. Litter is the number one concern of our residents

Stage 3: Assessing impact and analysis

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

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		✓		✓	

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

1.
N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1
The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 2 nd Dec 2016

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?	Budget saving CH 70 Home Care re-commissioning - With additional investment into the service we plan a full implementation of new Home Care contracts in second full year, transferring all legacy spot placements and incentivising providers to reduce packages of care.
Which Department/ Division has the responsibility for this?	Community & Housing / Adult Social Care - Commissioning

Stage 1: Overview

Name and job title of lead officer	Richard Ellis, Interim Head 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 home care contracts are due to be re-commissioned during 2017 as the current framework contract expires. The current contract has not been working effectively, with providers exiting due to inflexibility and fixed prices. As a result a significant amount of care is spot purchased on a wide range of rates. The new contracts will be procured at a price that is sustainable for the sector and affordable to the council. As a result, once fully implemented packages of care on higher rates will be transferred to the newly appointed providers, generating a saving to the council of c £400k pa.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Users of Home Care services will be affected by the proposals. The impact should be mainly beneficial with improved access to carers and better reliability and quality of care. Some service user may have to move their existing care agency to a new agency. The new contracts will aim to promote good employment practice, including appropriate training and development, and so should be beneficial to the external care workforce. The council will be offering a better service to vulnerable people, will have greater assurance on quality and reliability and will save on higher spot purchase fees.
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 shared with the appointed care agencies, as care providers and as employers.

Stage 2: Collecting evidence/ data

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

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

We have reviewed service user data, current patterns of usage, volumes of business by area and qualitative data including complaints.

This showed that the service predominantly supports disabled, vulnerable and older people as major users of the service. Women are also the major part of the workforce. The current pattern of contracts means that care workers are often under-employed and travel unnecessary distances to clients. The new arrangements will enable a rationalisation of care rounds, which will improve reliability and reduce care worker travel time.

The evidence, including complaints, showed that the new service needs to be able to ensure greater reliability of delivery to these service users, otherwise they are disadvantaged. The service design has a strong emphasis on quality and reliability. Quality will represent 100% of the contract evaluation.

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	x		x		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Disability	x		x		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Gender Reassignment	x			x	The consolidation of work should enable better training and assignment of appropriate care workers
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief	x			x	The consolidation of work should enable better training and assignment of

					appropriate care workers
Sex (Gender)	x			x	The workforce is predominantly female, who should benefit from better employment practice.
Sexual orientation	x			x	The consolidation of work should enable better training and assignment of appropriate care workers
Socio-economic status	x			x	The new contracts will better enable us to ensure that care workers are properly rewarded and given opportunities to develop

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Some service users may have to change providers which can be disruptive	The transfer of existing packages of care will happen gradually and over time to ensure safe and appropriate transfer and to minimise disruption to service users. No deadline will be set	By careful monitoring of the transfers with providers	Dec 2018	Existing	Godfrey Luggya	

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Interim Head of Commissioning	Signature: Richard Ellis	Date: 29.11.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 29.11.15

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?	Merton Arts Space Income – CH67
Which Department/ Division has the responsibility for this?	Community & Housing / Library, Heritage & Adult Education Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library, Heritage & Adult Education Service
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Merton Arts Space is a new multi-use space at Wimbledon Library that has been developed with an Arts Council grant with the aim of increasing engagement amongst residents with arts and libraries. The grant enabled the space to be enhanced as library space during normal opening hours and to be used for arts and cultural activities outside of normal opening hours.</p> <p>Part of the project and the sustainability of the space is to generate income from private use of the space by arts and other organisations. The proposal included for 2019/20 provides some estimates from additional income to be generated from the space through arts and commercial lettings.</p>
2. How does this contribute to the council's corporate priorities?	<p>This proposal contributes towards the following corporate priorities:</p> <ul style="list-style-type: none"> • Work to support by economic growth, by increasing skills • Work to increase economic growth • Value for money
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Wimbledon Library has over 461,000 customer visits per annum (source 2015/16 CIPFA data). In the first 6 months of running activities in Merton Arts Space there have been 24,423 audience members who have engaged with arts activities with 2,522 participants in the activities and 123 artists used.</p> <p>This proposal should not affect the existing use of the space by library customers or arts organisations but will mean the space will be available more for out of hours private bookings.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>Merton Arts Space is managed by the Library, Heritage & Adult Education Service. The project has been delivered in collaboration with a number of local arts and community groups including Wimbledon College of Art, Attic Theatre Company, Merton Music Foundation, Love Wimbledon and over 60 other local organisations. This collaborative approach to the use and management of the space is proposed to continue and will focus to a greater extent on generating income to ensure the long term sustainability of the</p>

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space and to achieve ongoing savings.

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 mid-evaluation report to Arts Council England and the original bid documents have been used to ensure that the equalities considerations in the original application are addressed through these proposals. Data that has also been used includes:

- Library customer data including visitor numbers, active users and stock issues.
- Census information.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	The project aims to increase engagement amongst all protected characteristics with arts and libraries. The income generated will ensure that the new service is sustainable and will continue to deliver a diverse range of activities whilst drawing in commercial income where possible.
Disability	✓			✓	
Gender Reassignment	✓			✓	
Marriage and Civil Partnership	✓			✓	
Pregnancy and Maternity	✓			✓	
Race	✓			✓	
Religion/ belief	✓			✓	
Sex (Gender)	✓			✓	
Sexual orientation	✓			✓	
Socio-economic status	✓			✓	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1



OUTCOME 2



OUTCOME 3



OUTCOME 4



Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Anthony Hopkins / Head of Library, Heritage & Adult Education Service	Signature: Anthony Hopkins	Date: 29/11/2016
Improvement action plan signed off by Director/ Head of Service	Simon Williams / Director of Community & Housing	Signature: Simon Williams	Date: 29/11/2016

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Second Draft Service Plans.

Attached are our 21 Second Draft Service Plans, in departmental order.

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

Final plans will be completed on the 26 January 2017 and these plans will form part of our 2017/21 Business Plan.

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

There is one Commissioning Plan for Merton Adult Education and two for Environment and Regeneration's services which fall under the Phase C arrangement; one plan for Lot 1: Waste Management and Cleansing, and one plan for Lot 2: Parks and Green Spaces.

Environment and Regeneration's Commissioning Plans currently contain limited information; however, once the Phase C arrangements have been finalised, these plans will be fully updated.

Environment and Regeneration's Transport Plan is also subject to further change, due to the Phase C arrangements.

Index of Departmental Service and Commissioning Plans

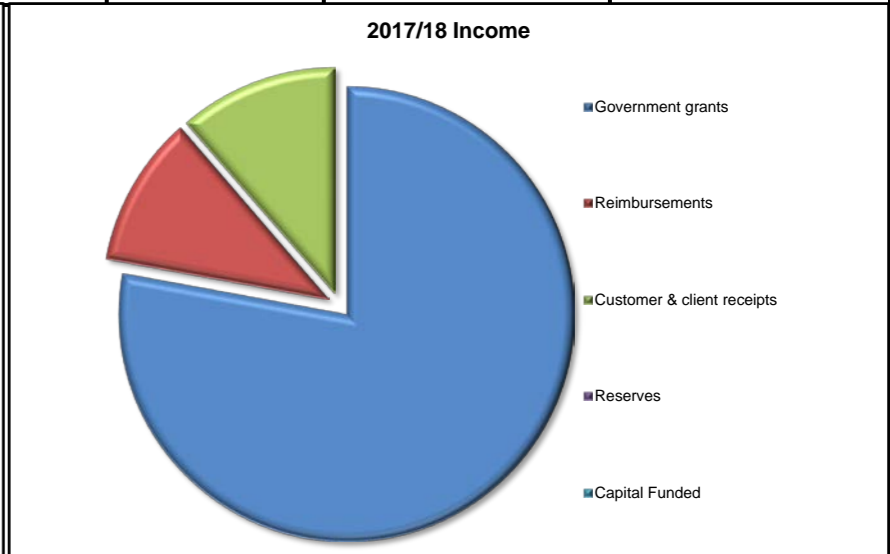
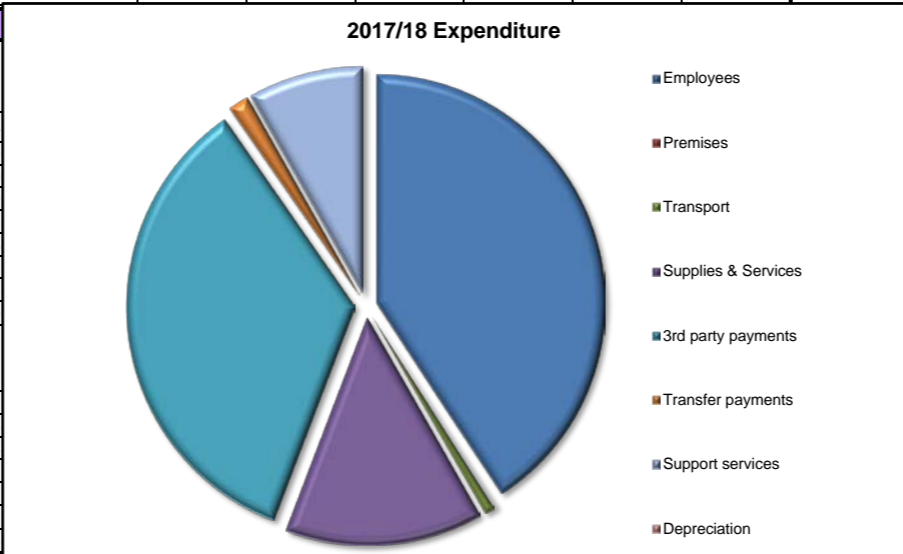
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Development & Building Control
Education	Housing Needs & Enabling	Corporate Governance	Future Merton & Traffic and Highways
	Libraries	Customer Services	Leisure & Cultural Development
	Merton Adult Education*	Human Resources	Parking
	Public Health	Infrastructure & Transactions	Parks & Green Spaces* (Phase C - Lot 2)
		Resources	Property
		Shared Legal Services	Regulatory Service Partnership
			Safer Merton
			Transport
			Waste Management and Cleansing* (Phase C - Lot 1)

**Commissioning Plan*

Children Schools & Families

Children's Social Care & Youth Inclusion		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Katy Neep: Cabinet Member for Children's Services		Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Enter a brief description of your main activities and objectives below		Population growth - looked after children & Care leavers		15-30						Looked after Children and Care Leavers Strategy Safeguarding Children's Board Annual Plan Children and Young People's Plan Children and Young People's Plan	
		Population growth - Child Protection Plans		30-60							
		Increase in 0-19 population		3,210							
		UASC - increased numbers and impact on resources		30-32							
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children. Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF. Access to resources for looked after children/external placement provision Recruitment of in house foster carers.		Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
		Staff (FTE)		209		210		204		198	
(FTE subject to change as a result of restructures)											
Performance indicator		Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)					2020/21(P)
% single assessments completed within agreed timescales		92%	85	90	91			High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)		30	35	27	26			Low	Quarterly	Quality	Safeguarding issues
Children in care adopted or receiving a Special Guardianship Order		13	13	13	13			High	Monthly	Outcome	Reduced customer service
% CYP on Child Protection Plan for 2nd or subsequent time		24%	16	16	16			Low	Monthly	Quality	Safeguarding issues
% NEET aged 16-18		3.60%	4.7	4.7	4.6			Low	Monthly	Outcome	Social exclusion
Number YJS first time entrants		61	70	50	50			Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or more) in same placement for 2 years		n/a	66	66	69			High	Monthly	Outcome	Safeguarding issues
% LAC experiencing 3 or more placements moves		n/a	12	12	11			Low	Monthly	Outcome	Social exclusion
% fostered LAC in external agency FC placements		37.2%	42	42	40			High	Quarterly	Business critical	Increased costs
Number of in house foster carers recruited		13	15	15	15			High	Quarterly	Quality	Increased costs
Care Leavers who are ETE aged 19-21		n/a	66	68	70			High	Quarterly	Outcome	Social Exclusion

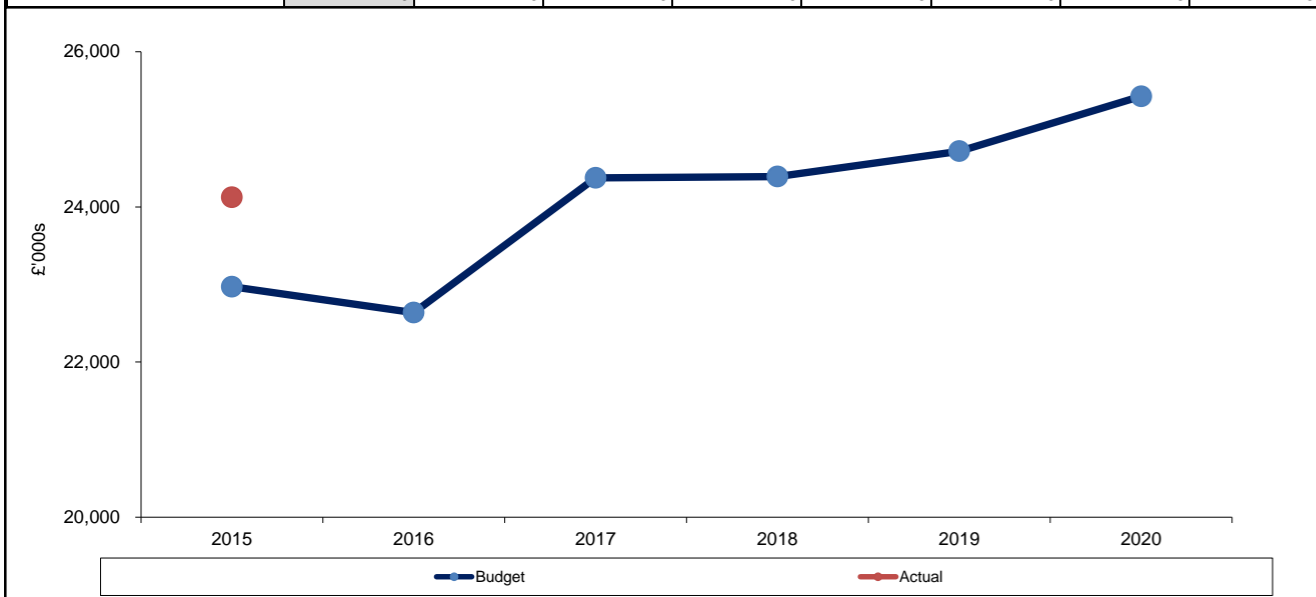
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	24,735	26,428	23,800	2,269	25,434	25,451	25,778	26,484
Employees	10,775	10,921	9,878	463	10,373	10,275	9,988	10,079
Premises	47	48	43	31	59	59	59	60
Transport	163	204	164	9	184	186	188	190
Supplies & Services	3,830	4,033	3,509	185	3,577	3,624	3,920	3,966
3rd party payments	7,839	8,769	7,751	1,591	8,781	8,842	9,152	9,713
Transfer payments	359	437	369	-10	374	380	385	391
Support services	1,723	2,016	2,085	0	2,085	2,085	2,085	2,085
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,763	2,305	1,163	(104)	1,061	1,061	1,061	1,061
Government grants	1,134	1,114	806	(37)	826	826	826	826
Reimbursements	508	646	236	(105)	114	114	114	114
Customer & client receipts	121	544	121	38	121	121	121	121
Reserves								
Capital Funded								
Council Funded Net Budget	22,972	24,123	22,637	2,165	24,374	24,391	24,718	25,423



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

2017/18

(Deletion of 1 AD, 1 Head of Service and half an admin post: £224,000 to be split across CSC/YI and Education).



2018/19

(Review of CSF staffing structure beneath management level: £189,000 to be split across CSC/YI and Education).
(Data review & centralisation: £40,000 to be split across CSC/YI and Education).

2019/20

(Review of CSF staffing structure beneath management level: £201,000 to be split across CSC/YI and Educaiton).
(Review of CSF management staffing structure: £150,000 to be split across CSC/YI and Educaiton).
(Reduced cost/offer through the national centralised adoption initiative: £75,000).

2020/21

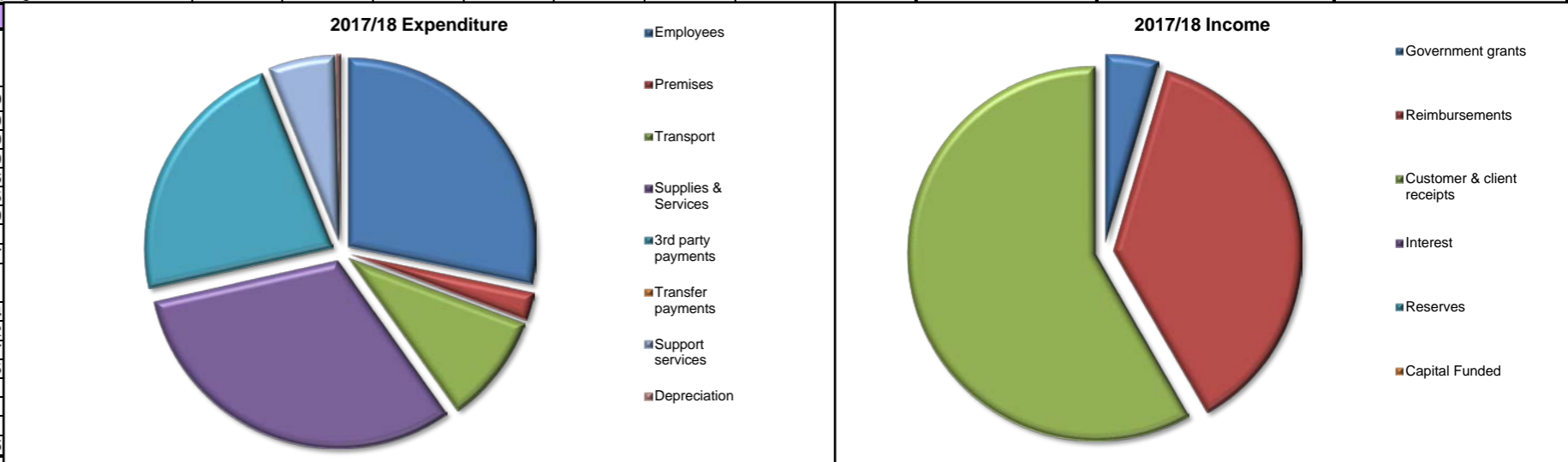
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)			3	3	9
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements including C&F Act in relation to CYP with SEND, management information & reporting for both case management and inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim project is delivering improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP .						
End date	2016-19								
Project 2		Project Title:	Regionalisation of Adoption	Improved effectiveness			3	2	6
Start date	2016-17	Project Details:	Reginalisation of Adoption. The government requires Local Authorities will establish regional arrangements for some elements of adoption services. Merton is part of the developing Pan London Approach approved by Cabinet (Sept 2016).						
End date	2018-19								
Project 3		Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness			4	3	12
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide improved and easily accessible information for inspection purposes. To continually improve the day to day management across our services, delivery of improvement plans and embedding our revised QA framework. Continue to utilise all data sources to inform best practice sources include; JTAI's, YJ, EY's, SEND, QA framework and our SIF.						
End date	2017-18								
Project 4		Project Title:	Youth Justice	Improved efficiency (savings)			3	2	6
Start date	2014-15	Project Details:	Responding to Charlie Taylor review and potential reconfiguring of Youth Justice. Development of policy framework in response to regulation and likely funding changes.						
Project 5		Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness			4	3	12
Start date	2013-14	Project Details:	A review of the well being model is underway, engagement with partners and a task and finish group is established, the review will include; looking at structures in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.						
End date	2019-20								
Project 6		Project Title:	Workforce development	Improved staff skills and development			4	3	12
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.						
End date	2019-20								

Education		Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Katy Neep: Cabinet Member for Children's Services		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education		Forecast increase in population 0-4						780	Children and Young People's Plan
Enter a brief description of your main activities and objectives below		Forecast increase in population 5-19						2400	Children and Young People's Plan
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:		Raise in Participation age 16-18							Children and Young People's Plan
· monitoring, analysing & evaluating pupil & school performance		Forecast increase in Children & Y/P with EHCP						200-400	SEN & Disabilities Strategy
· developing skills in planning, teaching, assessment, leadership & management		Increased demand for primary school (total across all schools)	1fte						School Expansion Strategy
· working with schools to reduce inequality & improve achievement for vulnerable groups		Increased demand for secondary school (total across all schools)		1-3fte	4-6 fte (cumulative)	10-14 fte (cumulative)			School Expansion Strategy
· strengthening partnership working and school to school support		Increased demand for special school places (total across all schools)						100 more SEN places by 18-19	School Expansion Strategy
Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by:		Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
· building early help capacity in schools & settings, families & the community		Staff (FTE subject to change as a result of restructures)		297	292	288	282	282	
· focus on safeguarding, early intervention & prevention as well as direct support for families									
· implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service									
Specialist placement provision for pupils with SEN.									
Early Years Services will improve outcomes for all children aged 0-5 by:									
· managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties									
· delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families									
· using the CASA to inform robust planning and case work for identified families									
· working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families									
· Developing the work force to deliver holistically to vulnerable families and young children									
introducing a more robust performance management framework									
Education Inclusion will improve outcomes for Young People by:									
· providing universal & targeted in house & commissioned services for YP & schools									
· providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development									
· developing alternative education offerings to enable YP to stay in education, training & employment									
· leading on the council's partnership with the police & CAMHS for education									
· improving attendance and reduce PA in Merton schools									
My Futures Service									
School Org									
Pupil place planning, & schools admissions									
School expansion & capital programme management.									

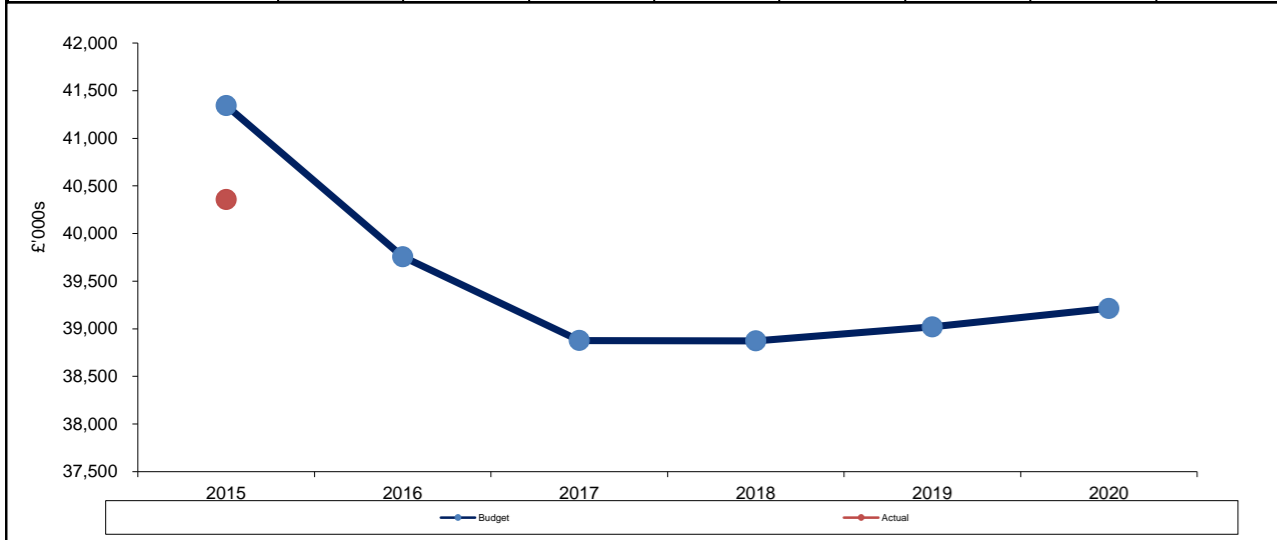
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	47,569	47,004	44,977	-329	43,981	44,127	44,273	44,469
Employees	12,473	12,023	12,465	-165	12,422	12,502	12,556	12,660
Premises	1,436	1,281	1,450	-233	1,072	1,075	1,078	1,080
Transport	4,144	4,415	4,132	166	4,158	4,219	4,279	4,339
Supplies & Services	16,731	16,257	14,402	-419	13,784	13,798	13,812	13,826
3rd party payments	9,926	9,924	9,835	322	9,838	9,827	9,841	9,855
Transfer payments	19	34	19	0	19	20	20	20
Support services	2,664	2,895	2,498	0	2,521	2,521	2,521	2,521
Depreciation	175	175	176	0	167	167	167	167
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,224	6,644	5,220	(127)	5,104	5,254	5,254	5,254
Government grants	365	221	150	(9)	232	232	232	232
Reimbursements	2,343	2,741	2,397	(325)	1,897	1,897	1,897	1,897
Customer & client receipts	3,516	3,682	2,673	207	2,975	3,125	3,125	3,125
Interest								
Reserves								
Capital Funded								
Council Funded Net Budget	41,345	40,359	39,758	(456)	38,877	38,873	39,019	39,215



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Primary Expansion		10,548	3,799	0	30	0	0	0
Secondary Expansion		183	7,798	0	8,919	6,156	4,481	0
Devolved Formula Capital		362	368	0	0	0	0	0
Schools Capital Maintenance		723	986	0	670	650	650	650
SEN Expansion		2,244	317	0	3,196	5,310	1,000	0
Other		288	129	(104)	104	0	105	0
	0	14,348	13,396	(104)	12,919	12,116	6,236	650

2017/18

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000
 Reduced service offer from school improvement: £75,000
 Increased income from schools/ reduced LA service offer: £200,000
 Property and contracts: £65,000
 (Deletion of 1AD, 1 HOS and half and admin post £224,000) split across CSC/YI and Education).



2020/21

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

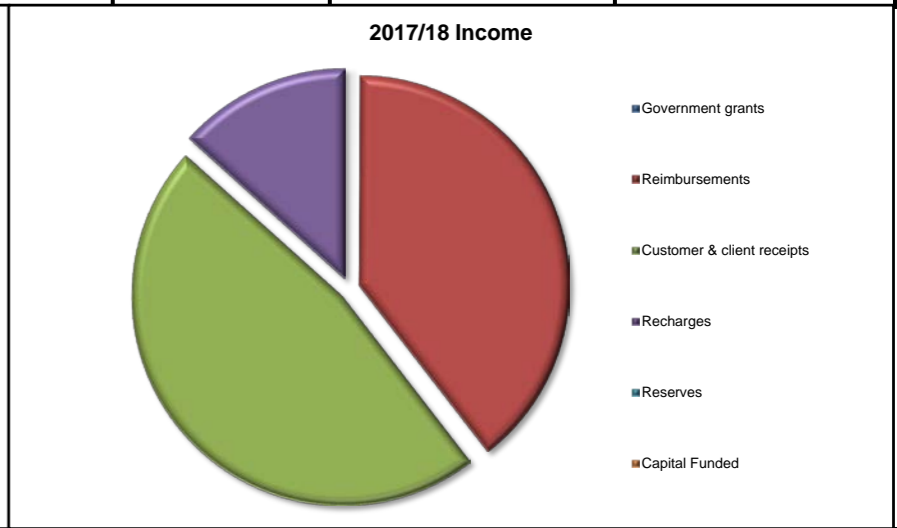
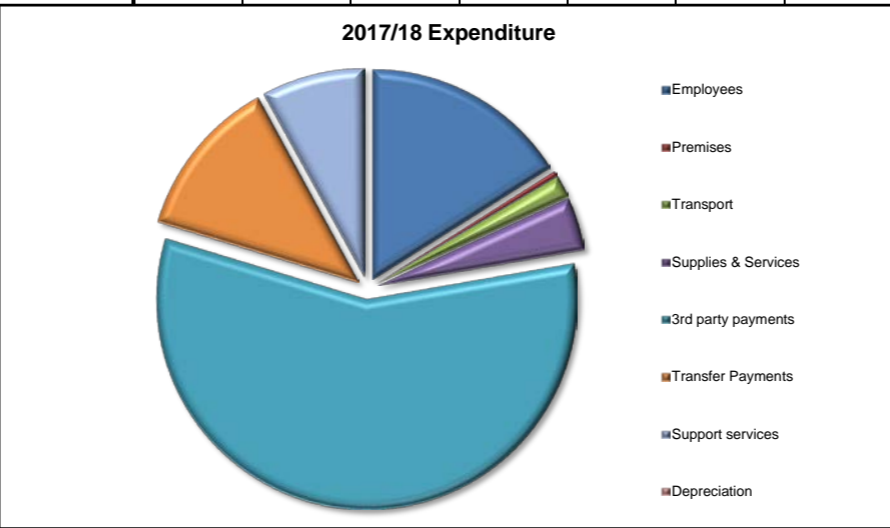
Education

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM)			Improved effectiveness		
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Maintenance of outstanding teacher courses for primary and secondary teachers. Ongoing support for all schools on the basis of the new School Improvement Strategy from Merton Education Partners. The development of strengthened school to school support through the School Improvement Steering Group, ongoing support for the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.	2	3	6		
End date	2018-19							
Project 2		Project Title:	Transforming Early Years (EY's TOM)			Improved efficiency (savings)		
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	3	2	6		
End date	2019-20							
Project 3		Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)			Improved customer experience		
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams. Develop and deliver the Education TOM & CYPWB Model across CSF Services, including implementation of MOSAIC phases 1 & 2. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.	4	3	12		
End date	2019-20							
Project 4		Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision			Improved customer experience		
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	3	2	6		
End date	2018-19							
Project 5		Project Title:	Youth transformation phases 3 & 4 (Edn TOM)			Improved efficiency (savings)		
Start date	2013-14	Project Details:	Implementation of new funding models for Phipps Bridge & Pollards Hill. Expanding community partnerships to achieve a more self funding community model in each locality. The plan for each area will evolve from these partnerships.	4	3	12		
End date	2017-18							
Project 6		Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (Education TOM)			Infrastructure renewal		
Start date	2015-16	Project Details:	Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts. Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.	4	2	8		
End date	2018-2019							

Community & Housing

Adult Social Care	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Tobin Byers: Cabinet Member for Adult Social Care	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Health & Wellbeing Strategy			
<p>Enter a brief description of your main activities and objectives below</p> <p>Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.</p> <p>There are eligibility criteria to define need and to keep this in line with resources as far as possible.</p> <p>Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.</p> <p>Looking ahead there is a key national policy challenge to incorporate in our redesign, namely the integration with health services.</p>	No. of people requiring services	3331	3307	3278	3252	3191	3170				
	People aged 85-89	407	375	358	335	315	293				
	People aged 95+	221	195	190	185	180	175				
	No. of people aged 65+ with dementia	385	395	407	419	431	448				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE)	383.53	335.26	324.5	313.5	313.5	313.5				
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
No of carers receiving a service	967	996	1000	1010	1020	1040	High	Monthly	Business critical	Breach statutory duty	
% Older people still at home following Reablement	81.5%	73.2	78.8	78.8	78.8	78.8	High	Annual	Outcome	Increased costs	
% People receiving 'long term' Community Services	80%	72	72	72	72	72	High	Monthly	Business critical	Increased costs	
% People with 'long term' services receiving Self-Directed	98%	95	95	95	95	95	High	Monthly	Unit cost	Government intervention	
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	8.4	5	7	7	7	7	Low	Monthly	Business critical	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	78,971	82,371	73,925	8,215	82,562	80,470	78,520	79,764
Employees	14,824	14,916	12,948	1,058	13,252	12,013	12,125	12,237
Premises	370	297	363	-30	352	357	362	367
Transport	1,439	1,397	1,406	31	1,441	1,462	1,483	1,504
Supplies & Services	4,206	2,784	3,976	-1,005	3,344	2,154	2,213	2,274
3rd party payments	41,655	45,456	38,927	8,156	47,381	47,241	44,644	45,239
Transfer Payments	9,551	9,490	9,763	5	10,213	10,664	11,114	11,564
Support services	6,850	7,956	6,466	0	6,501	6,501	6,501	6,501
Depreciation	76	76	76	0	78	78	78	78
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	22,782	24,124	22,908	-91	22,181	22,181	22,181	22,181
Government grants	1,059	1,317	882	-315	17	17	17	17
Reimbursements	8,275	10,144	8,613	-1,095	8,751	8,751	8,751	8,751
Customer & client receipts	10,327	9,058	10,453	1,319	10,453	10,453	10,453	10,453
Recharges	3,121	3,606	2,960	0	2,960	2,960	2,960	2,960
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	56,189	58,247	51,017	8,124	60,381	58,289	56,339	57,583



Summary of major budget etc. changes ~ 2017/18

Growth for Concessionary fares increase - £0.450m
 Growth in Placement budget - £ 9.3m
 Total Savings - £2.248m (CH1,CH2,,CH3,CH35,CH36,CH37,CH38,CH52&CH53 & CH57)

2018/19

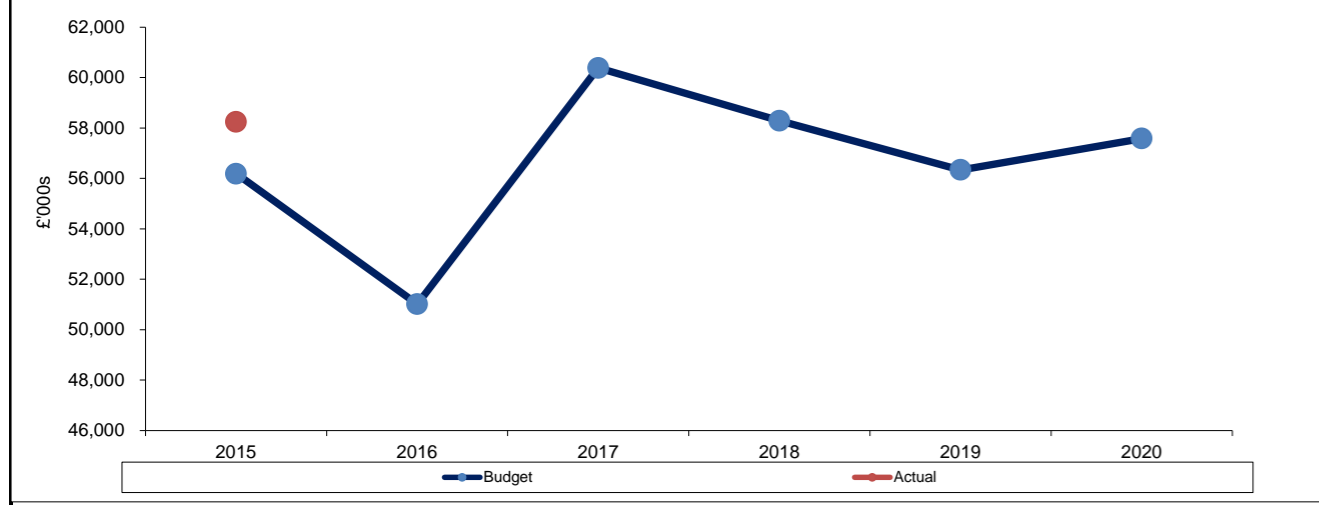
Growth for Concessionary fares increase - £0.450m
 Growth in Placement budget - £0.252m.
 Total Savings - £2.988m (CH20,CH36,CH39,CH54&CH55 & CH57 - a further £918k to be identified)

2019/20

Growth for Concessionary fares increase - £0.450m
 Reduction of growth in placement budget - £2.8m

2020/21

Growth for Concessionary fares increase - £0.450m



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

Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Home Care re-commissioning	Improved effectiveness		9
Start date	01/04/2017	Project Details:	Implementation of new Home Care model post tender. The contract will have two tiers. Tier 1 will be for 3 prime providers who will be our core partners. Tier 2 will be small local and specialist providers who will provide back-up supply or meet nche requirements.	3	3	
End date	31/03/2018					
Project 2		Project Title:	Supporting People re-commissioning	Improved efficiency (savings)		8
Start date	01/04/2017	Project Details:	Re-commissioning of SP contracts due to expire in November 2017 with the aim of supportign the council's homelessness prevention duties and financial plans.	4	2	
End date	01/11/2017					
Project 3		Project Title:	Assessment & Care Management Processes	Improved effectiveness		9
Start date	01/04/2017	Project Details:	Continue the review, redesign and delivery of a plan to ensure that all assessment and care management processes including those related to safeguarding, the Mental Capacity Act and DOLS are efficient, effective, consistently promote independence and adequately resourced.	3	3	
End date	31/12/2017					
Project 4		Project Title:	SCIS	Improved effectiveness		6
Start date	01/04/2017	Project Details:	Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that processes, data quality and outcomes are kept under constant review.	3	2	
End date	31/03/2018					
Project 5		Project Title:	Transitions	Improved customer experience		6
Start date	01/04/2017	Project Details:	Undertake and implement a review of the transitions pathway to ensure that the transition to adulthood is planned in a timely manner with the service user and their family, that upcoming transitions are reflected in the commissioning and financial plans.	3	2	
End date	30/09/2017					
Project 6		Project Title:	Early intervention	Improved customer experience		4
Start date	01/04/2017	Project Details:	Develop a refreshed early intervention strategy that builds on the existing hub service models	2	2	
End date	30/09/2017					
Project 7		Project Title:	Business Development	Improved effectiveness		4
Start date	01/04/2017	Project Details:	Develop and implement business plans to expand the provision of alternatives to traditional care, such as telecare, shard lives, supported living and short term interventions.	2	2	
End date	31/03/2018					
Project 8		Project Title:	Information, access & advice	Improved efficiency (savings)		6
Start date	01/04/2017	Project Details:	Develop the offer through Merton Link and the voluntary sector to provide earlier advice, self service and referral to non-statutory interventions.	3	2	
End date	31/03/2018					
Project 9		Project Title:	Integration	Improved effectiveness		6
Start date	01/04/2017	Project Details:	Priorities for 2017/18 will be - co-location with CLCH and MCCG - embedding joint working with CLCH developing joint commissioning approach with MCCG	3	2	
End date	30/06/2017					
Project 10		Project Title:	Bed based care	Improved effectiveness		12
Start date	01/04/2017	Project Details:	Develop a commissioning strategy for bed based care, working with the sector, health and neighbouring authorities to develop a sustainable offer and range of solutions.	4	3	
End date	31/03/2018					

Housing Needs and Enabling Services

Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing

Enter a brief description of your main activities and objectives below

To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

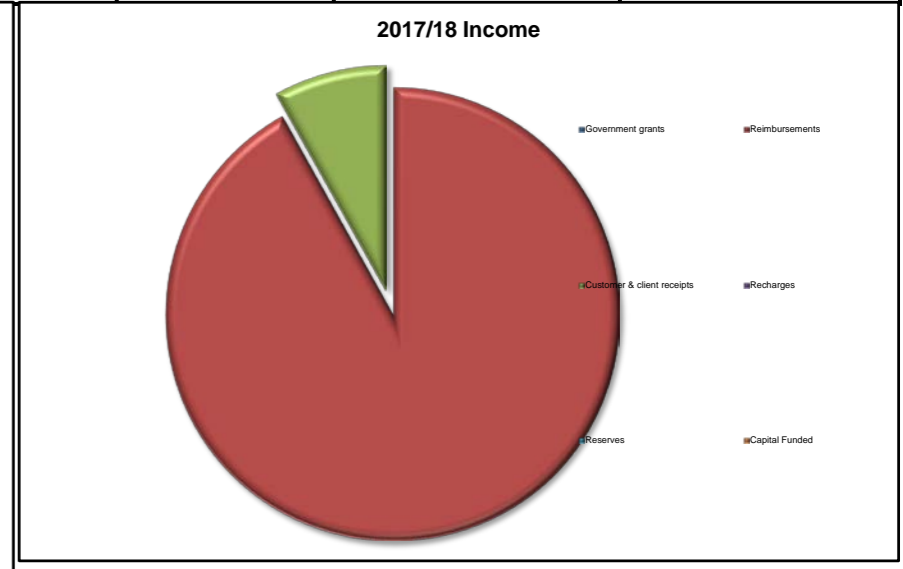
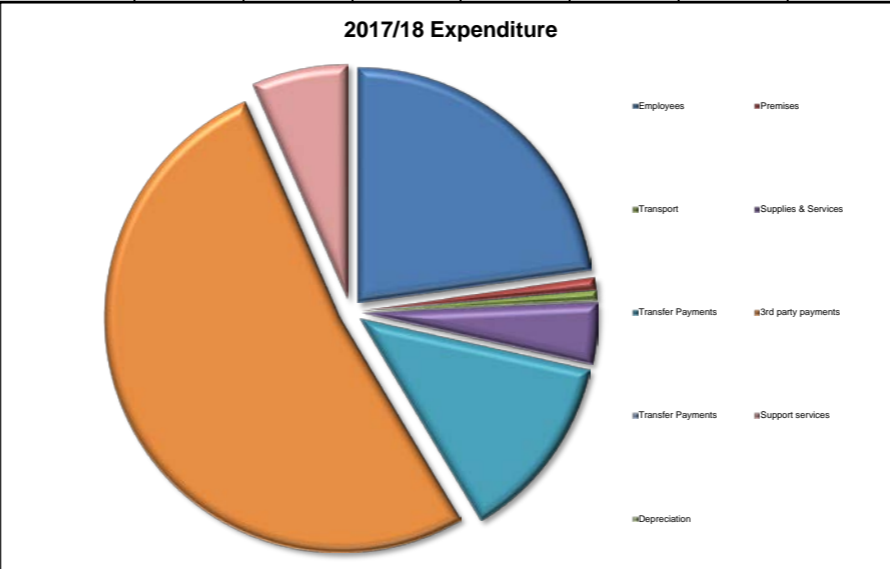
The purpose of this service is to

- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of affordable homes with registered providers and private landlords
- Provide care and housing support to vulnerable adults
- Relationship management between the council and stock transfer housing associations
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation
- Provide grant assistance for improvements and adaptations

Anticipated demand	Planning Assumptions						The Corporate strategies your service contributes to
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000	11000	Homeless Placements Policy (Interim)
Housing register applicants	8150	8100	9600	10250	10900	11550	Homelessness Strategy
Housing options casework	1000	1000	1000	1000	1000	1000	Housing Strategy
Demand for temporary accommodation	380	420	420	435	455	470	
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Housing Needs Staff (FTE)	24.5	21.79	19.30	18.30	18.30	18.30	
Environmental Health (Housing)	6.03	5.03	5.03	4.03	4.03	4.03	
TOTALS	30.53	26.82	24.33	22.33	22.33	22.33	

Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
No. of homelessness preventions	561	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	158	225	225	235	250	250	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	4	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	4.75	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	81	30	70	60	40	50	High	Annual	Outcome	Reputational risk
Social housing lets	353	375	360	350	340	345	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	49	50	40	40	40	40	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	107	55	70	70	60	60	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	34	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,490	4,658	4,207	1,540	4,418	4,408	4,460	4,512
Employees	1,226	1,156	1,119	-45	1,005	967	991	1,015
Premises	43	42	39	0	39	40	42	43
Transport	28	26	28	-3	29	30	30	31
Supplies & Services	242	604	219	-29	186	190	194	198
Transfer Payments	1,396	2,278	2,262	637	571	571	571	571
3rd party payments	304	288	249	980	2,296	2,318	2,340	2,362
Transfer Payments								
Support services	251	265	292	0	292	292	292	292
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,337	3,028	2,198	-1,051	2,198	2,198	2,198	2,198
Government grants	1,185	2,543	2,000	0	0	0	0	0
Reimbursements	5	191	20	-806	2,020	2,020	2,020	2,020
Customer & client receipts	147	294	178	-245	178	178	178	178
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,154	1,630	2,009	489	2,220	2,210	2,262	2,314



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Disabled Facilities Grant		447	1,043	(543)	755	629	280	280
8 Wilton Road		60		0				
Western Road		0	760	0				
0	507	1,803	(543)	755	629	280	280	

Summary of major budget etc. changes

2017/18

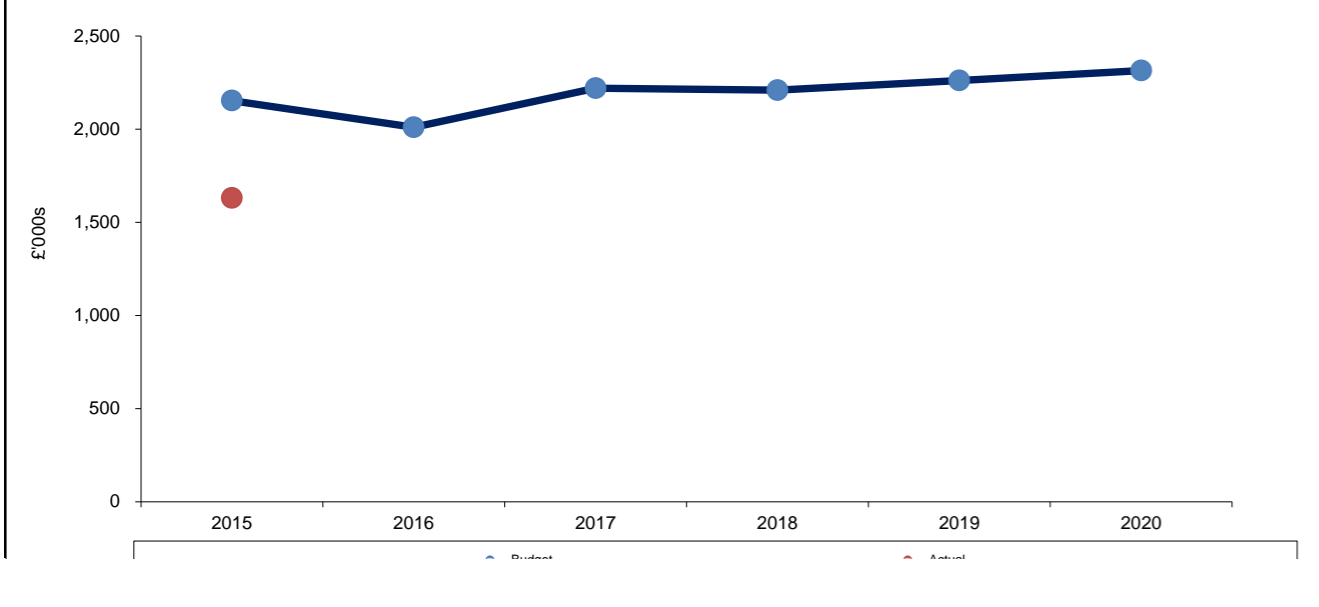
Savings £30k Rationalisation of admin budget (CH9)
Savings -£36k - Deletion of one staffing post (ICH10)
Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings £50k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.

2018/19

Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings £118k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.

2019/20

2020/21



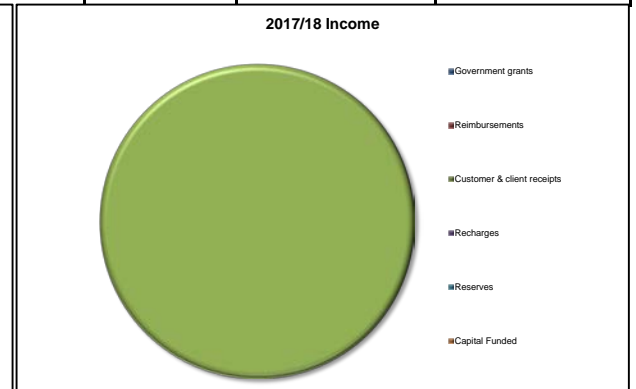
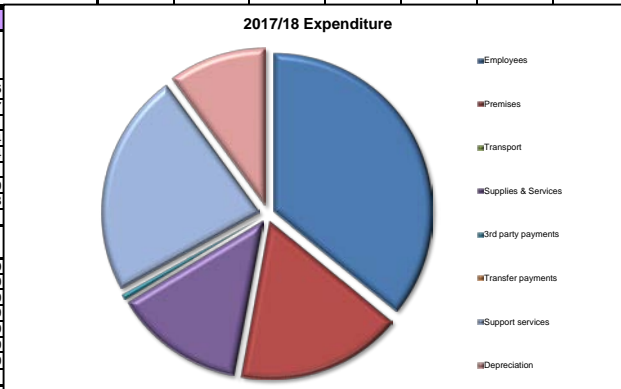
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Deliver on-line self-assessment tools	Improved effectiveness			3	1	3
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.	3	1	3			
End date	2017-18								
Project 2		Project Title:	Homeless Placement Policy				Risk reduction and compliance		
Start date	2016-17	Project Details:	Implement and monitor the Homeless Placement policy	2	2	4			
End date	2017-18								
Project 3		Project Title:	CHMP Regeneration				Improved reputation		
Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.	1	2	2			
End date	2018-19								
Project 4		Project Title:	Service re-structure				Improved efficiency (savings)		
Start date	2016-17	Project Details:	Develop plans in 2016/17 to re-structure the service in 2017/18 and 2018/19 in light of the need to continue to provide a service with a reduced workforce.	2	3	6			
End date	2018-19								
Project 5		Project Title:	Shared Lives Development				Improved effectiveness		
Start date	2015-16	Project Details:	Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary	3	1	3			
End date	2017-18								
Project 6		Project Title:	Technology Review				Improved effectiveness		
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP.	2	1	2			
End date	2017-18								
Project 7		Project Title:	Selective Licencing				Improved effectiveness		
Start date	2016-17	Project Details:	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.(Government is currently consulting on whether or not mandatory licencing of HMOs should be extended to 2 story dwellings. Accordingly it is sensible to await the outcome of governments consultation before emarking upon this project.)	2	1	2			
End date	2017-18								
Project 8		Project Title:	EDRMS Workflow				Improved effectiveness		
Start date	2015-16	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly	2	2	4			
End date	2016-17								
Project 9		Project Title:					Improved efficiency (savings)		
Start date		Project Details:				0			
End date									
Project 10		Project Title:					Select one major benefit		
Start date		Project Details:				0			
End date									

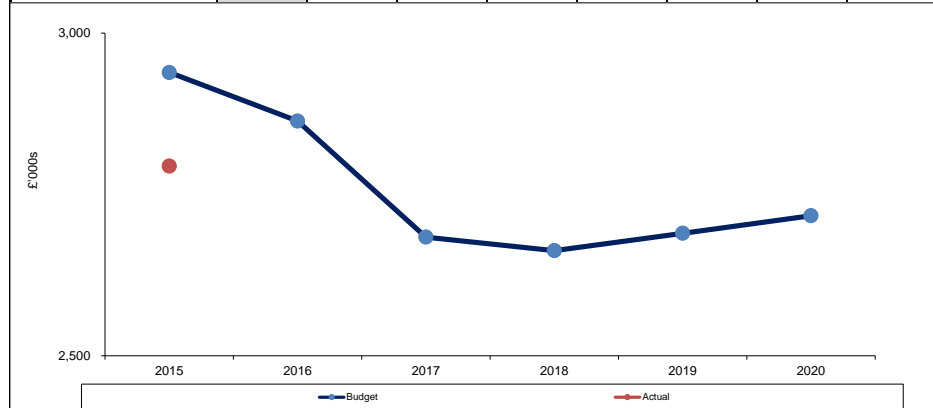
Libraries	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper: Cabinet Member for Community & Culture Enter a brief description of your main activities and objectives below The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964. Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered. Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Customer Contact Strategy			
	Active users	55,000	56,000	56,000	56,000	56,000	56,000				
	Stock issues	1,000,000	950,000	950,000	900,000	900,000	900,000				
	Registered members	135,000	135,000	135,000	135,000	135,000	135,000				
	Visitor figures	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	1,210,000				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE)	45.71	43.71	33.62	33.62	33.62	33.62				
	Accommodation (Libraries)	7	7	7	7	7	7				
	Equipment (PC's)	144	144	144	144	144	144				
	Performance indicator	Actual Performance (A)	Performance target (T)	Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
	Number of visitors accessing the library service online	232472	200,000	210,000	220,000	230,000	230,000	High	Monthly	Quality	Reduced uptake of service
	Active users - peoples network terminal	65269	56,000	56,000	56,000	56,000	56,000	High	Monthly	Outcome	Reduced uptake of service
	% self service usage for stock transactions	96	96	97	97	97	98	High	Monthly	Business critical	Increased costs
Active volunteers in libraries	337	210	220	230	230	230	High	Monthly	Business critical	Reduced service delivery	
Maintain Income	361,000	£316,000	£346,000	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs	
Partnership numbers	62	30	30	30	30	30	High	Monthly	Quality	Reduced service delivery	
% customer satisfaction (ARS)	n/a	78	78	78	78	78	High	Annual	Perception	Reduced customer service	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,296	3,190	3,221	-138	2,993	2,972	2,999	3,026
Employees	1,350	1,265	1,348	-83	1,076	1,041	1,054	1,067
Premises	399	406	403	-6	507	515	523	531
Transport	4	5	4	1	4	4	4	4
Supplies & Services	508	454	449	-54	399	404	409	414
3rd party payments	37	30	27	-7	18	19	20	21
Transfer payments	0	0	0	0	0	0	0	0
Support services	696	727	688	-69	688	688	688	688
Depreciation	303	303	303	0	301	301	301	301
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	357	396	357	39	309	309	309	309
Government grants	0	0	0	0	0	0	0	0
Reimbursements	41	34	41	7	0	0	0	0
Customer & client receipts	316	361	316	45	309	309	309	309
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,939	2,794	2,864	(163)	2,684	2,663	2,690	2,717



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Colliers Wood Library Re-Fit					200			
Library Self Service		255	95	160				350
West Barnes Library Re-fit					200			
Library Management System					100			
Total	0	255	95	160	500	0	0	350

Summary of major budget etc. changes	
2017/18	
Savings - Introduce self-serve libraries at off peak times - £90k	
Savings - Staffing - £38k	
Savings - Additional staff savings - £62k	
Savings - Reduction in ICT contracts - £40k	
2018/19	
Savings - Letting of space for coffee shop franchise in libraries - £30k	
2019/20	
2020/21	



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

Libraries

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Partnership development		Improved customer experience		
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships along with developing projects such as Merton Arts Space and the integration of adult education services.		2	1	2
End date	2017-18						
Project 2		Project Title:	Heritage Strategy		Improved effectiveness		
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.		3	1	3
End date	2019-20						
Project 3		Project Title:	Stock efficiency program		Improved efficiency (savings)		
Start date	2015-16	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings and consolidate team structure. Maximise usage of e-resources.		3	1	3
End date	2017-18						
Project 4		Project Title:	Children & Young People's projects		Improved customer experience		
Start date	2013-14	Project Details	Continue to deliver the Schools and Libraries Membership scheme for primary school children and promote reading through a variety of projects. Rollout the Schools and Libraries Membership scheme to high schools.		3	1	3
End date	2017-18						
Project 5		Project Title:	Customer consultation, marketing and promotion		Improved customer experience		
Start date	2016-17	Project Details	Undertake a new customer survey to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.		2	1	2
End date	2020-21						
Project 6		Project Title:	Frontline Transformation		Improved efficiency (savings)		
Start date	2016-17	Project Details	Implement agreed savings through the consolidation of staffing and the implementation of self-service libraries at off peak times in branch libraries.		3	2	6
End date	2017-18						
Project 7		Project Title:	Assisted digital support		Improved customer experience		
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives to improve literacy and support the Customer Contact project.		2	1	2
End date	2016-17						
Project 8		Project Title:	Security services contract		Improved efficiency (savings)		
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to support with new lone working arrangements.		3	2	6
End date	2018-19						
Project 9		Project Title:	Library redevelopments		Improved customer experience		
Start date	2015-16	Project Details	Open the new Colliers Wood Library and maximise the use of space in existing libraries.		3	2	6
End date	2018-19						
Project 10		Project Title:	London Libraries Consortium		Improved efficiency (savings)		
Start date	2015-16	Project Details	Implement actions in the LLC Strategy and procure a new library management system.		3	2	6
Projects	2018-19						

Commissioned Service		Description of main activities and objectives									
Merton Adult Education		<p>The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver.</p> <p>The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.</p>									
Cllr Caroline Cooper-Marbiah Cabinet Member for Education											
Service Providers:											
South Thames College											
Groundwork London											
Planning Assumptions							The Corporate strategies the service contributes to				
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
Total number of learners	3129	3285	3285	3285	3285	3285	Culture and Sport Framework				
Number of accredited learners	1397	1467	1467	1467	1467	1467	Employment and Skills Action Plan				
Total number of enrolments	4256	3964	3964	3964	3964	3964	Medium term Financial Strategy				
							Special Educational Needs and Disabilities Strategy				
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
Staff (Commissioning Team)	28.26	3.55	3.66	3.66	3.66	3.66					
Staff (LDD Curriculum manager)	0	1	1	1	1	1					
South Thames College			Sufficient resources to provide service								
Groundwork London			Sufficient resources to provide service								
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)					
Number of enrolments per annum			3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service	
Number of new learners per annum (not registered as learners in previous year)			50%	45%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service	
Number of completers (% retention rate per annum)			93%	94%	95%	95%	High	Annual	Outcome	Reduced service delivery	
% overall success rate of accredited courses per annum			85%	86%	88%	90%	High	Annual	Outcome	Reduced uptake of service	
% of end of course evaluations where teaching and learning is rated as good or above			95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery	
% of enrolments from deprived wards			27%	30%	32%	35%	High	Quarterly	Quality	Reduced uptake of service	
Average cost per learner			£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service	
Financial Information					Additional Expenditure Information						
Revenue	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							
Expenditure	1,256	1,266	1,271	1,312							
Contractor's Fee	985	990	995	1,014							
Employees (Commissioning Team)	182	185	183	203							
Employees (LDD Curriculum Manager)	45	45	45	45							
Other Costs	44	46	48	50							
Revenue	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18							
Income	1,380	1,380	1,380	1,380							
Adult Education Block Grant	1,346	1,346	1,346	1,346							
Adult Apprenticeships Grant	27	27	27	27							
Other Income	7	7	7	7							
Capital Expenditure	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18							

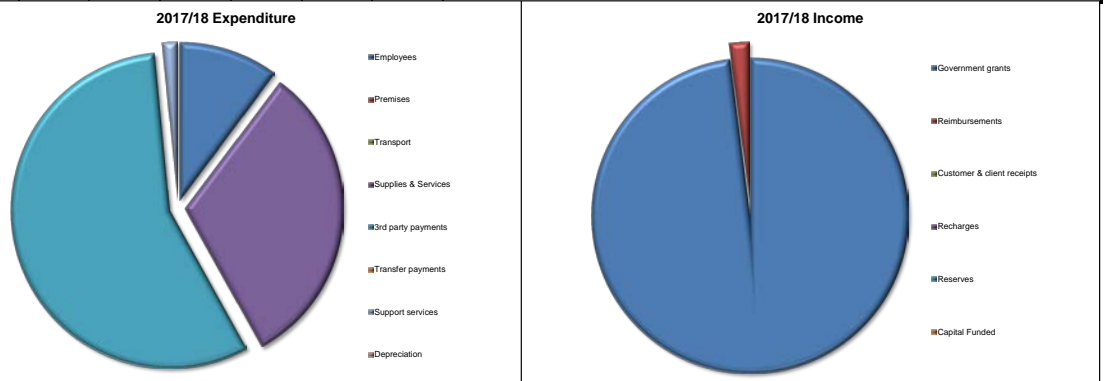
DETAILS OF MAJOR PROJECTS

Merton Adult Education

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Improve Ofsted status	Improved effectiveness					
Start date	2016/17	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status						6
End date	2018/19								
Project 2		Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes					
Start date	2016/17	Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.						2
End date	2018/19								
Project 3		Project Title:	Launch new apprenticeship scheme	Economic outcomes					
Start date	2016/17	Project Details:	Procure an organisation to increase apprenticeship numbers in the borough.						2
End date	2017/18								
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness					
Start date	2016/17	Project Details:	Deliver a range of community and family learning initiatives in the broough to increase take up and proactively market services to residents with the greatest needs.						3
End date	2018/19								
Project 5		Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience					
Start date	2017/18	Project Details:	Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision.						2
End date	2018/19								
Project 6		Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness					
Start date	2016/17	Project Details:	Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services						6
End date	2019/20								

Public Health	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Tobin Byers: Cabinet Member for Adult Social Care	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Sexual Health Strategy		
<p>Enter a brief description of your main activities and objectives below</p> <p>Public Health services currently comprise:</p> <ul style="list-style-type: none"> Services to improve health and wellbeing that are the commissioning responsibility of PH in LA (including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-5 services, National Child Measurement Programme) Commissioning support function to the CCG (mandatory) and council; Health protection oversight function (mandatory) Health intelligence including JSNA (mandatory) <p>Our vision for public health in Merton over the next five years is to:</p> <ul style="list-style-type: none"> Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available. Fulfill our statutory PH duties. Contribute to Merton becoming London's best council in 2020 <p>Our strategic objectives are:</p> <p>Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation</p> <p>Objective 2: Embedding health & wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as a marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council</p> <p>Objective 3: Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models</p>	Sexual health	20,554	20,913	21,645	22,403	23,187	TBC	Health & Wellbeing Strategy		
	Drugs & alcohol	452 Drugs/253 Alcohol	467 Drugs/280 Alcohol	400 drugs/340 alcohol	TBC	TBC	TBC			
	Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	TBC		
	NHS Health Checks	6211	6300	3,000	3,100					
	National Child Measurement Programme	Reception Cohort : 2,610 Year 6 Cohort: 2,012	Reception Cohort : 2,655 Year 6 Cohort: 2,068	Reception Cohort : 2,700 Year 6 Cohort: 2,125	Reception Cohort : 2,745 Year 6 Cohort: 2,182	TBC				
	NHS Smoking Cessation	1168	1000	TBC	TBC	TBC				
	Health Visiting New Birth Visits: estimated new births	3237	3170	3104	3037	2971				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	14.77	15.43	16.56	TBC	TBC	TBC			
	Staff (Trainees)	1	2	2	TBC	TBC	TBC			
	Performance indicator	Actual performance (A)	Performance Target (T)	Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	Chlamydia diagnosis	N/a	1,977	2,046	2,118	2,192	High	Quarterly	Output	Failure to meet PHOF target
	Late diagnosis of HIV rate	38.5%	42%	38%	36%	35%	Low	Annual	Outcome	
	Successful completion of drug treatment (opioids)	N/a	56.2%	9.5%	TBC	TBC	High	Quarterly	Outcome	
	Signed Memo Of Understanding (MOU) with MCGG	Yes	Yes	Yes	Yes	Yes	High	Annual	Business critical	Breach statutory duty
	% NHS health checks uptake of those offered service	44.7%	50%	50%	52%	54%	Low	Quarterly	Output	Increase prevalence of long term conditions
% excess weight in children age 10 - 11 years	N/a	35.6%	35.7%	TBC	TBC	High	Annual	Outcome		
Successful completion of alcohol treatment	N/a	TBC	60%	TBC	TBC	High	Quarterly	Outcome		
Health Visiting – Percentage of New Birth Reviews within 14 days of birth	N/a	90%	90%	90%	90%	High	Monthly	Outcome	Poor childhood outcomes	
% of participation in National Child Measurement Programme (Sep - Aug)	N/a	95%	95%	95%	95%	High	Annual	Outcome	Breach statutory duty	

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Expenditure	11,536	10,926	11,897	36	10,964	10,964	10,964	10,964	
Employees	1,133	1,044	1,090	-23	1,117	1,117	1,117	1,117	
Premises	2	1	2	-1	2	2	2	2	
Transport	2	2	2	0	2	2	2	2	
Supplies & Services	5,019	4,544	3,750	300	3,476	3,476	3,476	3,476	
3rd party payments	5,208	5,156	6,886	-241	6,200	6,200	6,200	6,200	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	172	178	167	0	167	167	167	167	
Depreciation	0	0	0	0	0	0	0	0	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Income	11,069	10,458	11,481	-93	10,948	10,948	10,948	10,948	
Government grants	10,712	10,071	11,181	-15	10,727	10,727	10,727	10,727	
Reimbursements	356	388	300	-78	221	221	221	221	
Customer & client receipts	0	0	0	0	0	0	0	0	
Recharges	0	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	0	
Capital Funded	0	0	0	0	0	0	0	0	
Council Funded Net Budget	467	467	416	(57)	16	16	16	16	



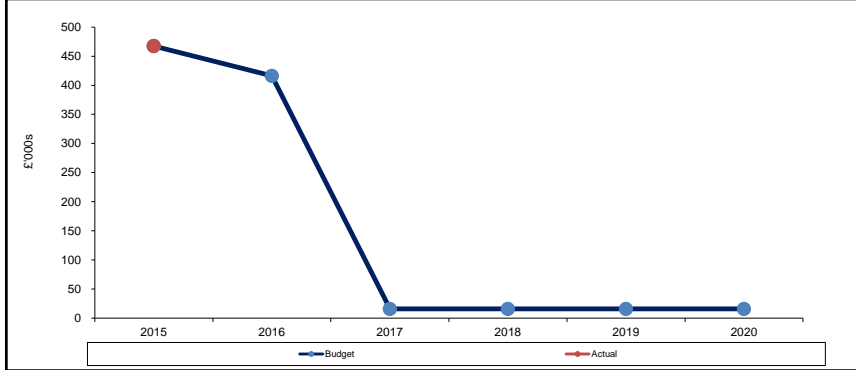
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes 2017/18

Funding for PH will continue to be allocated through the ring-fenced grant. Following a national decision to reduce the total PH grant the a 2.5% cut is required in 2017/18. That means the national PH Grant is £10.7m in 2017/18. In addition the Council's medium term financial strategy has committed PH to transfer recurrently £400k to CSF and £600k to C&H. This reduces the budget available for PH to £9.7m.

For 2017/18 there is a total of £870k required savings.

The approach to savings will be to minimise the negative impact from shrinking resources on population health, protection of vulnerable residents and reduction of inequalities, and to avoid savings



2018/19

For 2018/19 the national grant remains the same and there are no additional transfer requirements in the MYFS over an above the £1 million (£400k CSF & £600k C&H) . If there is no other change the budget available for PH will be £9.7m.

Q: this was the text from last year -are we expecting additional 2.6% national cut in 18/19? : Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)

2019/20

From 2019/20 the national public health grant will end and funding will be via local business rates. Work is underway at national , regional and local levels to understand the implications of this change on the PH budget.

2020/21

Public Health budget will be funded from local business rates.

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

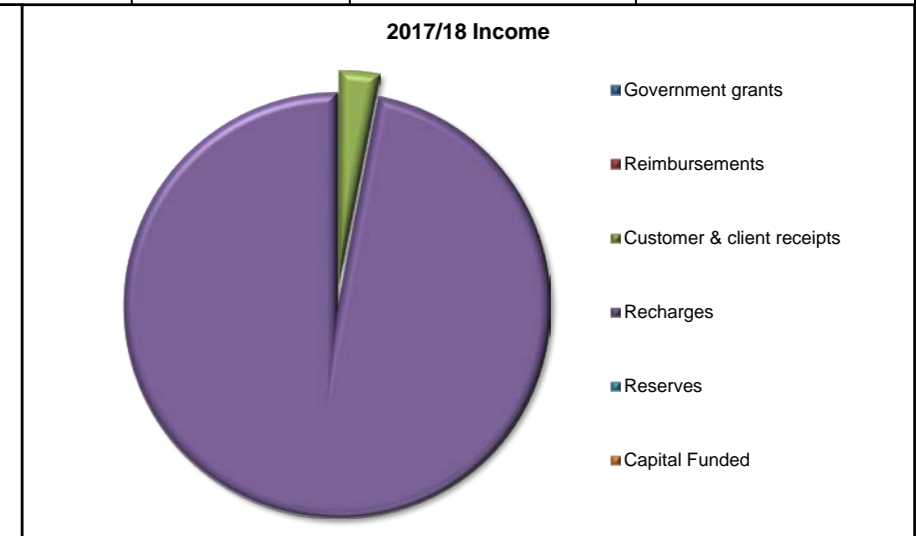
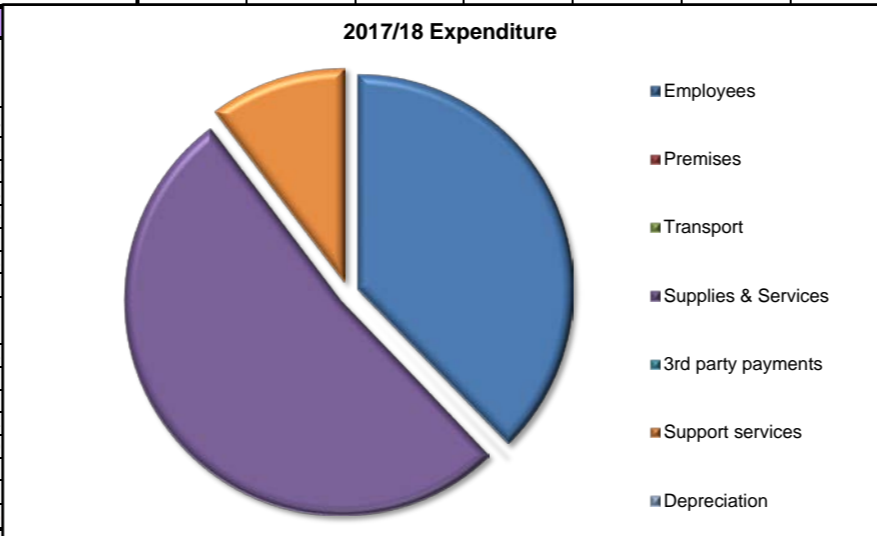
Public Health

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	East Merton Model of Health and Wellbeing			Improved effectiveness		
Start date	2016/17	Project Details:	Public Health, Merton CCG and the East Merton GP Locality are working in partnership to develop and deliver the East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation. This is a major programme aimed at co-creating a model for East Merton, incorporating design of health and community campus, community engagement, better use of wider public sector estates and development of social investment funding models. PH Lead: Anjan Ghosh	3	3	9		
End date	2020-21							
Project 2		Project Title:	Embed Health and Wellbeing in all policies programme			Improved effectiveness		
Start date	2016-17	Project Details:	Embed health and wellbeing in all policies programme as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure work in partnership with HR to deliver Healthy Workplace Programme; engage in growth and regeneration agenda, including optimising health improvement through the planning process. PH lead: Clarissa Larsen	2	2	4		
End date	2020-21							
Project 3		Project Title:	Integrated sexual health services			Improved effectiveness		
Start date	2016-17	Project Details:	Commission on a sub-regional level fully integrated sexual health services, joining up community pharmacy and GP practice level services with Level 2 CaSH services and Level 3 GUM services in a seamless provision. PH Lead: Anjan Ghosh	3	3	9		
End date	2018-19							
Project 4		Project Title:	Redesign of Adult substance misuse treatment services (drugs and alcohol)			Improved effectiveness		
Start date	2015-2016	Project Details:	Commission a redesigned adult substance misuse service based on a preventative and recovery orientated model, that is aligned with mental health services for Merton working in conjunction with CCG. Develop a comprehensive substance misuse prevention framework that encompasses community safety, licensing and regulation. PH Lead: Amanda Killoran	3	3	9		
End date	2017-18							
Project 5		Project Title:	Redesign of Prevention and Health improvement Services			Improved effectiveness		
Start date	2014-15	Project Details:	Commission a redesigned integrated lifestyle and NHS Health checks programme as part of taking forward the Merton Prevention Framework. The healthy lifestyle will comprise four related components: outreach and community resilience, a universal digital gateway and offer, stop smoking, and front line training. This is combined with a redesigned NHS Health Checks programme comprising primary and community based elements, underpinned by risk stratification. PH Lead: Amanda Killoran	2	2	4		
End date	2017-18							
Project 6		Project Title:	Development of integrated Children's Services			Improved effectiveness		
Start date	2016-17	Project Details:	Lead transformation of the Community health services towards a Healthy Child 0-19 years service, embedding health visiting and school nursing locality teams; develop a shared vision and development programme for closer integration Early Years services including 0-19 Healthy Child and Children's Centres, to provide seamless care pathways for children and young people. Develop a CYP joint commissioning function between PH, CSF and MCCG. PH Lead: Julia Groom	2	3	6		
End date	2018-19							
Project 7		Project Title:	Childhood Obesity Action Plan			Improved effectiveness		
Start date	2016-17	Project Details:	Deliver a whole systems childhood obesity action plan to reduce childhood obesity and health inequalities. This will address the wider social and environmental influences, and include leadership, the food environment, physical environment, early years and schools as well as community and staff engagement. PH Lead: Julia Groom	2	2	4		
End date	2018-19							
Project 8		Project Title:	Development of social prescribing			Improved effectiveness		
Start date	2016/17	Project Details:	Develop and evaluate a service model for social prescribing in Merton that improves health and wellbeing of patients through providing access to non-medical support that increase self help, self management and social engagement and healthy behaviours, and prevent ill health. Social prescribing is part of the EMMHWP and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, strengthening relationships between primary care and the voluntary and community sector and services. PH Lead: Amanda Killoran	2	2	4		
End date	2020/21							
Project 9		Project Title:	Joint Strategic Needs Assessment Plus			Improved efficiency (savings)		
Start date	2016-17	Project Details:	Develop a programmatic approach to public health intelligence covering: the JSNA analysis and support to strategy and commissioning decisions through a range of accessible outputs /products; Performance measurement and monitoring in support of continuous improvement of strategies and services in achieving outcomes; and Information management including sharing /linkages of data across the council/CCG. PH Lead: Amanda Killoran	2	2	4		
End date	2020-21							
Project 10		Project Title:	Dementia Friendly Merton			Improved effectiveness		
Start date	2016-17	Project Details:	Relaunch the Dementia Action Alliance (DAA) in Merton, as the principal vehicle for the development of Dementia Friendly Merton. This partnership will have strategic steer from the Dementia Strategy Steering Group. Governance structures and terms of reference will be developed and formalised and an action plan will be developed to roll out the DAA and ensure the sustainability of the programme, exploring the feasibility of having a designated coordinator or an alternative mechanism. PH Lead: Anjan Ghosh	2	2	4		
End date	2020-21							

Corporate Services

Business Improvement	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
<p>Enter a brief description of your main activities and objectives below</p> <p>- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.</p> <p>- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.</p> <p>- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.</p> <p>- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives (especially LBC 2020) are realised.</p> <p>- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.</p> <p>- Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.</p> <p>- Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.</p> <p>- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.</p> <p>- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.</p>	Core service request (days)	4023	3555	3355	3355	3355	1355	Customer Contact Strategy			
	Non Core service requests (days)	1620	1450	1450	1350	1350	1350	IT Strategy and Implementation Plan			
	Support for continuous/business improvement (days)	880	880	880	880	880	880	Information Management Strategy			
	Project/Programmes	21 FTE	19 FTE	11 FTE	0 FTE	0 FTE	0 FTE				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff -Management & Programme Office (FTE)	6.46	6	4.5	3	3	3				
	Staff - Business Systems Team (FTE)	25	23	21	21	21	21				
	Staff - Programmes and projects (fixed term)	21	20	11	6	6	6				
	Performance indicator	Actual Performance (A) Performance Target (P) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	Systems availability	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2020/21(P)	2019/20(P)	High	Monthly	Business critical	Reduced service delivery
% positive and neutral coverage tone	99.3%	98%	99%	99%	99%	99%	High	Monthly	Perception	Reputational risk	

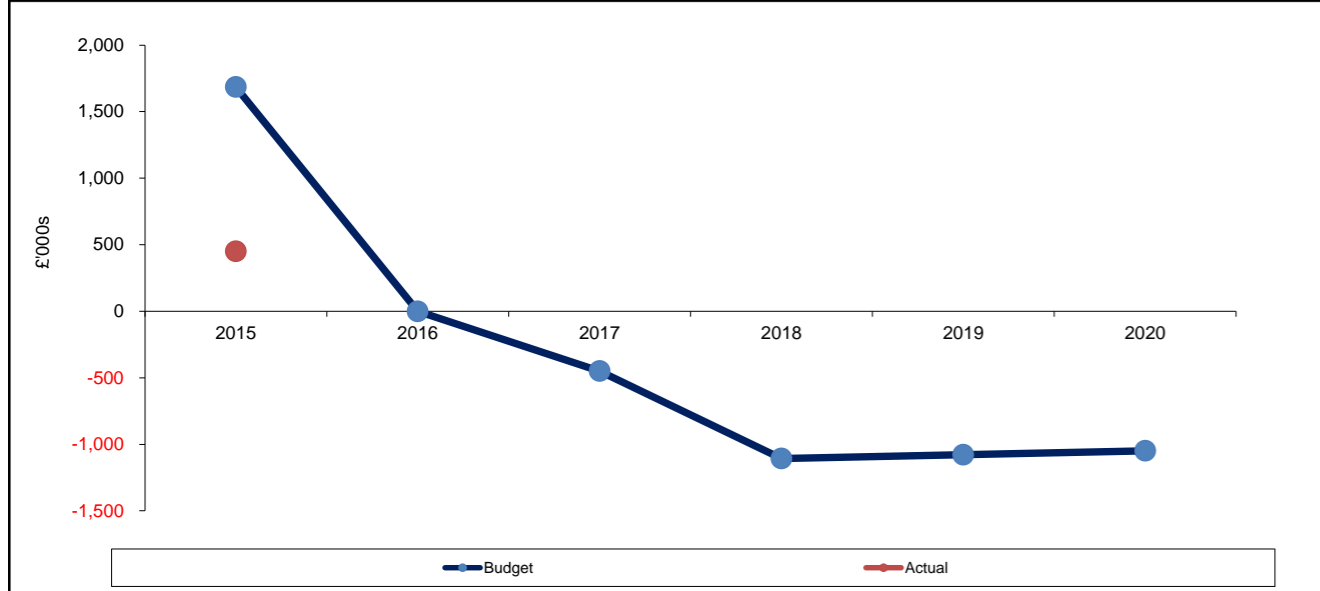
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	4,689	5,021	3,712	165	3,264	2,606	2,635	2,664
Employees	2,933	3,069	2,363	230	1,231	1,229	1,242	1,256
Premises		1	0	0	0	0	0	0
Transport	3	1	3	-3	3	3	3	3
Supplies & Services	1,345	1,440	1,011	-62	1,693	1,039	1,054	1,069
3rd party payments			0	0	0	0	0	0
Support services	408	508	335	0	335	335	335	335
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,004	4,571	3,713	-356	3,713	3,713	3,713	3,713
Government grants								
Reimbursements								
Customer & client receipts	164	424	114	(356)	114	114	114	114
Recharges	2,840	4,146	3,599	0	3,599	3,599	3,599	3,599
Reserves								
Capital Funded								
Council Funded Net Budget	1,685	450	(0)	(191)	(449)	(1,107)	(1,078)	(1,049)



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Document management system			740	0				
Plan Web/Capita Housing					100	42		
Customer contact programme		99	686	0				
Protective Marking		0	81	0				
Replace Social Care System		191	563	0	426	350		
Electronic Asset Management			21	0	250	75		
Public Protection & Map Info Systems					40	510		
Revenues & Benefits						400		
	0	290	2,090	0	816	1,377	0	0

Summary of major budget etc. changes 2017/18

Reorganisation of systems development and support arrangements CS63 £74k.
 CSD42 Restructure functions, delete 1 AD and other elements of management 170k
 CS2015-08 Staffing support savings 13k



2018/19

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k
 CS2015-02 Expiration of salary protection 16k

2019/20

2020/21

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

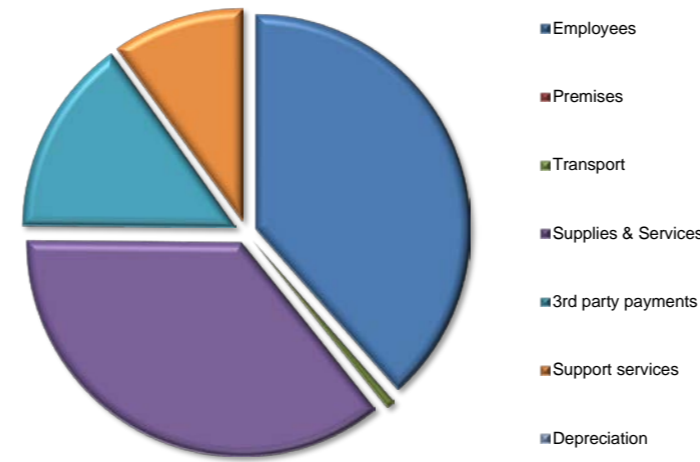
Business Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Customer Contact programme			Improved customer experience		
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4	
End date	31/06/2017							
Project 2		Project Title:	Electronic document and records management system			Improved efficiency (savings)		
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6	
End date	31/07/2017							
Project 3		Project Title:	Social Care Information System			Improved efficiency (savings)		
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3	
End date	31/06/2017							
Project 4		Project Title:	SCIS Phase 2			Improved efficiency (savings)		
Start date	01/06/2017	Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	A fit for purpose system that supports efficient business practices and care management now and into the future	2	3	6	
End date	31/09/2018							
Project 5		Project Title:	EAMS			Improved efficiency (savings)		
Start date	01/01/2017	Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2	
End date	31/06/17							
Project 6		Project Title:	MADI			Improved effectiveness		
Start date	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	Customers can access and interact with geospatial data to achieve online reporting.	1	2	2	
End date	31/06/2017							
Project 7		Project Title:						
Start date		Project Details:					0	
End date								
Project 8		Project Title:				Select one major benefit		
Start date		Project Details:					0	
End date								
Project 9		Project Title:				Select one major benefit		
Start date		Project Details:					0	
End date								
Project 10		Project Title:				Select one major benefit		
Start date		Project Details:					0	
End date								

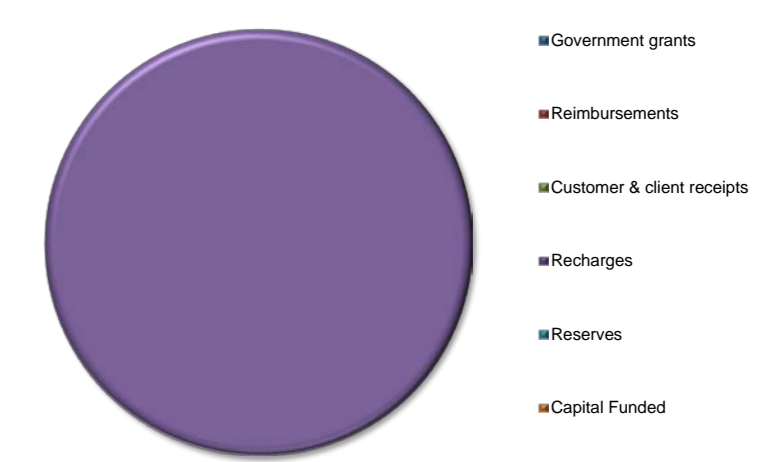
Corporate Governance	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
<p>Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.</p> <p>Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.</p> <p>Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.</p> <p>Internal Audit and Investigations- Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West Londong Audit Partnership) and Investigations covered by SWLFP (South West Londong Fraud Partnership) covering Merton, Kingston, Richmond, Sutton and Wandsworth). They provide independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigation external and internal fraud.</p> <p>There is also the shared Legal service with the London Borough of Richmond, Wandsworth, Sutton and Kingston. This service has its own Service Plan.</p>	Residents	211,569	214,229	216,806				Information Governance Policy			
	Officers	↓	↓	↓				Equality Strategy			
	Councillors	60	60	60				Risk Management Strategy			
	Elections				1		1	Procurement Strategy			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE)	39.05	30.7 (excl. Invest&audit)	28.9	28.9	28.9	28.9				
	Staff - Election	800	800	800							
	Staff - Canvas	150	150	150							
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Audit actions implemented by agreed date	78.7%	90%	90%				High	Quarterly	Business critical	Increased fraud	
Audits completed against plan	89.83%	90%	90%				High	Quarterly	Business critical	Increased fraud	
Complaints - dealt with in time	83.11%	90%	85%				High	Monthly	Perception	Reduced customer service	
Complaints progressed to stage 2	7.95%	9%	9%				High	Quarterly	Perception	Reduced customer service	
FOI requests - dealt with in time	84.33%	90%	85%				High	Monthly	Perception	Reduced customer service	
Number of supplementary agendas issued	23	22	20	18	16	14	Low	Quarterly	Perception	Government intervention	
Ombudsman complaints answered in time	75%	90%	90%				High	Monthly	Quality	Rework	
Ombudsman complaints partially or fully upheld	N/A	40%	TBC				Low	Quarterly	Perception	Government intervention	
% of FOI refusal notices not upheld at review	N/A	4%	TBC				Low	Quarterly	Perception	Government intervention	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,828	3,569	3,224	154	3,088	3,107	3,136	3,214
Employees	1,912	1,782	1,320	143	1,189	1,143	1,157	1,171
Premises	7	15	1	11	1	1	1	1
Transport	21	14	19	2	21	21	22	22
Supplies & Services	1,325	1,184	1,084	16	1,110	1,167	1,174	1,231
3rd party payments	239	239	493	-18	460	468	475	483
Support services	324	335	307		307	307	307	307
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	2,597	2,887	1,973	(368)	1,973	1,973	1,973	1,973
Government grants	260	286		34.53				
Reimbursements	163	284	0	(127)				
Customer & client receipts	288	401		(276)				
Recharges	1,886	1,917	1,973		1,973	1,973	1,973	1,973
Reserves								
Capital funded								
Council Funded Net Budget	1,231	682	1,251	(214)	1,115	1,134	1,163	1,241

2017/18 Expenditure



2017/18 Income



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes 2017/18

CSD43 Share FOI and information governance policy £40k
 CSD45 Share audit and investigation service 20k
 CS2015-13 Shared Investigation Service 40k
 CS2015-14 Shared audit service 33k

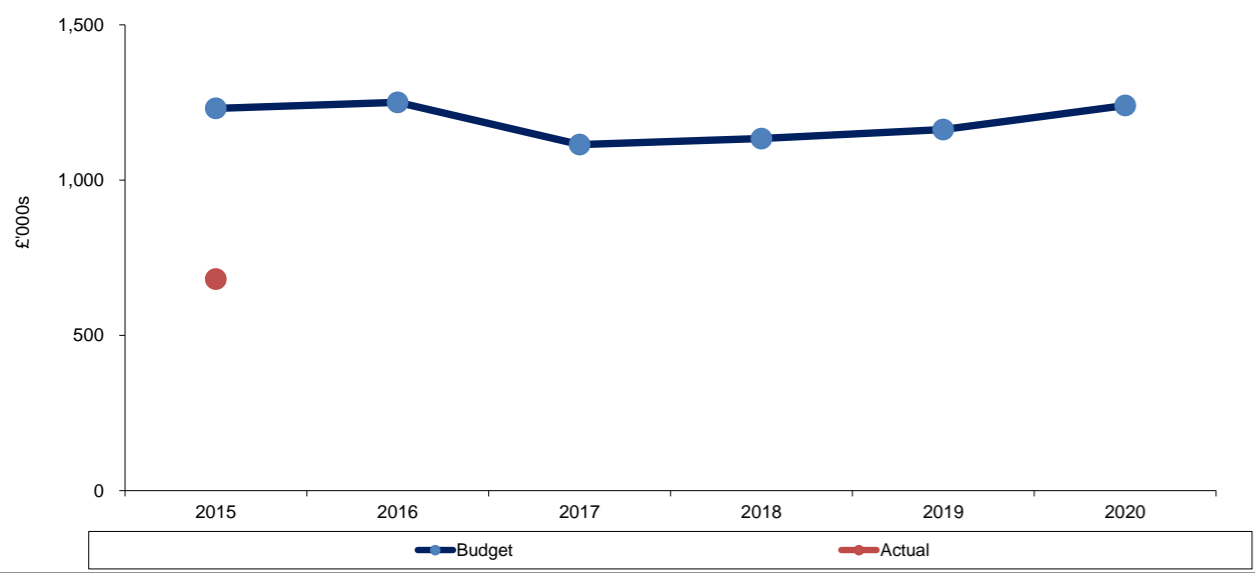
2018/19

CSD43 Share FOI and Information Governance policy 10k
 CS2015-06 Delete auditor post and fees 50k

2019/20

CS2016 -03 Reduction in supplies and services £50k

2020/21



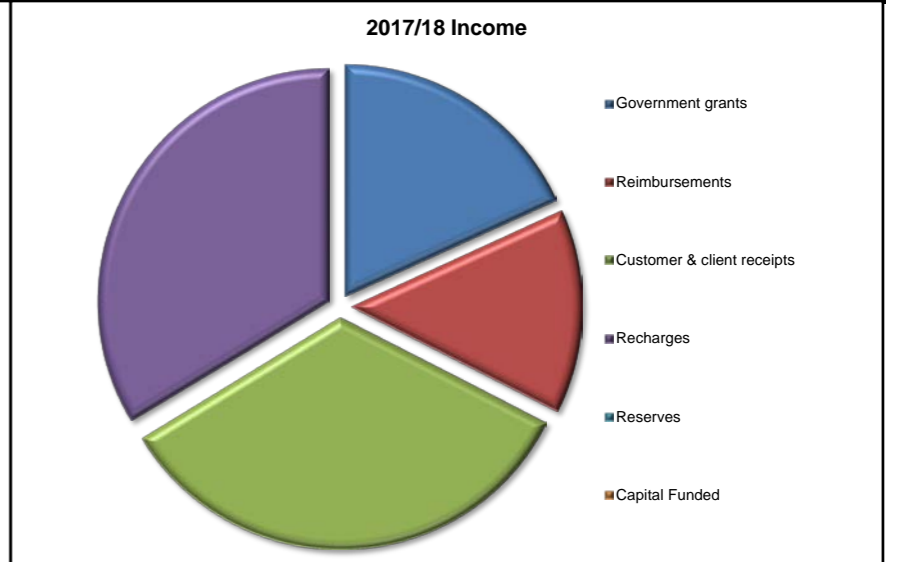
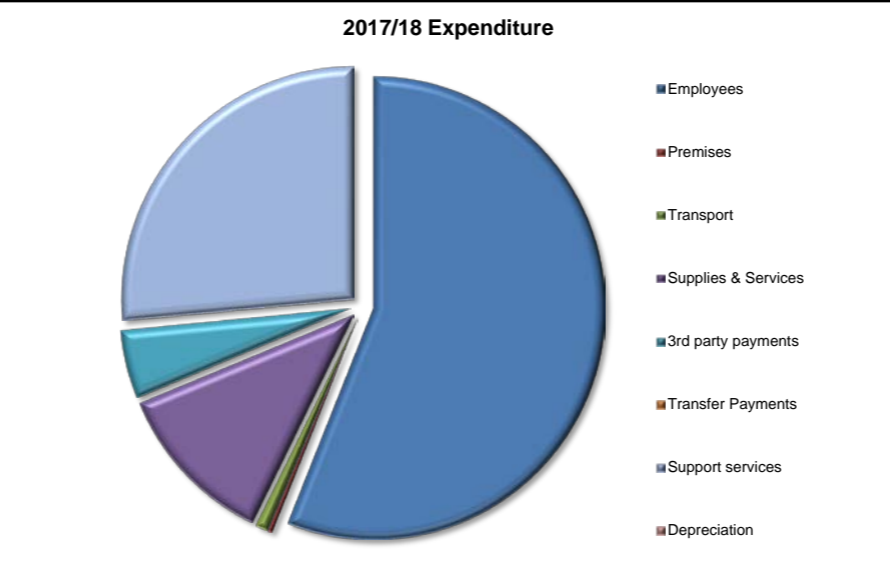
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	2013/17 Implement individual electoral registration			Risk reduction and compliance		
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.	3	3	9		
End date	2017-18							
Project 2		Project Title:	2013/17 Administer statutory elections, referendums and ballots.			Risk reduction and compliance		
Start date	01/04/2013	Project Details:	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.	3	3	9		
End date	31/03/2017							
Project 3		Project Title:	Committee report workflow			Improved effectiveness		
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees.	2	1	2		
End date	01/10/2017							
Project 4		Project Title:	Scrutiny Improvement Programme			Improved customer experience		
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.	2	1	2		
End date	31/03/2018							
Project 5		Project Title:	Creation of centralised Local Land Charges Register			Improved customer experience		
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive	3	1	3		
End date	31/03/2017							
Project 6		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 7		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 8		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 9		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 10		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								

Customer Services	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below There are 5 core services: Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery. Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines. Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload	Benefit/Council Tax support claimants	16,000	15,400	14,500	14,000	14,000	13,000	Channel migration		
	Telephone callers	600,000	500,000	450,000	400,000	375,000	350,000	Customer Contact Strategy		
	Face to face customers	90,000	85,000	80,000	70,000	65,000	60,000	Medium term Financial Strategy		
	Council tax properties	83,000	83,500	84,000	85,000	86,000	86,500			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	148.3	143	142	141	139	139			
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% of Merton Bailiff files paid in full (exc parking & misc debt)	54.58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
Business Rates collected	97.71%	97.50%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
Council Tax Collected	97.49%	97.25%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income
First contact resolution	76.61%	70%	75%	75%	75%	75%	High	Monthly	Perception	Reduced customer service
Event income (Marriages, Civil Partnerships etc.)	437,000	415,000	425,000	440,000	450,000	460,000	High	Monthly	Business critical	Loss of income
% of on-line transactions (HB Claims)	58%	60%	62%	63%	64%	65%	High	Monthly	Business critical	Reduced customer service
% Customer satisfaction with new website	N/A	TBC	TBC	TBC	TBC	TBC	High	Monthly	Perception	Reduced uptake of service
Time taken to process Housing Benefit COC	9 days	11 days	10 days	9 days	8 days	8 days	Low	Monthly	Business critical	Customer hardship
Time taken to process new Housing Benefit claims	21 days	21 days	16 days	15 days	14 days	14 days	Low	Monthly	Business critical	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	9,111	8,462	9,196	83	9,095	9,122	9,072	9,149
Employees	5,140	5,158	5,173	-24	5,096	5,147	5,103	5,154
Premises	30	21	29	0	29	30	30	30
Transport	69	70	70	-3	80	81	82	84
Supplies & Services	1,571	1,315	1,089	207	1,048	1,016	1,033	1,050
3rd party payments	434	312	425	-97	431	438	414	420
Transfer Payments	81	35						
Support services	1,785	1,551	2,410		2,410	2,410	2,410	2,410
Depreciation			0		0			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,676	6,690	6,714	(88)	6,778	6,778	6,808	6,808
Government grants	1,449	1,398	1,232	16	1,232	1,232	1,232	1,232
Reimbursements	930	1,227	970	(122)	970	970	970	970
Customer & client receipts	2,333	2,152	2,228	18	2,293	2,293	2,323	2,323
Recharges	1,964	1,913	2,283		2,283	2,283	2,283	2,283
Reserves								
Capital funded								
Council Funded Net Budget	2,435	1,772	2,482	(6)	2,317	2,344	2,264	2,341

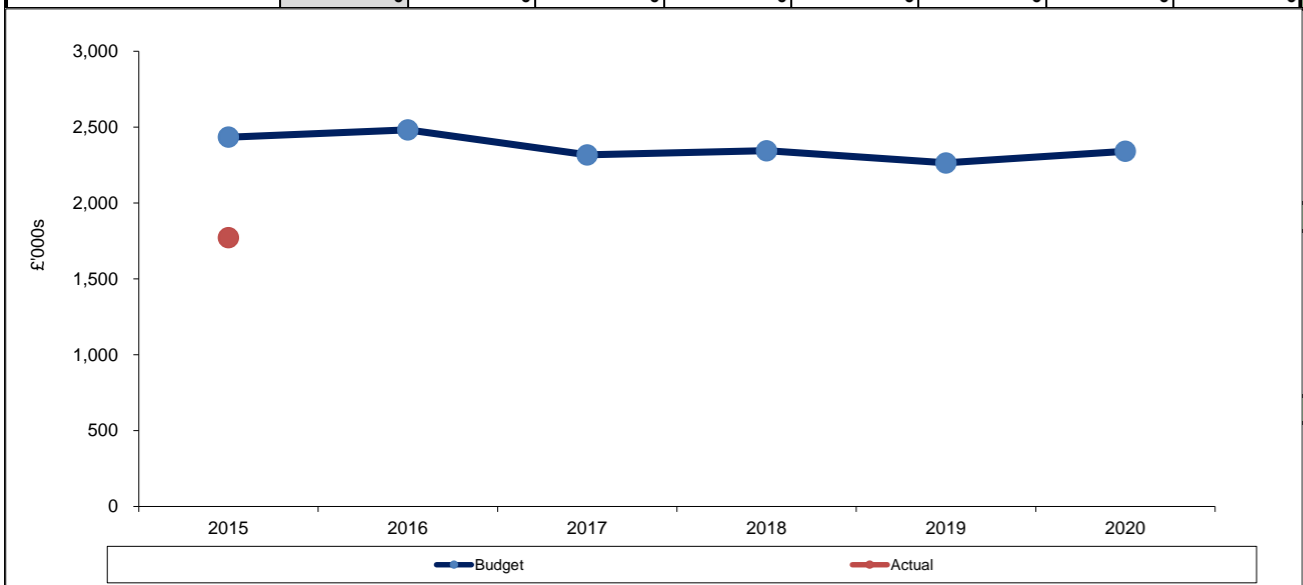


Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes

2017/18

CS60 Deletion of Assistant Director post £109k
 CSD17 Reduce marketing budget, increase self service and reduce designer costs 73k
 CS2015-04 Increase in registrars' income 25k



2018/19

CSD19 My Merton savings 49k

2019/20

CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k
 CS2016-04 Increase income through Registrars service £15k
 CS2016 -05 Increase income through translations £15k
 CS2016 -06 Merton Link - efficiency savings £30k
 CS2016 -07 Cash Collection Reduction £30k

2020/21

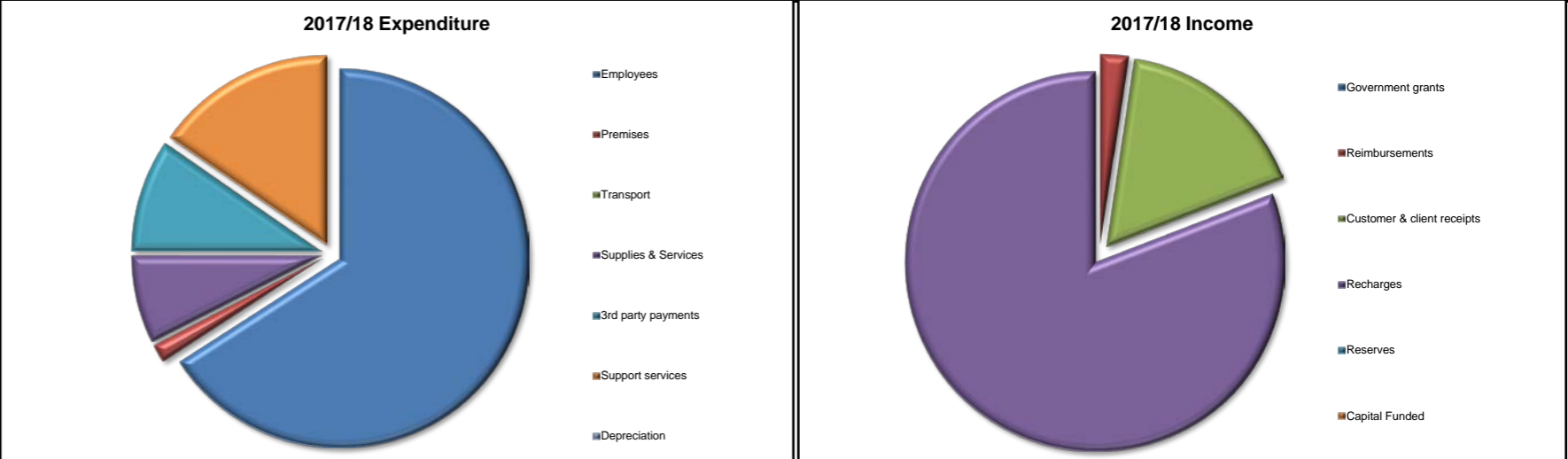
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customer Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Universal Credit Implementation	Economic outcomes		2
Start date	01/01/2016	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government	2	1	
End date	31/03/2020					
Project 2		Project Title:	Implement an Outside Wedding Venue	Economic outcomes		4
Start date	01/04/2013	Project Details:	Planning permission approved for outside wedding venue at Morden Park House. Funding to be agreed.	2	2	
End date	31/08/2017					
Project 3		Project Title:	Council Tax support scheme	Economic outcomes		2
Start date	01/04/2017	Project Details:	During 17/18 options for a revised scheme will be reviewed for Council decision and possible implementation for 18/19. Moving forward we will review our discretionary relief and exemptions for implementation in 2018/19.	2	1	
End date	30/10/2017					
Project 4		Project Title:	Review Debt Collection Processes	Improved effectiveness		2
Start date	01/04/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.	2	1	
End date	31/12/2017					
Project 5		Project Title:	Redesign of Merton Link	Improved customer experience		2
Start date	01/10/2015	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service	2	1	
End date	31/12/2017					
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

Human Resources	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,400	4,400	4,200	4,000					
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	New recruits to be appointed	160	160	150	140					
	New Apprentices to be appointed		33	33	33					
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)		35	35	27	27	27			
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)				
	Time to hire (days)	94	90	88	86			Low	Monthly	Outcome
No. of working days lost to sickness, excluding schools	9.37	8	7	7			Low	Monthly	Outcome	Increased costs
% Appraisals completed	98%	98%	98%	98%			High	Annual	Outcome	Poor decision making
% Members L&D satisfaction	93%	83%	83%	83%			High	Quarterly	Outcome	Poor decision making

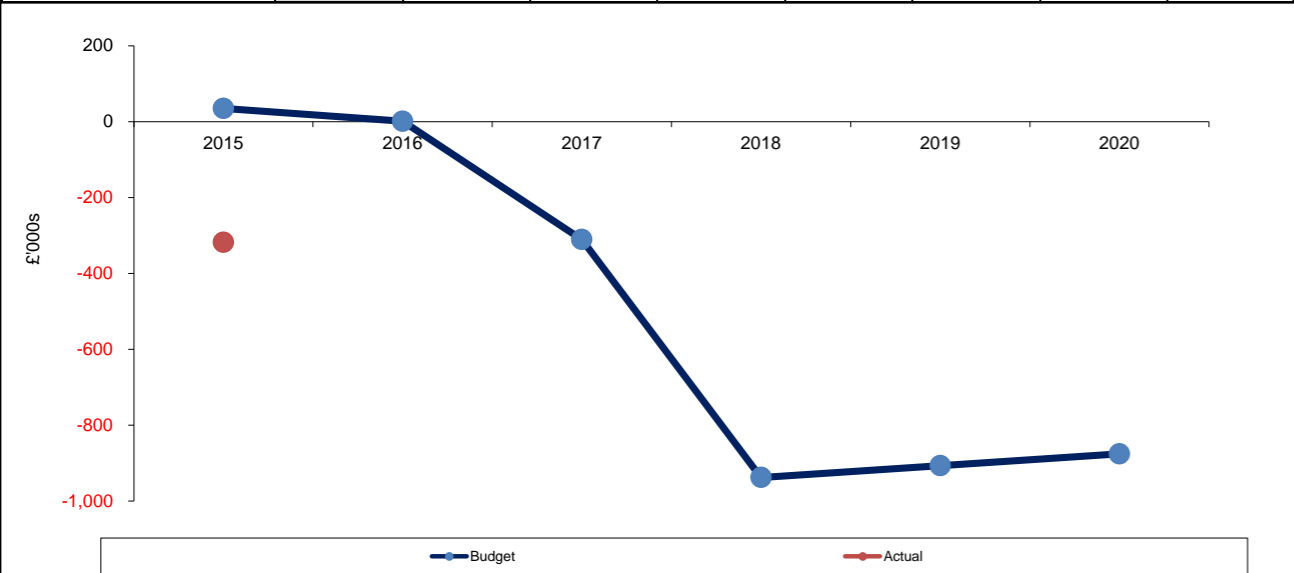
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,199	3,252	3,285	-95	3,022	2,547	2,578	2,609
Employees	2,380	2,315	2,372	-133	1,996	1,563	1,585	1,608
Premises	15	42	15	-2	47	48	48	49
Transport	5	4	0	2	-3	-3	-3	-3
Supplies & Services	234	206	207	-32	226	179	182	185
3rd party payments	263	324	224	69	290	294	298	303
Support services	303	361	467		467	467	467	467
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,164	3,570	3,284	(30)	3,333	3,485	3,485	3,485
Government grants	13	13						
Reimbursements	20	83	20	(3)	79	79	79	79
Customer & client receipts	569	555	569	(27)	560	712	712	712
Recharges	2,562	2,919	2,695		2,695	2,695	2,695	2,695
Reserves								
Capital Funded								
Council Funded Net Budget	35	(318)	1	(126)	(311)	(938)	(907)	(876)



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes 2017/18

CSD34 L&D Admin Support 18k
CSD35 L&D Budget 134k



2018/19
CS75 Review of COT staffing 58k
CSD30 Schools COT support (delivery of schools buy-back service) £152k
CS48 Further rationalisation of HR services 130k
CS51 HR Transactions including COT 90k
CS49 HR Business Partners - Further consolidation of HR advisory work 140k
CSD17 COT Review 38k
CSD29 Recruitment and DBS review 50k

2019/20

2020/21

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

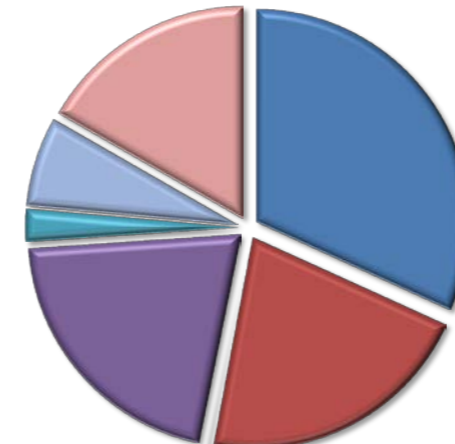
Human Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Workforce Strategy	Improved staff skills and development		9
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change	3	3	
End date	31/03/2018					
Project 2		Project Title:	Establishment and workforce	Improved staff skills and development		12
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff	3	4	
End date	31/03/2018					
Project 3		Project Title:	Review HR policies	Improved effectiveness		9
Start date	01/04/2015	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development	3	3	
End date	31/07/2017					
Project 4		Project Title:	Review and retender key HR contracts	Improved effectiveness		9
Start date	30/09/2016	Project Details:	Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA	3	3	
End date	30/12/2017					
Project 5		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Improved effectiveness		0
Start date		Project Details:				
End date						

Infrastructure and Transactions	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance										
Enter a brief description of your main activities and objectives below										
Infrastructure & Transactions Division (I&T) is a support service made up of six functions which are:-										
IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.	Repairs & Maintenance of Corporate Buildings (Revenue)	780,000	740,000	740,000	700,00	700,00	700,00	Civic Centre Accommodation Strategy		
Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.	IT Service Calls	27,800	28,500	28,500	27,800	25,500	25,000	IT Strategy and Implementation Plan		
	Health & Safety Statutory Inspections	100	100	100	100	100	100	Risk Management Strategy		
	Transactions requested by departments	120,000	115,000	110,00	105,00	105,00	105,00	Medium term Financial Strategy		
	Number of Client Affairs cases being managed	220	250	250	250	250	250	Local Plan		
	Procurement Support (Number of projects)	0	15	20	25	25	25	Procurement Strategy		
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	FM (FTE)	31.9	30.9	28.9	26.9	26.9	26.9			
	Transactional Services (FTE)	13.3	13.3	14.3	11.3	11.3	11.3			
	IT Service Delivery (FTE)	32	30	29	29	29	29			
	Safety Services (FTE)	5.5	5.5	4.5	3.5	3.5	3.5			
Client Financial Affairs (FTE)	6	7	7	7	7	7				
Commercial Services & Procurement (FTE)	5	5	5	5	5	5				
Management	2	2	2	2	2	2				
Performance indicator	Actual Performance Target (A)	Performance Target (T)	Proposed Target (P)							
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Customer Satisfaction - IT incident resolution	96%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	71%	70%	72%	75%	75%		High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	43	60	60	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	286,348	285,000	320,000	320,000	320,000		High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	92%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
Invoices paid within 30 days of receipt by LBM	95%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,100	1,400	1,400	1,400	1,400		High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	33/67	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	100%	92%	93%	94%	95%		High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	0	0	0	0	0		Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	n/a	0	70%	85%	95%	100%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	n/a	0	70%	60%	50%	40%	Low	Biennial	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	5,158	8045.36					Low	Annual	Output	Environmental issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	14,052	14,264	12,511	-168	12,797	12,088	12,215	12,342
Employees	3,921	4,016	3,738	42	4,070	3,891	3,932	3,974
Premises	3,072	3,121	2,673	-109	2,706	2,132	2,173	2,214
Transport	29	20	29	0	30	31	31	31
Supplies & Services	3,040	3,155	2,547	34	2,654	2,694	2,734	2,774
3rd party payments	364	168	317	-142	312	316	321	325
Transfer Payments	9	18	9	7	9	9	9	9
Support services	1,419	1,569	875		875	875	875	875
Depreciation	2,198	2,198	2,322		2,140	2,140	2,140	2,140
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	12,140	13,056	12,193	-13	12,308	12,308	12,588	12,588
Government grants								
Reimbursements		6		(21)				
Customer & client receipts		2,931	2,469	8	2,584	2,584	2,864	2,864
Recharges		9,513	10,119	9,724	9,724	9,724	9,724	9,724
Reserves								
Capital Funded								
Council Funded Net Budget	1,913	1,208	317	(180)	489	(219)	(373)	(246)

2017/18 Expenditure



2017/18 Income



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Information Technology		402	1,358	0	1,946	1,085	630	1,060
Facilities Management		557	917	0	3,050	950	1,550	650
Invest to Save		338	705	0	900	300	300	300
Total	0	1,296	2,980	0	5,896	2,335	2,480	2,010

Summary of major budget etc. changes

2017/18

CS70 Apply admin charge to customer requesting hard copy paper invoice 35k
 CS71 Deletion of two posts 42k (deferred by 6 months)
 CS72 Consolidation of budgets 34k
 CS2015-09 Restructure of Safety Services and Emergency Planning 18k

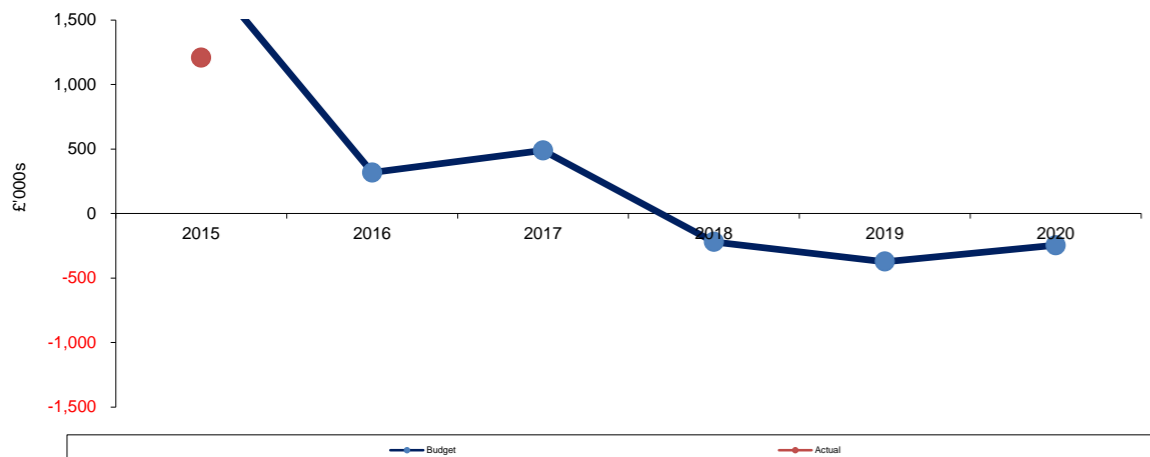
2018/19

CS71 Deletion of two posts 43k (deferred by 6 months)
 CSD2 Energy savings 150k
 CS2015-03 Restructure of Transactional Services team 100k
 CS2015-09 Restructure of Safety Services and Emergency Planning 30k
 CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K
 CSD7 Restructure Print and Post service and delete two posts 47k

2019/20

CS2016-08 Income from letting two floors vacant space in Civic Centre £280k

2020/21



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

Infrastructure and Transactions

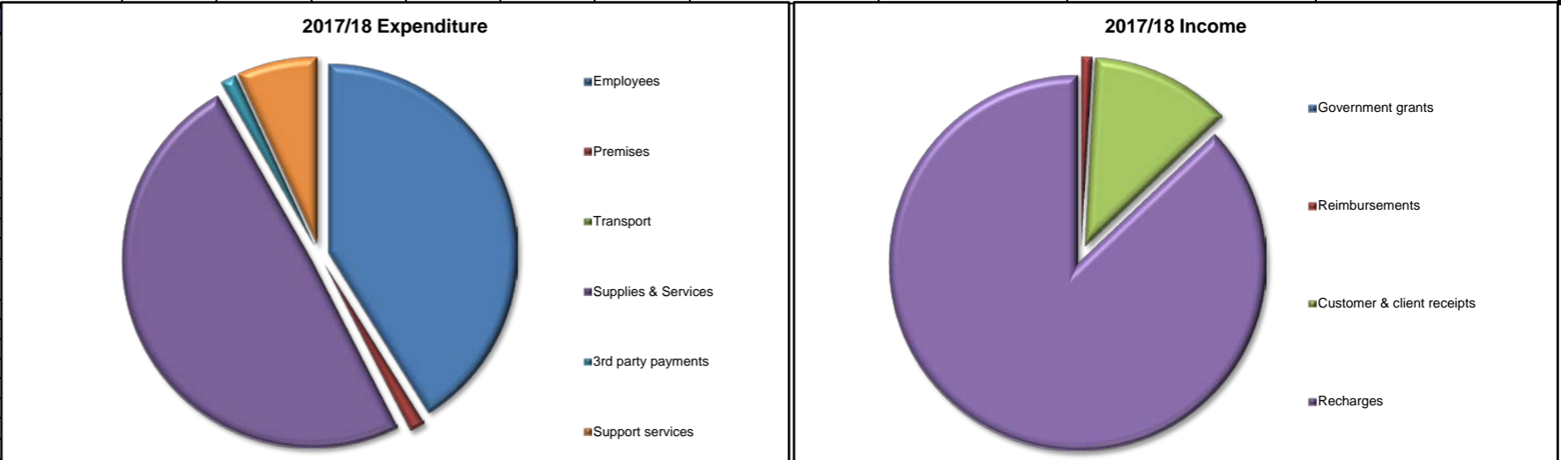
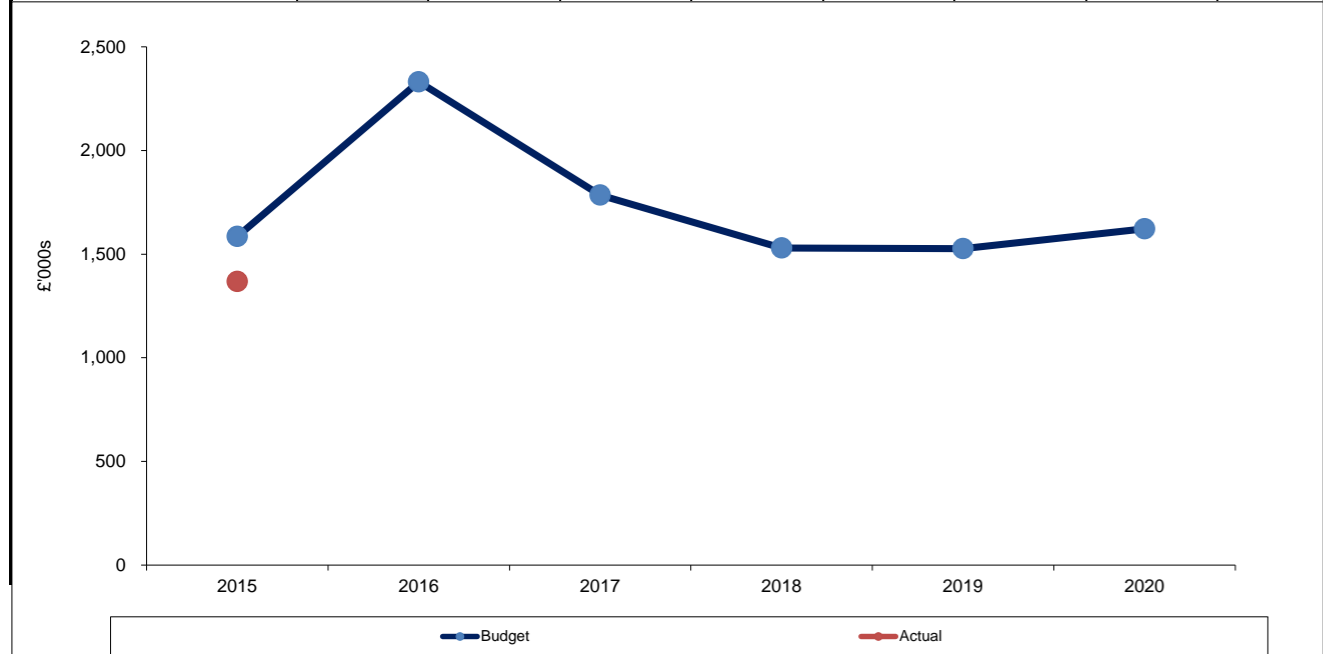
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk				
				Likelihood	Impact	Score		
Project 1		Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)		3	2	6
Start date	01/04/2016	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.					
End date	31/03/2019							
Project 2		Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)		1	2	2
Start date	01/06/2014	Project Details:	Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).					
End date	31/03/2018							
Project 3		Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance		4	3	12
Start date	01/12/2013	Project Details:	Complete works to improve disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.					
End date	30/09/2017							
Project 4		Project Title:	Implementation of CASPAR system	Improved efficiency (savings)		2	2	4
Start date	02/11/2016	Project Title:	The new client money and case management program for Client Financial Affairs will capture all information relating to both appointeeship and deputyship clients and will link to CFA's new online banking system.					
End date	31/06/2017							
Project 5		Project Title:	Review Options for Procurement Service Delivery Model	Improved effectiveness		3	2	6
Start date	01/12/2016	Project Details:	Undertake a review of the various delivery model options for the provision of procurement across the Council and make a recommendation to CMT on the suggested way forward.					
End date	31/09/2017							
Project 6		Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)		3	2	6
Start date	01/04/2017	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.					
End date	31/03/2019							
Project 7		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)		3	2	6
Start date	01/09/2017	Project Details:	Review of current operational service delivery models to ensure that the Council is utilising the most cost effective and efficient means of providing services to both internal and external customers.					
End date	01/09/2018							
Project 8		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance		2	2	4
Start date	01/08/2016	Project Details:	Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and arrangements in order to ensure that they are robust and fit for purpose.					
End date	31/09/2017							
Project 9		Project Title:	Online Safety Inspection system	Risk reduction and compliance		2	2	4
Start date	01/04/2016	Project Details:	Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data.					
End date	31/09/2017							
Project 10		Project Title:		Select one major benefit				0
Start date		Project Details:						
End date								

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Resources	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
<p>Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Resources is made up of five major areas of activity:</p> <p>Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology / reviewing processes / how information is stored in our financial systems.</p> <p>Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management</p> <p>Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.</p> <p>Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.</p> <p>Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.</p>	Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	Corporate Asset Management Plan			
	Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	Capital Programme			
	Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Central Government			
	Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Equality Strategy			
	Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	Procurement Strategy			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Risk Management Strategy		
	Staff (FTE)	63.3	54.6	51.6	44.6	44.6	44.6	Treasury Management Strategy		
	Staff (Trainees)	4	4	2	2	2	2	Voluntary Sector Strategy		
	Staff (Apprentices)	2	0	0	0	0	0			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)					2021/21(P)
Accuracy of P8 Revenue Forecast (compared to outturn)	98.9%	90%	90%				High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	79.6%	90%	90%				High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0				Low	Annual	Business critical	Government intervention
Action plans in place for 'red' risks	93.75%	90%	90%				High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	8,449	8,653	8,361	184	7,815	7,576	7,572	7,668
Employees	3,838	3,949	3,645	140	3,213	2,931	2,964	2,998
Premises	101	102	100	7	103	105	106	108
Transport	4	7	2	3	2	2	2	2
Supplies & Services	4,003	4,078	3,906	32	3,852	3,892	3,850	3,909
3rd party payments	171	157	171	2	108	110	113	115
Support services	333	360	537		537	537	537	537
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,864	7,285	6,030	-141	6,030	6,046	6,046	6,046
Government grants	10							
Reimbursements	54	115	54	-47	54	54	54	54
Customer & client receipts	765	1,077	726	-94	726	742	742	742
Recharges	6,036	6,092	5,250		5,250	5,250	5,250	5,250
Council Funded Net Budget	1,585	1,368	2,331	44	1,785	1,530	1,526	1,622

Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Financial System re-engineering		397	506	0				
Civica Icon		18	107	0				125
Acquisitions Budget		464	1,533	(1,372)				
Capital Bidding Fund			1,839	(1,839)				
Full ED RMS solution SCIS/FIS			41	0				
	0	880	4,026	(3,211)	0	0	0	125



Summary of major budget etc changes	
Year	Summary of major budget etc changes
2017/18	<p>MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.</p> <p>Savings: Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46) CS2015-07 Reduction in running costs budgets £28k.</p>
2018/19	<p>Savings: Savings of 100k will made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)</p>
2019/20	<p>CS2016-01 A reduction in the contribution to the self insurance fund in line with the actuarial valuation £100k.</p>
2020/21	

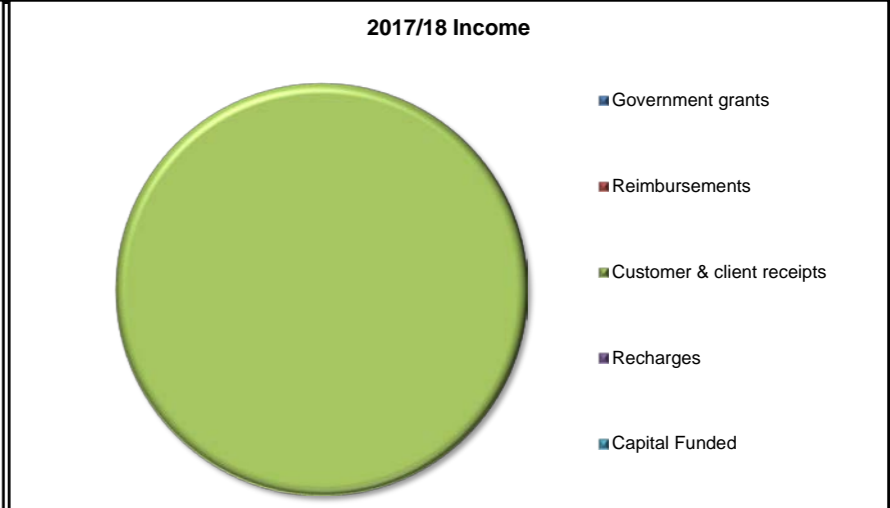
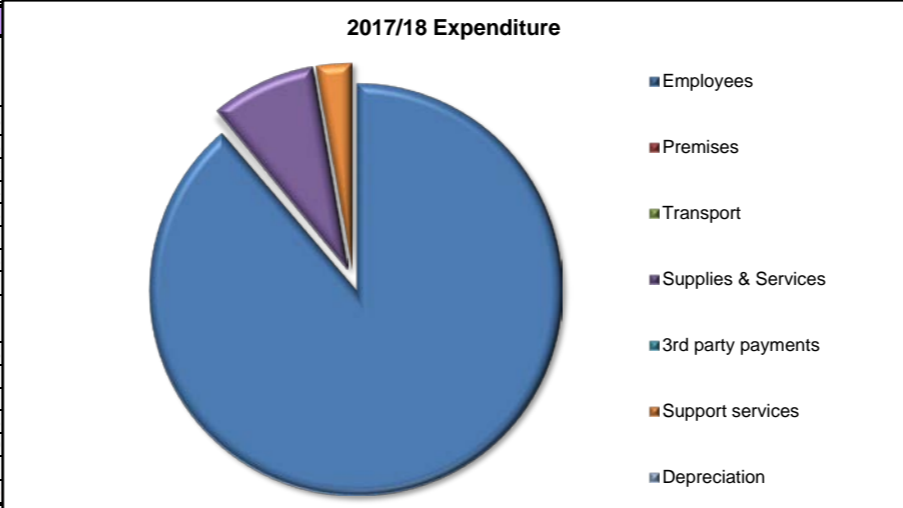
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance			
Start date	01/04/2015	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	2	4
End date	31/03/2020						
Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2017 - project length allows for post implementation review	Two performance indicators are likely to be developed around the time taken to produce reporting information compared to now and the system downtime compared to now	2	3	6
End date	2017-18						
Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	01/09/2016	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6
End date	31/03/2018						
Project 4		Project Title:	Improve joint finance and business planning	Improved effectiveness			
Start date	01/04/2016	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4
End date	31/03/2018						
Project 5		Project Title:	Evaluation of different models of funding the capital programme	Improved effectiveness			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.	A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that can easily be understood and increase the funding streams. The performance of this work will be judged directly by the AD Resources and Director of Corporate Services.	2	2	4
End date	31/03/2018						
Project 7		Project Title:	Capital - Benefits Realisation	Improved effectiveness			
Start date	01/09/2016	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now. Outstanding work on Benefits Realisation to be completed		2	2	4
End date	31/03/2018						
Project 8		Project Title:	Recharge Review	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2016/18 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.		3	2	6
End date	31/03/2018						
Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness			
Start date	31/03/2016	Project Details:	Legislative requirement for asset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to work closely with technical staff within Environment and Regeneration to gather the required information for account closure and presentation.	The computer systems used to record information will be reviewed by Internal Audit and assessed for the adequacy asap.	1	2	2
End date	31/03/2018						
Project 10		Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	01/07/2015	Project Details:	For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The authority is piloting earlier account closure over the next two financial years in preparation for 2017/18	Current performance indicators will be adjusted for this.	1	3	3
End date	31/07/2018						

Legal Services	Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Contribute to all Corporate Strategies			
Enter a brief description of your main activities and objectives below From 1 April 2017 this will be a shared legal service with the London Boroughs of Richmond, Wandsworth, Sutton and the Royal Borough of Kingston upon Thames. The service will deliver legal advice, support and representation to all services across all five councils, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and council owned companies. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles.	Chargeable hours for Merton		19500	19500	19,125							
	Chargeable hours for Richmond		13895	13895	13,828							
	Chargeable hours for Sutton		19819	19819	22,835							
	Chargeable hours for Kingston		11382	11382	11,329							
	Chargeable hours for Wandsworth				22,487							
	Chargeable hours for Achieving for Children		11583	11583	11,222							
	Chargeable hours for Sutton Housing Partnership		2528	2528	2,516							
	Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE)		87.5	92.3	108.3	108.3	108.3	108.3				
	Apprentices		1	0	2	2	2					
Performance indicator		Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)					2020/21(P)	
Chargeable hours		79,965	81,126	103,722					High	Monthly	Business critical	Increased costs
Income for SLLP				£100,000					High	Quarterly	Perception	Loss of income
Maximum number of complaints received from partnership authorities				6	3				Low	Quarterly	Perception	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Expenditure	4,794	6,694	5,084	134	6,757	6,716	6,716	6,716	
Employees	4,168	4,463	4,461	112	5,996	5,996	5,996	5,996	
Premises	5	2	5	0	5	5	5	5	
Transport	13	21	14	10	14	14	14	14	
Supplies & Services	422	2,022	418	11	556	515	515	515	
3rd party payments		1		0					
Support services	185	185	185		185	185	185	185	
Depreciation									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Income	4,897	6,695	5,083	(105)	6,776	6,776	6,776	6,776	
Government grants									
Reimbursements			0	0					
Customer & client receipts	4,897	6,695	5,083	(105)	6,776	6,776	6,776	6,776	
Recharges	0	0	0		0	0	0	0	
Capital Funded									
Council Funded Net Budget	(103)	(0)	1	29	(20)	(61)	(61)	(61)	



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes 2017/18

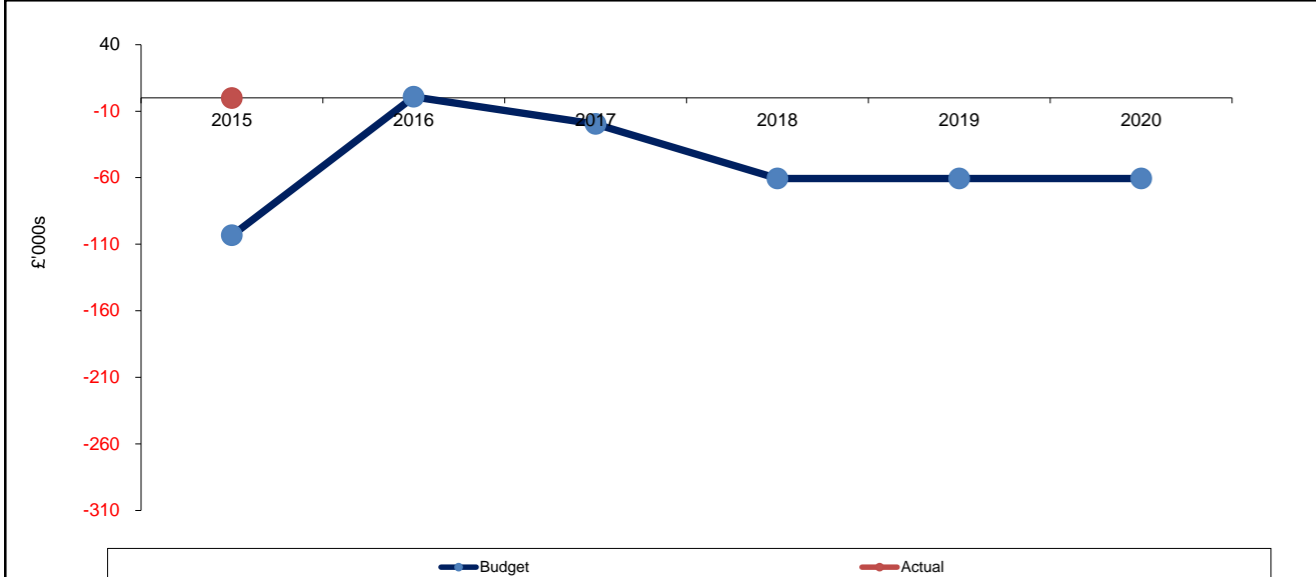
CS73 £20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

2018/19

CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required.

2019/20

2020/21



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

Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Shared service	Improved customer experience					
Start date	01/04/2017	Project Details:	To embed the expanded shared service with Wandsworth , to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings			4	2	8	
End date	31/03/2019								
Project 2		Project Title:	Smarter Working	Improved effectiveness					
Start date	01/04/2017	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across five authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service			2	1	2	
End date	31/03/2019								
Project 3		Project Title:	Future Model	Improved sustainability					
Start date	01/04/2017	Project Details:	Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure			2	2	4	
End date	31/03/2018								
Project 4		Project Title:	Company Secretarial Service	Improved customer experience					
Start date		Project Details:				2	2	4	
End date									
Project 5		Project Title:	Digital Courtrooms	Improved efficiency (savings)					
Start date		Project Details:				3	2	6	
End date									
Project 6		Project Title:		Improved effectiveness					
Start date		Project Details:						0	
End date									
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									

Environment & Regeneration

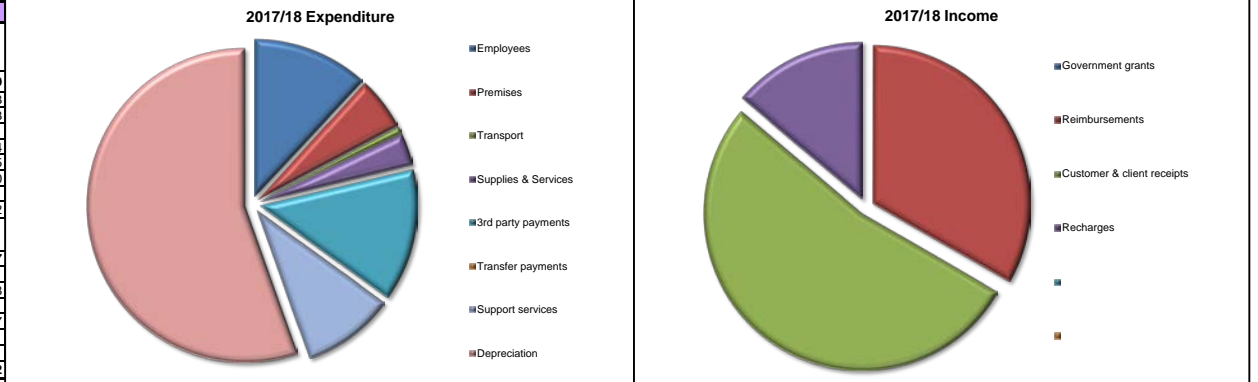
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Commercialisation of Building Control	Improved efficiency (savings)		12
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	
End date	2017-18					
Project 2		Project Title:	Mobile/Home working	Improved efficiency (savings)		4
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	
End date	2017-18					
Project 3		Project Title:	Improving the development management processes	Improved effectiveness		4
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	
End date	2017-18					
Project 4		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience		4
Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	
End date	2017-18					
Project 5		Project Title:	Section review	Improved efficiency (savings)		6
Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	
End date	2017-18					
Project 6		Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)		4
Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	
End date	2017-18					
Project 7		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness		6
Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	
End date	2017-18					
Project 8		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness		3
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	
End date	2017-18					
Project 9		Project Title:	Further develop Planning Performance agreements potential	Economic outcomes		2
Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	
End date	2017-18					
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

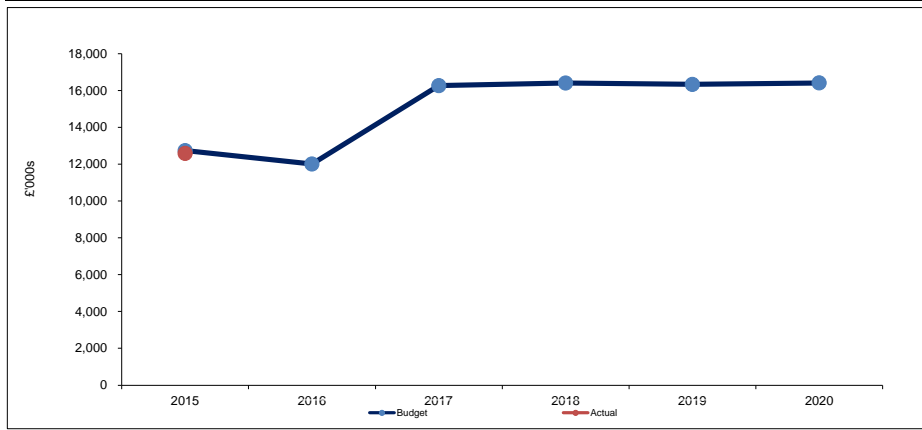
Future Merton & Traffic and Highways		Planning Assumptions						The Corporate strategies your service contributes to		
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Enter a brief description of your main activities and objectives below		Population	211,569	214,229	216,806	218,100	220,000	222,000	Community Plan	
FutureMerton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents.		Actual businesses in borough			TBC				Local Plan	
		Road Network Maintenance			TBC				Merton Regeneration Strategy	
										Climate Change Strategy
The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.		Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Economic Development Strategy	
		Staff (FTE)	58	51	48	48	48	48		Employment and Skills Action Plan
										Health & Wellbeing Strategy
The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.		Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
			2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)				
		New homes built	459	411	411	411	411	411	High	Annual
New businesses created	171	200	300	TBC	TBC	TBC	Low	Annual	Outcome	Loss of income
New jobs created	454	300	450	TBC	TBC	TBC	Low	Annual	Outcome	Social exclusion
Street light repairs (days)	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
Road emergency call outs	100	100	100	100	100	100	High	Monthly	Business critical	Reduced customer service
Footway & Carriageway condition	100	92	95	95	95	95	High	Annual	Quality	Increased costs
Streetwork inspections	42	36	36	37	37	38	High	Quarterly	Quality	Increased costs
Streetwork permitting (% issued)	99.57	98	98	98	98	98	High	Monthly	Output	Loss of income

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	16,001	15,465	15,271	191	19,861	19,999	19,928	20,009
Employees	2,638	2,762	2,504	31	2,354	2,535	2,408	2,433
Premises	980	997	961	35	1,083	1,097	1,110	1,123
Transport	112	105	112	-10	135	137	139	141
Supplies & Services	1,082	1,014	675	12	651	659	666	674
3rd party payments	3,040	2,903	2,575	123	2,725	2,658	2,692	2,725
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,707	1,242	1,901	0	1,901	1,901	1,901	1,901
Depreciation	6,442	6,442	6,543	0	11,012	11,012	11,012	11,012
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,265	2,882	3,262	(127)	3,597	3,597	3,597	3,597
Government grants	67	67	0	0	1	1	1	1
Reimbursements	1,017	1,137	970	(177)	1,198	1,198	1,198	1,198
Customer & client receipts	1,684	1,678	1,795	50	1,901	1,901	1,901	1,901
Recharges	497	0	497	0	497	497	497	497
Council Funded Net Budget	12,736	12,583	12,009	64	16,264	16,402	16,331	16,412



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Highways Works	1,898	1,979	1,979	0	1,919	1,922	1,627	1,627
Transport For London	2,339	2,433	2,433	0	1,845			
Footways Planned Works	1,000	1,000	1,000	0	1,000	1,000	1,000	1,000
Town Centre Investment	2,984	2,808	2,808	(1)	700			
Morden TTL					220	2,000		
Transportation Enhancements						1,000	3,000	1,000
Other		487	1,558	0	796	569	350	350
	0	8,708	9,778	(1)	6,480	6,491	5,977	3,977

Summary of major budget etc changes	
2017/18	ER23 = (£214k) E&R41 = (£80k) ENV24 = (£10k) E&R32 = (£5k) E&R34 = (£30k) E&R35 = (£25k) E&R37 = (£50k) ENV15 = (£148k) ENV16 = (£65k) ENV17 = (£30k) ERG1 (Growth) = £757k EDS reserve adjustment = (£75k) EDS2 reserve adjustment = (£362k)
2018/19	
2019/20	ERG1 (Growth) = (£150k)
2020/21	



2018/19	ENV16 = (£65k) ENV17 = (£35k) ERG1 (Growth) = £157k
2019/20	ERG1 (Growth) = (£150k)
2020/21	

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

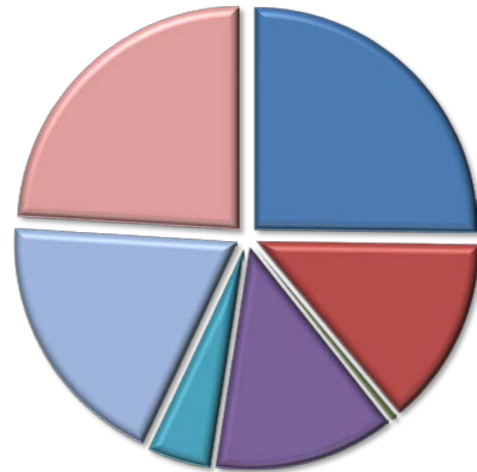
Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal			3	2	6
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.						
End date	2024/25								
Project 2		Project Title:	Rediscover Mitcham	Infrastructure renewal			2	2	4
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)						
End date	2017-18								
Project 3		Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal			4	1	4
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+						
End date	2019-20								
Project 4		Project Title:	Wimbledon Stadium	Infrastructure renewal			3	1	3
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>						
End date	2017-18								
Project 5		Project Title:	Climate Change Strategy & Action Plan	Improved sustainability			2	2	4
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility						
End date	2018-19								
Project 6		Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes			3	4	12
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)						
End date	2022-23								
Project 7		Project Title:	Morden Town Centre Regeneration	Improved reputation			3	2	6
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18						
End date	2019-20								
Project 8		Project Title:	Economic Development Strategy and Action Plans	Improved reputation			2	1	2
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.						
End date	2016-17								
Project 9		Project Title:	Smarter travel: road safety	Improved reputation			2	2	4
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.						
End date	2017-18								
Project 10		Project Title:	Borough Cycling Initiatives	Improved reputation			2	1	2
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)						
End date	2024-26								

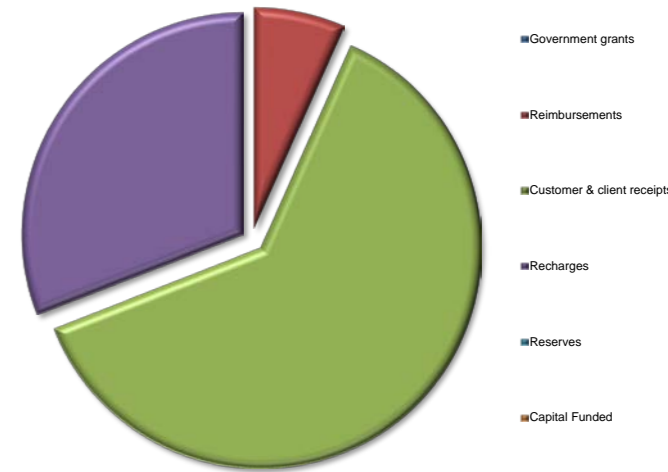
Leisure & Cultural Development	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Nick Draper Cabinet Member for Community & Culture Enter a brief description of your main activities and objectives below Main Activities: Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer. Main Objectives: - Build a new Morden Leisure Centre by 2018, - Negotiate contract changes with GLL to operate Morden Leisure Centre and make contract savings - Demolish existing Morden Park Pools and re-landscape site - Develop and implement plans to de-silt and mitigate flood risk at Wimbledon Park Lake - Commence plans to implement Wimbledon Park Master Plan - Develop options appraisal for Wimbledon Park Watersports and implement agreed option - Commission culture and sports services - Deliver borough participation in Ride London, Mini Marathon, etc. - Manage leisure centres, New Wimbledon Theatre agreements; Polka and Attic grants and Morden Assembly Hall - Increase income and reduce costs - Increase participation and engagement	Anticipated demand						Asset Management Plan				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
	Population	211,569	214,229	216,806	219,316	213,497	212,180	Children & Young person's Plan			
	No. of Children & Young People aged 8-17 in west of borough	7,900	8,050	8,200	8,700	12,407	12,445	Cultural Strategy			
	Population of most disadvantaged wards	126,850	127,540	128,100	104,155	100,227	99,841	Community Plan			
	Users of Merton's Leisure Centres	832,677	841,004	878,105	942,592	970,026	999,078	Open Spaces Strategy			
	Anticipated non financial resources										
	Staff (FTE)	14.25	13.6	7.8	7.8	7.8	7.8	Social Inclusion Strategy			
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy			
	Volunteers	20	20	20	20	20	20				
	Staff seasonal	30	30	30	30	30	30				
	Actual Performance (A) Performance Target (T) Proposed Target (P)										
	Performance indicator	2015/16(A)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	Income £ from Merton Active Plus	53,460	60,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
	Income £ from Watersports Centre	358,661	387,000	397,000	402,000	402,000	402,000	High	Monthly	Business critical	Loss of income
	14-25 yr old Fitness Centre Participation at leisure centres	114,122	106,000	106,000	106,000	108,120	109,546	High	Monthly	Output	Reduced uptake of service
	% residents rating facilities Good to Excellent	n/a	45.5	46.0	48.0	48.0	48.0	High	Quarterly	Output	Reduced customer service
	Total Number of Users of Merton's Leisure Centres	830,790	841,004	878,105	942,592	970,026	999,078	High	Annual	Outcome	Reduced customer service
	Total Number of Users of Polka Theatre	92,609	93,916	94,600	95,000	89,500	97,000	High	Quarterly	Output	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,113	2,277	2,268	57	2,053	2,065	2,082	2,099
Employees	706	705	697	-9	518	526	534	541
Premises	122	329	278	66	282	286	290	294
Transport	8	12	8	2	8	8	8	8
Supplies & Services	282	296	282	-18	269	269	273	278
3rd party payments	198	58	126	16	94	94	95	96
Transfer Payments	5	0	0	0	0	0	0	0
Support services	383	389	389	0	389	389	389	389
Depreciation	409	488	488	0	493	493	493	493
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,095	1,085	1,251	(134)	1,156	1,261	1,261	1,261
Government grants	0	0	160	0	77	77	77	77
Reimbursements	244	61	733	(134)	721	826	826	826
Customer & client receipts	500	368	358	0	358	358	358	358
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,018	1,192	1,017	(77)	897	804	821	838
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Morden Leisure Centre		508	1,574	0	8,319	567	8	
Wimb Pk Lake de-silting				0	250	1,250		
Other		135	399	0	450	300	250	250
	0	643	1,973	0	9,019	2,117	258	250

2017/18 Expenditure

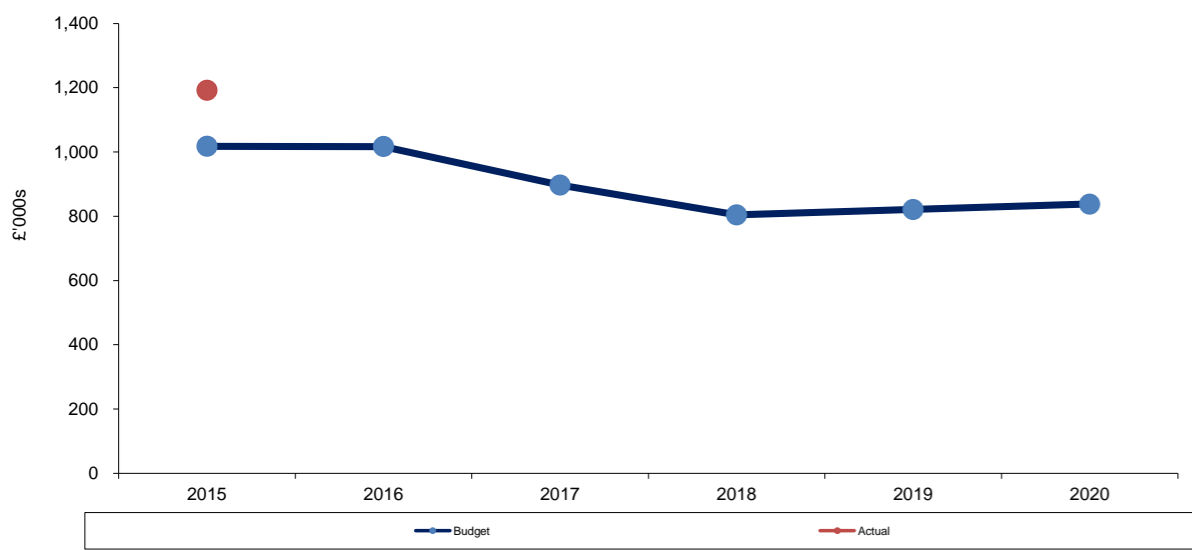


2017/18 Income



Summary of major budget etc changes

2017/18
E&R1 = (£5k) E&R2 = (£10k) E&R3 = (£16k) ENV11 = (£59k) ENV23 = (£89k)
2018/19
E&R1 = (£4k) E&R2 = (£5k) E&R4 = (£100k)
2019/20
2020/21



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

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience		8
Start date	2014	Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	4	2	
End date	2019					
Project 2		Project Title:	Leisure Centres Contract	Improved efficiency (savings)		4
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	
End date	2018					
Project 3		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance		4
Start date	2017	Project Details:	Develop solutions and plans to de-silt and implement flood risk requirements to deliver solutions for the lake. Procure and implement the solutions	2	2	
End date	2020					
Project 4		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Economic outcomes		8
Start date	2017	Project Details:	Commission works to determine the most effective management solution for this service. Implement the solution.	4	2	
End date	2019					
Project 5		Project Title:	Customer Relationship Management & Other Service Technological Requirements	Improved customer experience		4
Start date	2015	Project Details:	Deliver future culture and sports services through corporate technological solutions including the CRM system for interfacing with customers.	2	2	
End date	2018					
Project 6		Project Title:	Restructure Staff Team following Phase C & Staff Reductions	Improved efficiency (savings)		4
Start date	2016	Project Details:	TUPE staff out to contractors as part of Phase C Contract. Restructure & reorganise the remaining Leisure & Culture Development & Greenspaces Team's functions, products & services, budgets into one combined service following the implementation of the Phase C contract	2	2	
End date	2018					
Project 7		Project Title:	Commission and Contract Culture and Sports Services	Improved customer experience		4
Start date	2016	Project Details:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities through commissioned and contracted services in line with the Culture and Sport Framework as well as priority needs	2	2	
End date	2021					
Project 8		Project Title:				4
Start date		Project Details:		2	2	
End date						
Project 9		Project Title:				4
Start date		Project Details:		2	2	
End date						
Project 10		Project Title:				4
Start date		Project Details:		2	2	
End date						

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

Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Tackling Traffic Congestion	Improved effectiveness			2	1	2
Start date	2015-2016	Project Details:	Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions.	The improvement of traffic congestion that will lead to improved bus journey times, traffic flows, pollution and the safety of pedestrians and cyclists.					
End date	2017-18								
Project 2		Project Title:	Cashless parking	Improved customer experience			2	1	2
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer service by allowing motorists to purchase paid for parking without the need for cash.					
End date	2017-18								
Project 3		Project Title:	Investment in Public Space CCTV	Improvement in Public safety			2	1	2
Start date	2015-2016	Project Details:	Replace existing public space CCTV equipment On Street and in the back office CCTV suite						
End date	2017-18								
Project 4		Project Title:	Review CEO Shift Patterns	More efficient use of resources			2	1	2
Start date	01/04/2016	Project Details:	Consult on the introduction of a more efficient shift patterns						
End date	2017-18								
Project 5		Project Title:	Review CCTV Shift Patterns	More efficient use of resources			2	1	2
Start date	01/04/2016	Project Details:	Consult on the introduction of a more efficient shift patterns						
End date	2017-18								
Project 6		Project Title:	Enforcement of pavement parking as a result of a new policy	Improve conditions for pedestrians using the pavements			2	1	2
Start date	01/04/2016	Project Details:	Stop inconsiderate parking on pavements by motorists						
End date	Continuous								
Project 7		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 8		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 9		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 10		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									

Page 1 of 7

Commissioned Service

Parks & Green Spaces

Select your Cabinet Member & Portfolio

Service Providers:

Idverde UK Ltd

The service maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of outdoor events from small community to large commercial ones. There are currently in excess of 100 separate sites

Planning Assumptions

The Corporate strategies the service contributes to

Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Increased sports pitch demand (Total number of bookings)	1%	1%	1%	1%	1%	1%
Attendance at major community outdoor events (No. of people)	55,000	55,000	60,000	60,000	60,000	60,000
Number of funerals at LBM cemeteries	210	215	220	240	260	260

Open Space Strategy

Anticipated non financial resources

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
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Idverde UK Ltd

Sufficient resources to provide service

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Performance indicator

Performance Targets (T) & Provisional Performance Targets (P)

2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)
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Polarity

Reporting cycle

Indicator type

Main impact if indicator not met

Residents % satisfaction with parks & green spaces	73	74					High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	72	73					High	Biennial	Perception	Reputational risk
Number of Green Flags	5	5					High	Annual	Quality	Reputational risk
Number of outdoor events in parks	130	130					High	Monthly	Perception	Reputational risk

Financial Information

Additional Expenditure Information

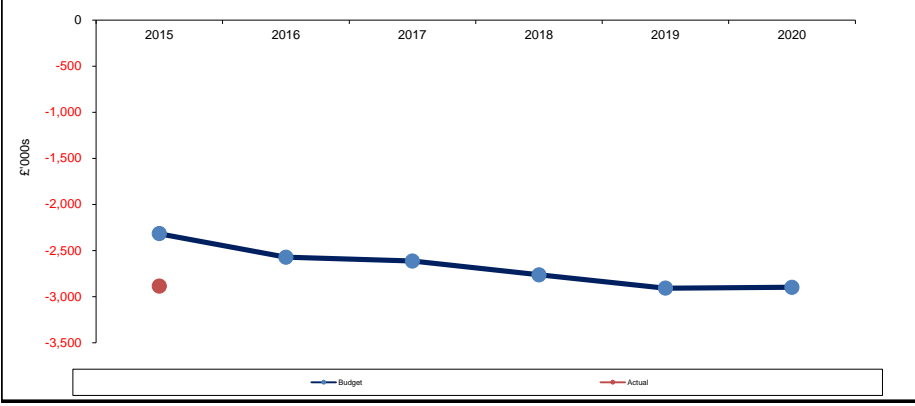
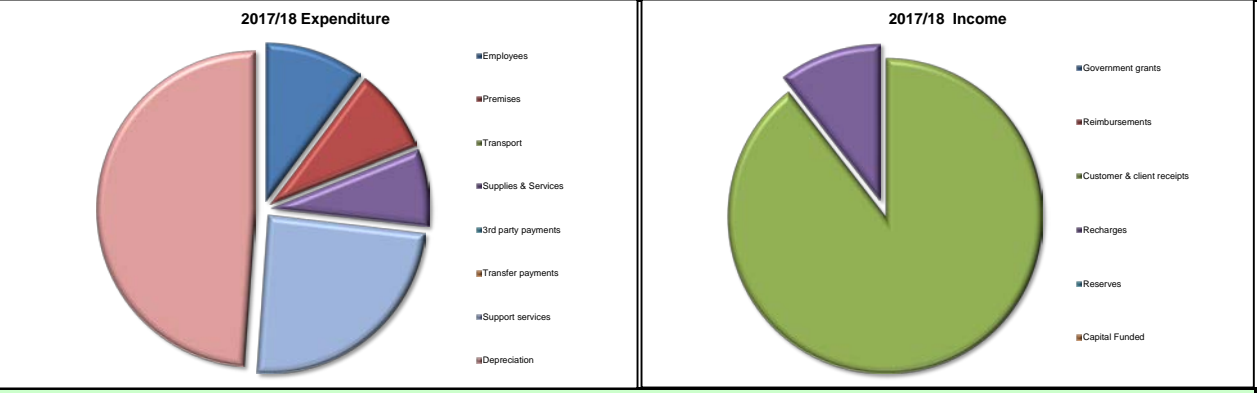
Revenue	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	0	0	0	0
Revenue	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18
Income	0	0	0	0
Capital Expenditure	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18
Parks Investment	201	308	295	300
Other	34	28		
	235	336	295	300

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

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:					0
Start date		Project Details:					
End date							
Project 2		Project Title:					0
Start date		Project Details:					
End date							
Project 3		Project Title:					0
Start date		Project Details:					
End date							
Project 4		Project Title:					0
Start date		Project Details:					
End date							
Project 5		Project Title:					0
Start date		Project Details:					
End date							
Project 6		Project Title:					0
Start date		Project Details:					
End date							
Project 7		Project Title:					0
Start date		Project Details:					
End date							
Project 8		Project Title:					0
Start date		Project Details:					
End date							
Project 9		Project Title:					0
Start date		Project Details:					
End date							
Project 10		Project Title:					0
Start date		Project Details:					
End date							

Property				Planning Assumptions						The Corporate strategies your service contributes to									
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing				Anticipated demand						2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Corporate Asset Management Plan			
Enter a brief description of your main activities and objectives below				The number of proposed disposals						4	TBC	TBC	TBC	TBC		Economic Development Strategy			
<p>To ensure that all property transactions provide value for money and comply with statute</p> <p>To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts, (Section 151)</p> <p>To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid - to manage applications for community assets to be listed and claims for compensation.</p> <p>To maintain a publicly available list of property assets as required by transparency agenda under Localism Act 2011. TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.</p> <p>Objectives</p> <ul style="list-style-type: none"> complete Asset Valuations to timetable agreed with Director of Corporate Services drive programme of property disposals to maximise capital receipts and exceed target critically examine operational property to ensure the council has the minimum necessary to support the business plan maximise revenue income by letting vacant property provide timely advice to inform regeneration projects ensure team is arranged to support objectives. 				The number of proposed lettings.						8	8	8	8	8		Medium term Financial Strategy			
				The number of proposed rent reviews						21	21	21	21	21					
				The number of commercial properties						394	394	394	394	394					
				Anticipated non financial resources				2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
				Staff (FTE)				5.60	4.85	4.60	4.60	4.60							

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,250	2,136	1,985	75	2,059	2,049	2,055	2,063
Employees	275	229	226	4	211	213	215	218
Premises	283	193	176	48	178	163	165	168
Transport	1	1	1	0	1	1	1	1
Supplies & Services	158	217	159	23	163	166	168	170
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	471	434	500	0	500	500	500	500
Depreciation	1,062	1,062	923	0	1,006	1,006	1,006	1,006
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	4,566	5,021	4,557	(424)	4,672	4,812	4,961	4,961
Government grants	0	0	0	0	0	0	0	0
Reimbursements	5	57	5	0	0	0	0	0
Customer & client receipts	4,059	4,489	4,060	(424)	4,180	4,320	4,469	4,469
Recharges	502	475	492	0	492	492	492	492
Reserves								
Capital Funded								
Council Funded Net Budget	(2,316)	(2,885)	(2,572)	(349)	(2,613)	(2,763)	(2,906)	(2,898)
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Wimbledon Scouts		25						
	0	25	0	0	0	0	0	0



Summary of major budget etc. changes	
2017/18	ER23 = (£18k) E&R5 = (£82k) ENV34 = (£8k)
2018/19	E&R6 = (£18k) ENV14 = (£100k) ENV34 = (£40k)
2019/20	ENR8 = (£150k)
2020/21	

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

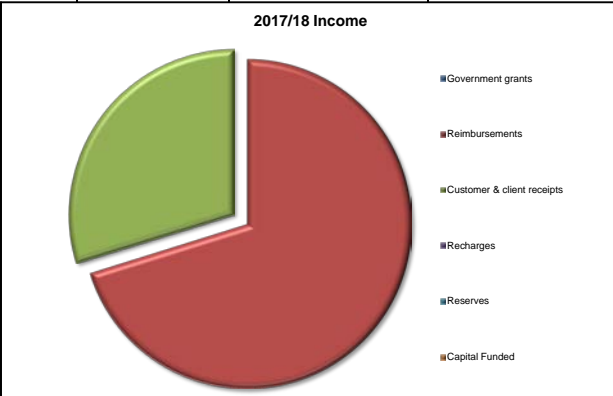
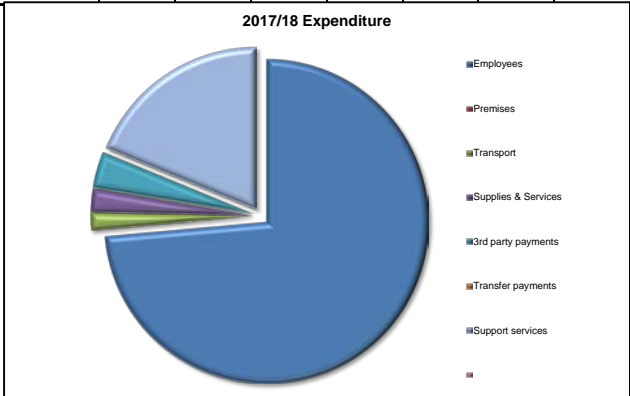
Property

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	New secondary school	Infrastructure renewal					
Start date	2016-17	Project Details:	Land acquisition and granting of new leases.				2	2	4
End date	on going								
Project 2		Project Title:	P4/Broadway Car Park	Improved efficiency (savings)					
Start date	2012-13	Project Details:	Disposal of public car park to regenerate prominent town centre site.				1	2	2
End date	on going								
Project 3		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 4		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 5		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 6		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									

Regulatory Services Partnership		Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing Enter a brief description of your main activities and objectives below		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton and LB Richmond).		Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Air Quality Action Plan		
		Total number of food premises	1777	1790	1803	1816	1829	1829		Climate Change Strategy		
		Total number of service requests	5880	5995	6113	6234	6357	6357		Merton Regeneration Strategy		
		Licence/permit applications	1880	1890	1900	1900	1900	1900		Medium term Financial Strategy		
		Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
		Staff (FTE)	41.7	39.48	39.48	38.48	38.48	38.48				
		Performance indicator		Actual Performance (A) Performance Target (T) Proposed Target(P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)				
		% service requests replied in 5 working days		92	95	96	96	96	High	Monthly	Perception	Reduced customer service
		Income generation by EHTSL		£381,257	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
% of category A,B & non-compliant C food premises inspected		87	97	98	98	98	High	Annual	Business critical	Government intervention		
No. of underage sales test purchases		105	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour		
Annual average amount of Nitrogen Dioxide per m3		N/A	40	40	40	40	Low	Annual	Outcome	Political risk		
Days Nitrogen Dioxide levels exceed 200 micrograms per m3		N/A	18	18	18	18	Low	Quarterly	Outcome	political risk		
Annual average amount of Particulates per m3		N/A	40	40	40	40	Low	Annual	Outcome	Political risk		
Days particulate levels exceed 50 micrograms per m3		N/A	35	35	35	35	Low	Quarterly	Outcome	Political risk		
Number of licence applications determined within 28 days		100%	95%	95%	95%	95%	High	Quarterly	Business critical	Reputational risk		
% of food premises rated 2 or below		N/A	15%	15%	15%	15%	High	Quarterly	Outcome	Reputational risk		

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,573	2,747	2,678	(80)	2,723	2,706	2,728	2,751
Employees	1,872	2,075	1,975	(79)	2,004	1,983	2,003	2,023
Premises	0	0	0	0	0	0	0	0
Transport	39	37	39	(10)	47	48	48	49
Supplies & Services	189	173	54	(5)	61	62	62	63
3rd party payments	139	139	98	13	99	101	103	104
Transfer payments	0	0	0	0	0	0	0	0
Support services	334	323	512	0	512	512	512	512
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,460	1,505	1,427	88	1,590	1,640	1,740	1,740
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,116	1,125	1,003	38	1,116	1,116	1,216	1,216
Customer & client receipts	344	379	424	50	474	524	524	524
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,113	1,242	1,251	8	1,133	1,066	988	1,011



Capital Budget £'000s

Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Mortuary		0	45	0				
	0	0	45	0	0	0	0	0

Summary of major budget etc. changes

2017/18

E&R14 = (£100k)
ENV09 = (£50k)
ENV10 = (£10k)

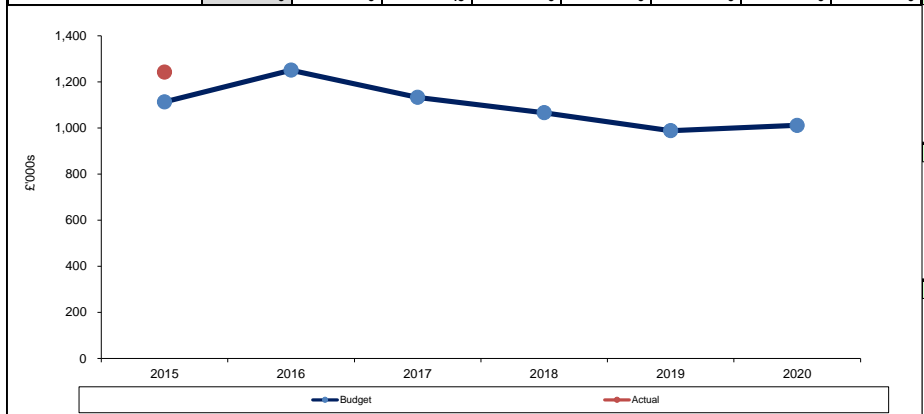
2018/19

ENV08 = (£40k)
ENV09 = (£50k)

2019/20

ENR1 = (£100k)

2020/21



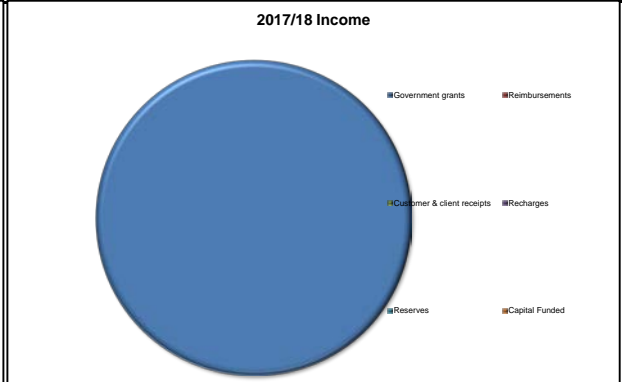
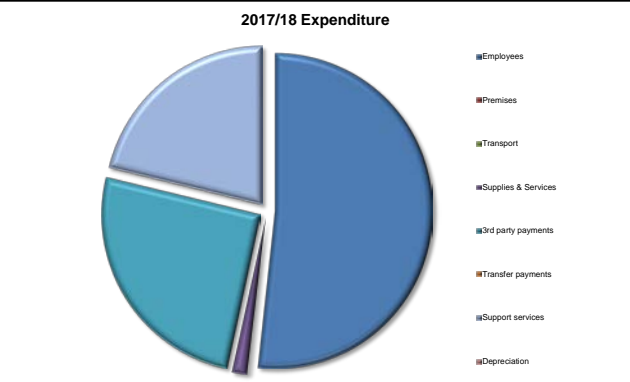
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Regulatory Services Partnership

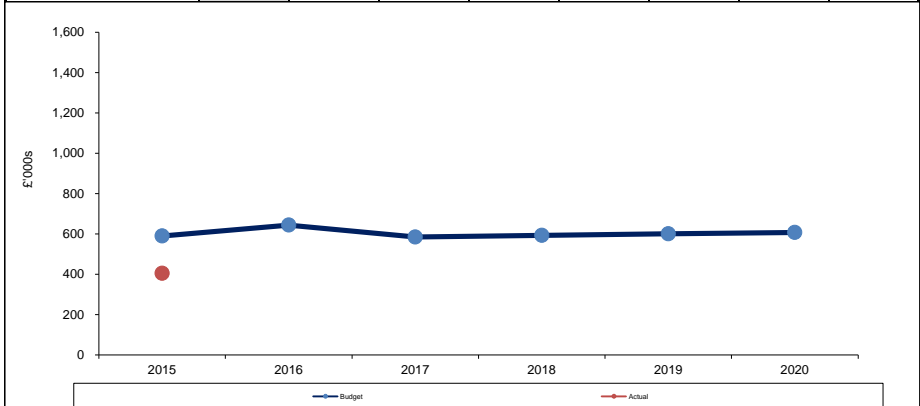
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Expansion of shared 'regulatory' service	Economic outcomes		6
Start date	2016-17	Project Details:	Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	3	2	
End date	2017-18					
Project 2		Project Title:	Rationalisation of administration and licensing teams	Improved effectiveness		2
Start date	2015-16	Project Details:	Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers	2	1	
End date	2017-18					
Project 3		Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)		2
Start date	2015-16	Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	2	1	
End date	2017-18					
Project 4		Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes		2
Start date	2014-15	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model	2	1	
End date	2017-18					
Project 5		Project Title:		Select one major benefit		0
Start date		Project Details:		0	0	
End date						
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:		0	0	
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

Safer Merton		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities		Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Enter a brief description of your main activities and objectives below		Number of new, actionable, ASB cases		350	360	400	400	400			
		Population		211,569	214,229	216,806	216,806	216,806			
		No. Multi Agency Risk Assessment cases (domestic abuse)		160	162	170	170	170			
		of all residents actively engaged in Neighbourhood Watch schemes		38%	38%	40%	40%	43%			
		Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Staff (FTE)		18.83	9.10	7.99	7.99	7.99					
Performance indicator		Actual Performance		Performance Target (T)		Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Number of Community Protection Warnings Issued		n/a	100	150	150	150		Low	Quarterly	Outcome	Reduced enforcement
Number of Community Protection Notices Issued		n/a	5	8	8	8		Low	Quarterly	Perception	Reduced enforcement
Multi Agency Risk Assessment cases - domestic abuse		278	153	153	153	153		High	Monthly	Business critical	Safeguarding issues
Number of new Neighbourhood Watch schemes		n/a	10	10	10	10		Low	Annual	Perception	Reduced service delivery
Reduction in residential burglary		n/a	884	850	850	850		Low	Quarterly	Perception	Customer hardship
Total Violence with Injury		n/a	1373	1373	1373	1373			Quarterly	Quality	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Expenditure	790	567	799	(54)	661	669	677	684	
Employees	360	270	377	(25)	342	345	350	353	
Premises	2	0	2	(1)	0	0	0	0	
Transport	6	1	7	(3)	1	2	2	2	
Supplies & Services	62	50	21	1	10	11	11	11	
3rd party payments	251	139	252	(26)	168	171	174	178	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	109	107	140	0	140	140	140	140	
Depreciation	0	0	0	0	0	0	0	0	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Income	200	162	155	(32)	76	76	76	76	
Government grants	154	102	108	(27)	76	76	76	76	
Reimbursements	46	60	47	(5)	0	0	0	0	
Customer & client receipts	0	0	0	0	0	0	0	0	
Recharges									
Reserves									
Capital Funded									
Council Funded Net Budget	590	405	644	(86)	585	593	601	608	
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
CCTV		86	514	0	0	0	0	0	
	0	86	514	0	0	0	0	0	



Summary of major budget etc. changes	
2017/18	E&R43 = (£70k)
2018/19	
2019/20	
2020/21	



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

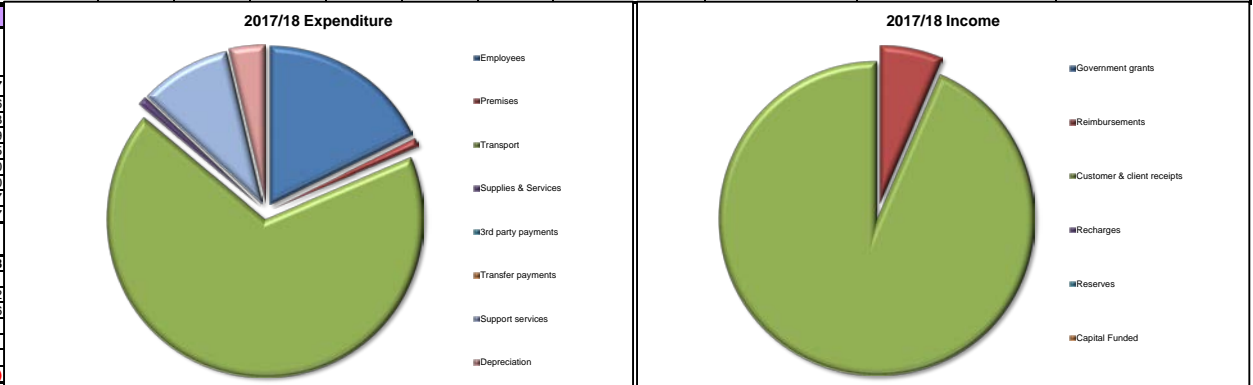
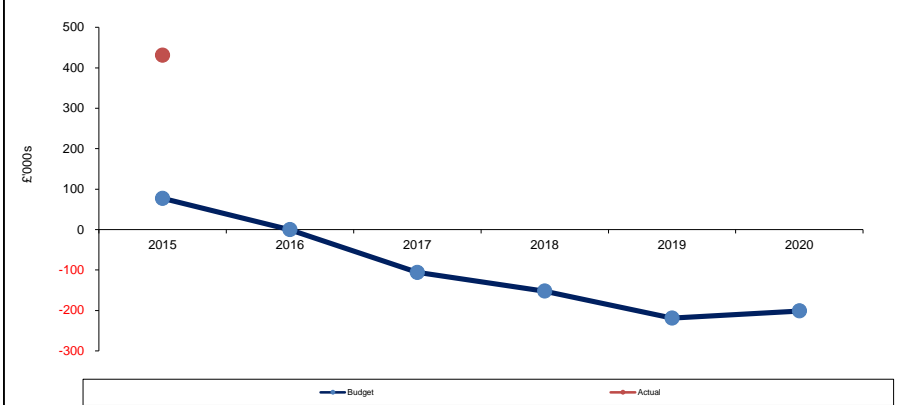
Safer Merton

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Merton says NO MORE			Improved customer experience		
Start date	01/04/2017	Roll out of wider NO MORE campaign	Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second London borough to launch the campaign to condemn Domestic Violence and Sexual Violence the Community Safety Partnership wish to roll the programme out across other strands of key business. This will ensure that Merton's residents and businesses are fully aware of the Community Safety Partnerships commitment to tackling a range of issues affecting our residents			Improved victim awareness, increased profile for Merton as a pro-active borough in addressing crime and ASB and associated reputational benefits across London		
End date	31/03/2018							
				2	2	4		
Project 2		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 3		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 4		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 5		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 6		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 7		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 8		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 9		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 10		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								

Transport	Planning Assumptions						The Corporate strategies your service contributes to				
Clr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Enter a brief description of your main activities and objectives below To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers. To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Councils fleet of vehicles.	CSF Passenger Journeys - In-House	70000	70000	70000	70000	70000	70000	Children and Young People's Plan			
	C&H Passenger Journeys - In-House	70000	70000	70000	70000	70000	70000	Special Educational Needs and Disabilities Strategy			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	No.Transport Fleet vehicles	192	192	40	40	40	40				
	Staff	62.75	60.13	68.00	68.00	68.00	68.00				
	Performance indicator	Actual Performance (A) Performance Target (P) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
	% Client user satisfaction	87	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
	Average % passenger vehicles in use	90	85	85	85	85	85	High	Quarterly	Unit cost	Increased costs
	% in-house journey that meet timescales	84	85	85	85	85	85	High	Annual	Outcome	Increased costs
	Sickness - average days per FTE	13.9	11.5	11	10.5	9.5	8	High	Monthly	Unit cost	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	9,700	10,171	9,710	301	9,137	9,126	9,069	9,087
Employees	1,960	2,089	2,000	113	1,616	1,605	1,548	1,566
Premises	82	86	85	(3)	83	83	83	83
Transport	6,232	6,539	6,233	180	6,169	6,169	6,169	6,169
Supplies & Services	84	95	84	11	85	85	85	85
3rd party payments	0	3	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	876	893	847	0	847	847	847	847
Depreciation	466	466	461	0	337	337	337	337
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	9,623	9,740	9,710	(85)	9,243	9,278	9,288	9,288
Government grants								
Reimbursements	703	594	703	22	602	602	602	602
Customer & client receipts	8,920	9,146	9,007	(107)	8,641	8,676	8,686	8,686
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	77	431	0	216	(106)	(152)	(219)	(201)

Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Replacement Fleet Vehicles		312	500	(18)	400	400	300	300
	0	312	500	-15	400	400	300	300



Summary of major budget etc. changes 2017/18	
2018/19	ENV32 = (£30k) ENV37 = (£35k)
2019/20	ENR5 = (£76k) ENR7 = (£10k)
2020/21	

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

Transport

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 2		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 3		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 4		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 5		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 6		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 7		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 8		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 9		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 10		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								

Commissioned Service	<p>The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council.</p> <p>These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.</p> <p>The key objectives of the service are:</p> <p>To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.</p> <p>To provide value for money services that meet the needs of the community</p> <p>To provide a safe and supportive environment for our community and all employees engaged in delivering services.</p> <p>To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible</p>
Waste Management and Cleansing	
Cllr Ross Garrod Cabinet Member for Street Cleanliness & Parking Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing	
Veolia UK Ltd	
Viridor Waste Management Kingdom Noah's Ark (Re: stray dogs/Enforcement)	

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Housing Properties	81,400	81,800	82,100	82400	85000	85000				
Kilometers of Roads	375	375	375	375	375	375				
Population	211,569	214,229	216,806	218000	220000	220000	Waste Management Strategy			
Total household waste tonnage	71,000	71,000	71,000	71,000	71000	71000				
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Clienting and Commissioning Team	6.69	6.69	6.69	6.69	6.69	6.69				
Community Engagement and Enforcement	9	9	9	9	9	9				
Client Neighbourhood team	0	0	3	3	3	3				
Veolia UK Ltd	Sufficient resources to provide service									
Viridor	Sufficient resources to provide service									
Noah's Ark	Sufficient resources to provide service									
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% Residents satisfied with street cleanliness	56	57	57	57	58	60	High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	9.5	9	8.5	8	6	3	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	15	14.5	13	10	9	8	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	5.5	5.5	5.0	5.0	5.0	5.0	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	13.50	12.00	12	11	10	9	Low	Quarterly	Perception	Reputational risk
Number of fly tips reported	3700	3600	3600	3600	3500	3400	Low	Monthly	Outcome	Reputational risk
% of fly tps removed within 24 hours	-	-	90%	90%	95%	95%				
% Sites surveyed below standard for flyposting	1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	65%	68%	68%	68%	69%	70%	High	Monthly	Output	Loss of income
% Household waste recycled	38	38	42	46	48	50	High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	72	74	72	73	74	75	High	Annual	Perception	Reputational risk
Residual waste kg per household pa	580	580					Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	60	59	59	65%	10%	5%	Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	55	50	50	50	40	30	Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	910	910	910	910	910	910	Low	Monthly	Outcome	Reputational risk
% Residents satisfied with recycling facilities	73	74	70	72	74	75	High	Annual	Perception	Reputational risk

Financial Information - Waste Management and Cleansing					Additional Expenditure Information				
Revenue	Budget	Budget	Budget	Budget					
	2017/18	2018/19	2019/20	2020/21					
Expenditure	0	0	0	0					
Revenue	Budget	Budget	Budget	Budget					
	2017/18	2017/18	2017/18	2017/18					
Income	0	0	0	0					
Capital Expenditure	Budget	Budget	Budget	Budget					
SLWP	1,401	5,344	0	0					
Other	46	46	40	40					
	1,447	5,390	40	40					

DETAILS OF MAJOR PROJECTS
Waste Management and Cleansing

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:		Improved effectiveness			0
Start date		Project Details:					
End date							
Project 2		Project Title:					0
Start date		Project Details:					
End date							
Project 3		Project Title:					0
Start date		Project Details:					
End date							
Project 4		Project Title:					0
Start date		Project Details:					
End date							
Project 5		Project Title:					0
Start date		Project Details:					
End date							
Project 6		Project Title:					0
Start date		Project Details:					
End date							
Project 7		Project Title:					0
Start date		Project Details:					
End date							
Project 8		Project Title:					0
Start date		Project Details:					
End date							
Project 9		Project Title:					0
Start date		Project Details:					
End date							
Project 10		Project Title:					0
Start date		Project Details:					
End date							

Draft Departmental Budget Summaries 2017-18

NB: The financial information in the budget summaries includes the latest available details but will change as further information becomes available. (e.g. allocation of overheads). Updates will be provided for Cabinet in February 2017 and Council in March 2017.

SUMMARY

FULL TIME EQUIVALENTS

Total FTE Staff

2016/17	2017/18
2,128.5	1,725.5

SERVICE AREA ANALYSIS

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Corporate Services	11,359	458	(2,216)	9,601
Education Services]				
Children's Services] CSF	50,183	1,084	656	51,923
Environment and Regeneration]				
Adult Social Care]				
Cultural Services] C&H	56,219	949	7,993	65,161
Housing General Fund]				
Single Status	100	0	0	100
National insurances changes/autoenrolment	0		857	857
Pay Award	883	0	(884)	0
TOTAL NET SERVICE EXPENDITURE	139,973	3,206	8,741	151,921
<i>Corporate Provisions/Appropriations</i>	7,623	0	(17,627)	(10,004)
NET EXPENDITURE	147,596	3,206	(8,885)	141,917
Funded by:				
Revenue Support Grant	(23,156)	0	7,636	(15,520)
Business Rates	(35,052)	0	205	(34,847)
New Homes Bonus	(4,192)	0	(571)	(4,763)
Council Tax	(78,620)	0	(1,230)	(79,850)
WPCC Levy	(300)	0	0	(300)
Collection Fund	(1,479)	0	1,255	(224)
PFI Grant	(4,797)	0	0	(4,797)
	(147,597)	0	7,296	(140,301)
NET	0	3,206	(1,590)	1,616
NB				
Public Health	416	0	(400)	16
Appropriations to/from reserves	(416)		400	(16)
Net Public Health	0	0	0	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	(361)	0.0
Further provision for revaluation/RCCO	(1,109)	0.0
Pension Fund and Auto-enrolment	197	0.0
Contingency and centrally held provisions	(89)	0.0
Change in Grants	2	0.0
Appropriation to/from Reserves	(9,484)	0.0
Depreciation and impairment	(4,681)	0.0
Service Mitigation Fund - Appropriation to Reserve	(1,300)	0.0
Overheads - Charge to non-general fund	(150)	0.0
Transport - Additional provision	(53)	0.0
Merton Adult Education	(600)	0.0
Apprenticeship Levy	450	0.0
Balance Sheet Management CT & HB	(450)	0.0
TOTAL	(17,628)	0

SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS

Total FTE Staff

2016/17	2017/18
2,128.5	1,725.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	91,526	1,016	(10,125)	82,418
Premises	8,375	99	(251)	8,223
Transport	14,570	122	(23)	14,669
Supplies and Services	164,376	882	(1,363)	163,894
Third Party Payments	81,401	1,080	15,512	97,993
Transfer Payments	104,112	6	288	104,407
Support Services	30,377	0	(178)	30,199
Depreciation and Impairment Losses	17,637	0	4,680	22,318
GROSS EXPENDITURE	512,375	3,206	8,539	524,120
Income				
Government Grants	(256,548)	0	2,979	(253,569)
Other Reimbursements and Contributions	(19,210)	0	(2,030)	(21,239)
Customer and Client Receipts	(65,432)	0	(791)	(66,223)
Interest	(46)	0	0	(46)
Recharges	(30,927)	0	0	(30,926)
Reserves	(238)	0	43	(195)
GROSS INCOME	(372,401)	0	202	(372,199)
NET EXPENDITURE	139,974	3,206	8,741	151,921
Corporate Provisions	7,622	0	(17,627)	(10,004)
NET EXPENDITURE	147,596	3,206	(8,885)	141,917
Funded by:				
Revenue Support Grant	(23,156)	0	7,636	(15,520)
Business Rates	(35,052)	0	205	(34,847)
New Homes Bonus	(4,192)	0	(571)	(4,763)
Council Tax	(78,620)	0	(1,230)	(79,850)
WPCC Levy	(300)	0	0	(300)
Collection Fund	(1,479)	0	1,255	(224)
PFI Grant	(4,797)	0	0	(4,797)
	(147,596)	0	7,296	(140,301)
NET	0	3,206	(1,590)	1,616

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	(361)	0.0
Further provision for revaluation/RCCO	(1,109)	0.0
Pension Fund and Auto-enrolment	197	0.0
Contingency and centrally held provisions	(89)	0.0
Change in Grants	2	0.0
Appropriation to/from Reserves	(9,484)	0.0
Depreciation and impairment	(4,681)	0.0
Service Mitigation Fund - Appropriation to Reserve	(1,300)	0.0
Overheads - Charge to non-general fund	(150)	0.0
Transport - Additional provision	(53)	0.0
Contingency	(600)	0.0
Apprenticeship Levy	450	0.0
Balance Sheet Management CT & HB	(450)	0.0
TOTAL	(17,628)	0

CORPORATE ITEMS ANALYSIS

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	13,643	0	(493)	13,150
Further provision for revaluisation/RCCO	1,134	0	(1,109)	25
Pension Fund	3,932	0	197	4,129
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	300	0	0	300
Adjustment re Income re P3/P4	400	0	0	400
Overheads - Charge to non-general fund	150	0	(150)	0
Provision for excess inflation	540	0	(89)	451
Bad Debt Provision	500	0	0	500
Redundancy/Pension Strain	1,000	0	0	1,000
Transport - Additional provision	130	0	(53)	77
Contingency	1,500	0	0	1,500
Apprenticeship Levy	0	0	450	450
Merton Adult Education	600	0	(600)	0
Loss of HB Admin. Grant	200	0	0	200
Change in Corporate Specific and Special Grants	204	0	2	206
Service Mitigation Fund - Appropriation to Reserve	1,300	0	(1,300)	0
Levies:-				
Lee Valley	204		0	204
London Pensions Fund	262		0	262
Environment Agency	162		0	162
WPCC	300		0	300
GROSS EXPENDITURE	26,760	0	(3,145)	23,615
Income				
Investment Income	(739)		132	(607)
Depreciation & Impairment	(17,638)		(4,681)	(22,318)
Appropriations to/from reserves (excluding Public Health)	393		(9,484)	(9,091)
Balance Sheet Management CT & HB	0		(450)	(450)
CHAS - IP/Dividend	(1,152)		0	(1,152)
GROSS INCOME	(19,136)	0	(14,483)	(33,618)
NET EXPENDITURE	7,625	0	(17,628)	(10,003)



2017/2018 ESTIMATES

**CORPORATE SERVICES
DEPARTMENT**

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff
 Number of Fixed term contracts
 Number of FTE Richmond TUPE staff
 Total FTE

2016/17	2017/18
474.9	471.1
57.0	25.0
6.0	6.0
537.9	502.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	23,768	188	(245)	23,711
Premises	2,823	44	24	2,890
Transport	137	2	9	148
Supplies and Services	10,565	195	687	11,448
Third Party Payments	1,873	29	(54)	1,848
Transfer Payments	93,710	0	(322)	93,388
Support Services	8,789	0	0	8,789
Depreciation and Impairment Losses	2,322	0	(182)	2,140
GROSS EXPENDITURE	143,986	458	(82)	144,362
Income				
Government Grants	(94,878)	0	0	(94,878)
Other Reimbursements and Contributions	(1,044)	0	(59)	(1,103)
Customer and Client Receipts	(11,181)	0	(2,075)	(13,256)
Interest	0	0	0	0
Recharges	(25,524)	0	0	(25,524)
Reserves	0	0	0	0
GROSS INCOME	(132,628)	0	(2,133)	(134,761)
NET EXPENDITURE	11,359	458	(2,216)	9,601

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff
 Number of Fixed term contracts
 Number of FTE Richmond TUPE staff
 Total FTE

2016/17	2017/18
474.9	471.1
57.0	25.0
6.0	6.0
537.9	502.1

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2017/18 Estimate £000
	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	2,483	76	(242)	2,317
Infrastructure & Transactions	317	127	45	489
Business Improvement	(0)	29	(478)	(449)
Corporate Governance	1,252	78	(234)	1,096
Resources	2,331	96	(643)	1,785
HR	1	31	(342)	(311)
Corporate Items	4,976	21	(322)	4,675
TOTAL EXPENDITURE	11,359	458	(2,216)	9,601
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	11,359	458	(2,216)	9,601

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room, Transactional services and Commercial Services which was transferred in from the Resources division.

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2016/17	2017/18
88.7	90.7
0.0	0.0
88.7	90.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	3,738	41	291	4,070
Premises	2,673	41	(9)	2,706
Transport	29	0	1	30
Supplies and Services	2,547	40	68	2,655
Third Party Payments	317	4	(9)	312
Transfer Payments	9	0	0	9
Support Services	875	0	0	875
Depreciation and Impairment Losses	2,322	0	(182)	2,140
			0	
GROSS EXPENDITURE	12,510	127	160	12,797
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(2,469)	0	(115)	(2,584)
Interest	0	0	0	0
Recharges	(9,724)	0	0	(9,724)
Reserves	0	0	0	0
GROSS INCOME	(12,193)	0	(115)	(12,308)
NET EXPENDITURE	317	127	45	489

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(129)	(3.0)
Transfer between departments	300	5.0
Technical adjustments	56	
Depreciation adjustments	(182)	
Overheads adjustments		
Use of reserves		
TOTAL	45	2.0

CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2016/17	2017/18
134.0	133.0
9.0	9.0
143.0	142.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	5,173	51	(128)	5,096
Premises	29	0	0	29
Transport	70	1	9	80
Supplies and Services	1,089	17	(58)	1,048
Third Party Payments	425	6	0	431
Transfer Payments	0	0	0	0
Support Services	2,410	0	0	2,410
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,196	76	(177)	9,095
Income				
Government Grants	(1,232)	0	0	(1,232)
Other Reimbursements and Contributions	(970)	0	0	(970)
Customer and Client Receipts	(2,228)	0	(65)	(2,293)
Interest	0	0	0	0
Recharges	(2,283)	0	0	(2,283)
Reserves	0	0	0	0
GROSS INCOME	(6,713)	0	(65)	(6,778)
NET EXPENDITURE	2,483	76	(242)	2,317

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(217)	(1.0)
Transfer between departments		
Technical adjustments	70	
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	(95)	
TOTAL	(242)	(1.0)

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership including Wandsworth who joined the service in October 2016, Shared Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of Richmond TUPE staff
Total FTE

2016/17	2017/18
121.0	136.2
2.0	1.0
6.0	6.0
129.0	143.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	5,781	14	1,601	7,396
Premises	6	0	0	6
Transport	33	0	2	35
Supplies and Services	1,494	57	107	1,658
Third Party Payments	493	7	(40)	461
Transfer Payments	0	0	0	0
Support Services	492	0	0	492
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,299	78	1,670	10,048
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions		0	0	0
Customer and Client Receipts	(5,075)	0	(1,904)	(6,979)
Interest	0	0	0	0
Recharges	(1,973)	0	0	(1,973)
Reserves	0	0	0	0
GROSS INCOME	(7,048)	0	(1,904)	(8,952)
NET EXPENDITURE	1,252	78	(234)	1,096

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings		
New savings	(253)	(1.6)
Transfer between departments		
Technical adjustments	19	15.8
Depreciation adjustments		
Overhead adjustments		
Use of Reserves		
TOTAL	(234)	14.2

BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Re-engineering and Continuous Improvement

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2016/17	2017/18
29.0	25.5
20.0	11.0
49.0	36.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	2,363	14	(1,145)	1,231
Premises	0	0	0	0
Transport	3	0	0	3
Supplies and Services	1,011	15	667	1,693
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	335	0	0	335
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,712	29	(478)	3,263
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(114)	0	0	(114)
Interest	0	0	0	0
Recharges	(3,599)	0	0	(3,599)
Reserves	0	0	0	0
GROSS INCOME	(3,713)	0	0	(3,713)
NET EXPENDITURE	(0)	29	(478)	(449)

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(147)	(3.5)
Transfer between departments		
Technical adjustments	16	
Depreciation adjustments		
Overheads adjustments		
Use of reserves	(347)	(9.0)
TOTAL	(478)	(12.5)

RESOURCES

The Resources Division consists of Policy & Strategy, Business Planning, Accountancy and Business Partners . Commercial Services was transferred to the Infrastructure and Transactions division. The Pensions service is managed by LB Wandsworth.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2016/17	2017/18
58.6	50.6
3.0	3.0
61.6	53.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	3,645	34	(466)	3,213
Premises	100	1	2	103
Transport	2	0	(0)	2
Supplies and Services	3,906	59	(112)	3,852
Third Party Payments	171	3	(66)	108
Transfer Payments	0	0	0	0
Support Services	537	0	0	537
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,361	96	(643)	7,815
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(54)	0	0	(54)
Customer and Client Receipts	(726)	0	0	(726)
Interest	0	0	0	0
Recharges	(5,250)	0	0	(5,250)
Reserves	0	0	0	0
GROSS INCOME	(6,030)	0	0	(6,030)
NET EXPENDITURE	2,331	96	(643)	1,785

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(331)	(3.0)
Transfer between departments	(300)	(5.0)
Technical adjustments	40	
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	(52)	
TOTAL	(643)	(8.0)

HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service previously shared with the LB of Sutton was brought back in house in May 2016.

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2016/17	2017/18
43.5	35.0
23.0	1.0
0.0	0.0
66.5	36.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	2,372	23	(399)	1,996
Premises	15	1	31	47
Transport	(0)	0	(2)	(3)
Supplies and Services	207	3	15	226
Third Party Payments	224	4	61	290
Transfer Payments	0	0	0	0
Support Services	467			467
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	3,285	31	(293)	3,023
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(20)	0	(59)	(79)
Customer and Client Receipts	(569)	0	9	(560)
Interest	0	0	0	0
Recharges	(2,695)	0	0	(2,695)
Reserves	0	0	0	0
GROSS INCOME	(3,284)	0	(49)	(3,333)
NET EXPENDITURE	1	31	(342)	(311)

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(152)	(1.00)
Transfer between departments		
Technical adjustments	20	(7.5)
Depreciation adjustments		
Overheads adjustments		
Use of reserves	(210)	(22.0)
TOTAL	(342)	(30.5)

CORPORATE ITEMS

Corporate Items is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments. The temporary accomodation budget was transferred to Community and Housing.

FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2016/17	2017/18
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees*	696	12	0	708
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	310	5	0	315
Third Party Payments	243	4	0	246
Transfer Payments	93,700	0	(322)	93,379
Support Services	3,673	0	0	3,673
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	98,623	21	(322)	98,322
Income				
Government Grants	(93,647)	0	0	(93,647)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	(0)	0	0	(0)
Reserves	0	0	0	0
GROSS INCOME	(93,647)	0	0	(93,647)
NET EXPENDITURE	4,976	21	(322)	4,675

Other Variations are analysed as follows:

Major Items	£000	fte
Savings		
Transfer between departments	(322)	
Technical adjustments		
Overheads adjustments		
TOTAL	(322)	0.0

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



2017/2018 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

FULL TIME EQUIVALENTS

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

	2016/17	2017/18
Number of Permanent Staff	430.6	433.2
Number of DSG Staff	75.4	78.2
Number of Fixed term contracts	22.4	12.2
Total FTE	528.4	523.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000	2017/18 DSG Estimate £000	2017/18 LA Estimate £000
Expenditure						
Employees	26,573	240	134	26,947	4,553	22,394
Premises	1,547	3	(366)	1,184	74	1,110
Transport	4,302	62	(17)	4,347	68	4,279
Supplies and Services	145,293	545	(770)	145,068	129,428	15,640
Third Party Payments	28,413	228	713	29,354	12,314	17,040
Transfer Payments	388	6	0	394	0	394
Support Services	4,836	0	1	4,837	280	4,557
Depreciation and Impairment Losses	5,311	0	611	5,922	0	5,922
GROSS EXPENDITURE	216,663	1,084	306	218,053	146,717	71,336
Income						
Government Grants	(157,209)	0	(7)	(157,216)	(144,793)	(12,423)
Other Reimbursements and Contributions	(6,139)	0	623	(5,516)	(1,464)	(4,052)
Customer and Client Receipts	(2,848)	0	(309)	(3,157)	(265)	(2,892)
Interest	(46)	0	0	(46)	0	(46)
Recharges	0	0	0	0	0	0
Reserves	(238)	0	43	(195)	(195)	0
GROSS INCOME	(166,480)	0	350	(166,130)	(146,717)	(19,413)
NET EXPENDITURE	50,183	1,084	656	51,923	0	51,923

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(1,110)	(13.0)
Overhead adjustments	0	
Depreciation adjustments	612	
Technical adjustments	530	
Growth	1,000	
Use of Reserves adjustment	(376)	
TOTAL	656	(13.0)

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

SERVICE AREA ANALYSIS	2016/17		Other	2017/18	2017/18	2017/18
	Estimate £000	Inflation £000	Variations £000	Estimate £000	DSG Estimate £000	LA Estimate £000
Senior Management	1,524	6	(331)	1,199	0	1,199
Childrens Social Care	22,638	206	1,530	24,374	3,617	20,757
Education	39,520	195	(1,033)	38,682	23,695	14,987
Schools	(22,494)	0	937	(21,557)	(27,312)	5,755
Other Childrens, Schools and Families	8,995	677	(447)	9,225	0	9,225
TOTAL NET EXPENDITURE	50,183	1,084	656	51,923	0	51,923

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

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

FULL TIME EQUIVALENTS

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

2016/17	2017/18
4.0	3.0
0.0	0.0
0.0	0.0
4.0	3.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000	2017/18 DSG Estimate £000	2017/18 LA Estimate £000
Expenditure						
Employees	613	5	(116)	502	0	502
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	855	1	(191)	665	0	665
Third Party Payments	8	0	(1)	7	0	7
Transfer Payments	0	0	0	0	0	0
Support Services	47	0	(23)	24	0	24
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,524	6	(331)	1,199	0	1,199
Income						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	0	0	0	0	0	0
NET EXPENDITURE	1,524	6	(331)	1,199	0	1,199

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Savings	(117)	(1.0)
Technical adjustments	(214)	
TOTAL	(331)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

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

FULL TIME EQUIVALENTS

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

2016/17	2017/18
188.5	196.0
2.0	2.0
18.2	12.2
208.7	210.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000	2017/18 DSG Estimate £000	2017/18 LA Estimate £000
Expenditure						
Employees	9,878	91	404	10,373	110	10,263
Premises	44	0	15	59	0	59
Transport	164	2	18	184	1	183
Supplies and Services	3,509	46	23	3,578	4	3,574
Third Party Payments	7,751	61	969	8,781	3,495	5,286
Transfer Payments	369	6	(1)	374	0	374
Support Services	2,086	0	(1)	2,085	7	2,078
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	23,801	206	1,427	25,434	3,617	21,817
Income						
Government Grants	(806)	0	(20)	(826)	0	(826)
Other Reimbursements and Contributions	(236)	0	122	(114)	0	(114)
Customer and Client Receipts	(121)	0	1	(120)	0	(120)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(1,163)	0	103	(1,060)	0	(1,060)
NET EXPENDITURE	22,638	206	1,530	24,374	3,617	20,757

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(91)	(1.0)
Growth	1,000	
Overhead adjustments	0	
Depreciation adjustments	0	
Use of Reserves adjustment	(132)	
Technical adjustments	753	
TOTAL	1,530	(1.0)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

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

FULL TIME EQUIVALENTS

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

2016/17	2017/18
219.5	215.6
73.4	76.2
4.2	0.0
297.1	291.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000	2017/18 DSG Estimate £000	2017/18 LA Estimate £000
Expenditure						
Employees	12,465	104	(147)	12,422	3,769	8,653
Premises	1,450	3	(381)	1,072	26	1,046
Transport	4,132	60	(34)	4,158	66	4,092
Supplies and Services	14,402	14	(632)	13,784	11,506	2,278
Third Party Payments	9,835	14	(11)	9,838	8,820	1,018
Transfer Payments	19	0	0	19	0	19
Support Services	2,498	0	23	2,521	273	2,248
Depreciation and Impairment Losses	176	0	(9)	167	0	167
GROSS EXPENDITURE	44,977	195	(1,191)	43,981	24,460	19,521
Income						
Government Grants	(150)	0	(82)	(232)	0	(232)
Other Reimbursements and Contributions	(2,397)	0	500	(1,897)	(305)	(1,592)
Customer and Client Receipts	(2,673)	0	(302)	(2,975)	(265)	(2,710)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(237)	0	42	(195)	(195)	0
GROSS INCOME	(5,457)	0	158	(5,299)	(765)	(4,534)
NET EXPENDITURE	39,520	195	(1,033)	38,682	23,695	14,987

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(747)	(10.6)
Overhead adjustments	0	
Transfer between departments	0	
Use of Reserves adjustment	(50)	
Depreciation adjustments	(9)	
Technical adjustments	(227)	
TOTAL	(1,033)	(10.6)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

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

FULL TIME EQUIVALENTS

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

2016/17	2017/18
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000	2017/18 DSG Estimate £000	2017/18 LA Estimate £000
Expenditure						
Employees	674	0	0	674	674	0
Premises	48	0	0	48	48	0
Transport	0	0	0	0	0	0
Supplies and Services	126,138	0	310	126,448	117,918	8,530
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,135	0	620	5,755	0	5,755
GROSS EXPENDITURE	131,995	0	930	132,925	118,640	14,285
Income						
Government Grants	(153,330)	0	7	(153,323)	(144,793)	(8,530)
Other Reimbursements and Contributions	(1,159)	0	0	(1,159)	(1,159)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(154,489)	0	7	(154,482)	(145,952)	(8,530)
NET EXPENDITURE	(22,494)	0	937	(21,557)	(27,312)	5,755

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	621	
Technical adjustments	316	
TOTAL	937	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

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

FULL TIME EQUIVALENTS

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

2016/17	2017/18
18.6	18.7
0.0	0.0
0.0	0.0
18.6	18.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000	2017/18 DSG Estimate £000	2017/18 LA Estimate £000
Expenditure						
Employees	2,942	40	(5)	2,977	0	2,977
Premises	7	0	(2)	5	0	5
Transport	4	0	0	4	0	4
Supplies and Services	388	484	(277)	595	0	595
Third Party Payments	10,819	153	(245)	10,727	0	10,727
Transfer Payments	0	0	0	0	0	0
Support Services	206	0	0	206	0	206
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	14,366	677	(529)	14,514	0	14,514
Income						
Government Grants	(2,923)	0	88	(2,835)	0	(2,835)
Other Reimbursements and Contributions	(2,347)	0	0	(2,347)	0	(2,347)
Customer and Client Receipts	(55)	0	(6)	(61)	0	(61)
Interest	(46)	0	0	(46)	0	(46)
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(5,371)	0	82	(5,289)	0	(5,289)
NET EXPENDITURE	8,995	677	(447)	9,225	0	9,225

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(155)	(0.4)
Overhead adjustments	0	
Use of Reserves adjustment	(194)	
Technical adjustments	(98)	
TOTAL	(447)	0.0



2017/2018 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2016/17	2017/18
620	308
9	5
628	313

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2017/2018 Estimate £000
	2016/2017 Original Estimate £000	Inflation £000	Other Variations £000	
Street Scene and Waste	16,759	424	(1,214)	15,969
Public Protection and Development	(9,346)	80	435	(8,831)
Sustainable Communities	13,817	191	3,010	17,018
Senior Management and Support	0	20	104	124
TOTAL EXPENDITURE	21,230	715	2,335	24,280

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2016/17	2017/18
620	308
9	5
628	313

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Original Estimate £000	Inflation £000	Other Variations £000	2017/2018 Estimate £000
Expenditure				
Employees	23,153	370	(8,356)	15,167
Premises	3,034	37	125	3,196
Transport	8,690	37	(27)	8,700
Supplies and Services	3,385	65	(168)	3,282
Third Party Payments	9,899	206	6,100	16,205
Transfer Payments	2	0	0	2
Support Services	9,092	0	0	9,092
Depreciation and Impairment Losses	9,539	0	4,337	13,876
GROSS EXPENDITURE	66,794	715	2,011	69,520
Income				
Government Grants	(116)	0	32	(84)
Other Reimbursements and Contributions	(3,351)	0	(498)	(3,849)
Customer and Client Receipts	(39,653)	0	790	(38,863)
Recharges	(2,443)	0	0	(2,443)
Reserves	0	0	0	0
GROSS INCOME	(45,563)	0	324	(45,239)
NET EXPENDITURE	21,230	715	2,335	24,280

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(3,676)	(310)
Growth	1,582	9
Depreciation adjustments	4,337	
Overheads adjustments	0	
Transfer between departments	2	
Technical adjustments	613	
Use of Reserves adjustments	(523)	(5)
TOTAL	2,335	(306.3)

ENVIRONMENT AND REGENERATION DEPARTMENT

Street Scene and Waste: Transport Services, Waste Management and Operations.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2016/17	2017/18
302	69
0	0
302	69

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Original Estimate £000	Inflation £000	Other Variations £000	2017/2018 Estimate £000
Expenditure				
Employees	9,371	223	(5,676)	3,918
Premises	254	1	0	255
Transport	8,092	29	14	8,135
Supplies and Services	694	9	72	775
Third Party Payments	6,543	162	4,510	11,215
Transfer Payments	2	0	0	2
Support Services	2,932	0	0	2,932
Depreciation and Impairment Losses	1,104	0	(182)	922
GROSS EXPENDITURE	28,992	424	(1,262)	28,154
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(874)	0	(173)	(1,047)
Customer and Client Receipts	(11,359)	0	221	(11,138)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(12,233)	0	48	(12,185)
NET EXPENDITURE	16,759	424	(1,214)	15,969

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(2,140)	(224.7)
Growth	825	
Depreciation adjustments	(182)	
Overheads adjustments	0	
Transfer between departments	1	
Technical adjustments	282	
Use of reserves adjustments	0	
TOTAL	(1,214)	(224.7)

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2016/17	2017/18
142	131
0	0
142	131

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Original Estimate £000	Inflation £000	Other Variations £000	2017/2018 Estimate £000
Expenditure				
Employees	5,663	55	(327)	5,391
Premises	621	6	(1)	626
Transport	170	2	(41)	131
Supplies and Services	569	8	(29)	548
Third Party Payments	615	9	(88)	536
Transfer Payments	0	0	0	0
Support Services	1,779	0	0	1,779
Depreciation and Impairment Losses	132	0	(20)	112
GROSS EXPENDITURE	9,549	80	(506)	9,123
Income				
Government Grants	(108)	0	32	(76)
Other Reimbursements and Contributions	(1,168)	0	(67)	(1,235)
Customer and Client Receipts	(17,618)	0	976	(16,642)
Recharges	0	0		0
Reserves	0	0		0
GROSS INCOME	(18,894)	0	941	(17,953)
NET EXPENDITURE	(9,346)	80	435	(8,831)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	171	(9.0)
Depreciation adjustments	(20)	
Overheads adjustments	0	
Technical adjustments	284	
Use of Reserves adjustments		
TOTAL	435	(9.0)

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2016/17	2017/18
166	97
9	5
175	101

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Original Estimate £000	Inflation £000	Other Variations £000	2017/2018 Estimate £000
Expenditure				
Employees	7,366	75	(2,467)	4,974
Premises	2,158	30	126	2,314
Transport	420	6	(1)	425
Supplies and Services	1,918	45	(194)	1,769
Third Party Payments	2,741	35	1,672	4,448
Transfer Payments	0	0	0	0
Support Services	4,250	0	0	4,250
Depreciation and Impairment Losses	8,304	0	4,539	12,843
GROSS EXPENDITURE	27,157	191	3,675	31,023
Income				
Government Grants	(8)	0	0	(8)
Other Reimbursements and Contributions	(1,309)	0	(258)	(1,567)
Customer and Client Receipts	(10,675)	0	(407)	(11,082)
Recharges	(1,347)	0	0	(1,347)
Reserves	(0)	0	0	(0)
GROSS INCOME	(13,340)	0	(665)	(14,005)
NET EXPENDITURE	13,817	191	3,010	17,018

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,805)	(78.5)
Growth	757	8.5
Depreciation adjustments	4,539	
Overheads adjustments	0	
Transfer between departments	1	
Technical adjustments	41	
Use of Reserves adjustments	(523)	-5.0
TOTAL	3,010	(75.0)

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2016/17	2017/18
9	11
0	0
9	11

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Original Estimate £000	Inflation £000	Other Variations £000	2017/2018 Estimate £000
Expenditure				
Employees	753	17	114	884
Premises	1	0	0	1
Transport	8	0	1	9
Supplies and Services	203	3	(17)	189
Third Party Payments	0	0	6	6
Transfer Payments	0	0	0	0
Support Services	131	0	0	131
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,096	20	104	1,220
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,096)	0	0	(1,096)
Reserves	0	0	0	0
GROSS INCOME	(1,096)	0	0	(1,096)
NET EXPENDITURE	0	20	104	124

Other variations are analysed as follows:

Major Items	£000	fte
Savings	98	2.4
Overheads adjustments	0	
Technical adjustments	6	
Use of Reserves adjustments	0	
TOTAL	104	2.4



2017/2018 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

SUMMARY: COMMUNITY AND HOUSING

	2016/17	2017/18
Number of FTE Staff	409.87	366.23
Number of FTE PCT TUPE staff	22.18	6.75
Number of Fixed Term contract	2.00	14.13
Total FTE	434.05	387.11

SERVICE AREA ANALYSIS

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Adult Social Care	51,017	792	8,177	59,986
Libraries and Heritage	2,864	42	(222)	2,684
Merton Adult Education	(68)	30	(86)	(124)
Housing General Fund	2,010	63	147	2,220
Senior Management	396	22	(23)	395
NET EXPENDITURE	56,219	949	7,993	65,161

COMMUNITY AND HOUSING DEPARTMENT Total

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

FULL TIME EQUIVALENTS

	2016/17	2017/18
Number of FTE Staff	409.87	366.23
Number of FTE PCT TUPE staff	22.18	6.75
Number of Fixed Term contract	2.00	14.13
Total FTE	434.05	387.11

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	17,051	218	(1,631)	15,638
Premises	971	16	(34)	952
Transport	1,441	22	12	1,474
Supplies and Services	5,133	76	(1,112)	4,097
Third Party Payments	41,216	618	8,753	50,586
Transfer Payments	10,012	0	610	10,622
Support Services	7,660	0	(179)	7,481
Depreciation and Impairment Losses	465	0	(86)	379
GROSS EXPENDITURE	83,949	949	6,331	91,230
Income				
Government Grants	(4,345)	0	2,954	(1,391)
Other Reimbursements and Contributions	(8,675)	0	(2,096)	(10,771)
Customer and Client Receipts	(11,750)	0	803	(10,947)
Interest	0	0	0	0
Recharges	(2,960)	0	0	(2,960)
Reserves	0	0	0	0
GROSS INCOME	(27,730)	0	1,661	(26,069)
NET EXPENDITURE	56,219	949	7,993	65,161

65,265

MAE (104)

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Savings	(1,628)	(12.73)
Savings-Other	(2,175)	0
Growth	9,345	0
Overheads adjustments	(179)	0
Depreciation adjustments	(86)	0
Rebasing of Income	0	0
Technical adjustments	661	0
Transfers between departments	571	0
Grants	954	0
Other	796	0
Use of Reserves Adjustment	0	0.00
TOTAL	8,259	(12.73)

COMMUNITY AND HOUSING DEPARTMENT Adult Education

Cabinet have approved decision to move the Adult Education model to a Commissioning model. This has become effective as of September 2016. Service Providers are South Thames College and Groundwork London

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

Total FTE

2016/17	2017/18
28.26	4.66
0.00	0.00
28.26	4.66

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	1,412	23	(1,130)	305
Premises	166	2	(113)	55
Transport	3	0	(3)	0
Supplies and Services	352	5	(189)	168
Third Party Payments	0	0	891	891
Transfer Payments	0	0	(162)	(162)
Support Services	179	0	(179)	0
Depreciation and Impairment Losses	86	0	(86)	0
GROSS EXPENDITURE	2,198	30	(971)	1,257
Income				
Government Grants	(1,463)	0	89	(1,374)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(803)	0	796	(7)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,266)	0	885	(1,381)
NET EXPENDITURE	(68)	30	(86)	(124)

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries	(1,130)	
Growth	0	
Overheads adjustments	(179)	
Depreciation adjustments	(86)	
Rebasing of Income	0	
Technical adjustments	586	
Transfers between departments	0	
Grants	89	
Other Income	796	
Use of Reserves Adjustment	0	
TOTAL	76	0.00

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

FULL TIME EQUIVALENTS

Number of FTE Staff

2016/17	2017/18
42.71	30.28
1.00	3.34
43.71	33.62

Number of Fixed Term Contract

Total FTE

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	1,348	28	(300)	1,076
Premises	403	8	96	507
Transport	4	0	(0)	4
Supplies and Services	449	5	(55)	399
Third Party Payments	27	1	(10)	18
Transfer Payments	0	0	0	0
Support Services	688	0	0	688
Depreciation and Impairment Losses	303	0	(2)	301
GROSS EXPENDITURE	3,222	42	(271)	2,993
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(42)	0	42	0
Customer and Client Receipts	(316)	0	7	(309)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(358)	0	49	(309)
NET EXPENDITURE	2,864	42	(222)	2,684

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Savings	(213)	(8.78)
Savings- Other	(40)	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	6	
Transfers between departments	25	
Grants	0	
Other	0	
Use of Reserves Adjustment	0	
TOTAL	(222)	(8.78)

COMMUNITY AND HOUSING DEPARTMENT
Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

Total FTE

2016/17	2017/18
26.82	23.33
0.00	1.00
26.82	24.33

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	1,119	36	(150)	1,005
Premises	39	1	(1)	39
Transport	28	1	0	29
Supplies and Services	219	4	(37)	186
Third Party Payments	2,262	22	12	2,296
Transfer Payments	249	0	322	571
Support Services	292	0	0	292
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	4,208	63	147	4,418
Income				
Government Grants	(2,000)	0	2,000	0
Other Reimbursements and Contributions	(20)	0	(2,000)	(2,020)
Customer and Client Receipts	(178)	0	0	(178)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,198)	0	0	(2,198)
NET EXPENDITURE	2,010	63	147	2,220

Other Variations are analysed as follows:

Major Items	£000	fte
Savings Staff	(135)	0.00
Savings Non-apy	(37)	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	(3)	
Transfer from Corporate- Temporary Accommodation	322	
Grants	0	
Other	0	
Use of Reserves Adjustment	0	
TOTAL	147	0.00

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

FULL TIME EQUIVALENTS

	2016/17	2017/18
Number of FTE Staff	310.08	305.96
Number of FTE PCT TUPE staff	22.18	6.75
Number of Fixed Term Contract	1.00	9.79
Total FTE	333.26	322.50

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	12,948	112	(34)	13,026
Premises	363	5	(16)	352
Transport	1,406	21	14	1,441
Supplies and Services	3,976	59	(825)	3,210
Third Party Payments	38,927	595	7,859	47,381
Transfer Payments	9,763	0	450	10,213
Support Services	6,466	0	(0)	6,466
Depreciation and Impairment Losses	76	0	2	78
GROSS EXPENDITURE	73,925	792	7,449	82,166
Income				
Government Grants	(882)	0	865	(17)
Other Reimbursements and Contributions	(8,613)	0	(138)	(8,751)
Customer and Client Receipts	(10,453)	0	(0)	(10,453)
Interest	0	0	0	0
Recharges	(2,960)	0	0	(2,960)
Reserves	0	0	0	0
GROSS INCOME	(22,908)	0	727	(22,181)
NET EXPENDITURE	51,017	792	8,177	59,986

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Savings	(150)	(3.95)
Savings- other	(2,098)	
Growth	9,345	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	95	
Transfers between departments	224	
Grants	865	
Other	0	
Use of Reserves Adjustment	0	
TOTAL	8,281	(3.95)

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and Executive Assistant

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

Total FTE

2016/17	2017/18
2.00	2.00
0.00	0.00
2.00	2.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	224	19	(17)	226
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	137	3	(6)	134
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	35	0	0	35
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	396	22	(23)	395
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	396	22	(23)	395

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	(23)	
Transfers between departments	0	
Grants	0	
Other	0	
Use of Reserves Adjustment		
TOTAL	(23)	0.00

COMMUNITY AND HOUSING DEPARTMENT Public Health

Public Health services comprise • Mandatory Services : Sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness. • Universal Services : Smoking cessation, Drugs and alcohol, Obesity and Health Visiting Services.

FULL TIME EQUIVALENTS

Number of FTE Staff
Number of Fixed Term Contracts
Total FTE

2016/17	2017/18
9.93	10.56
6.00	6.00
15.93	16.56

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Original Estimate £000	Inflation £000	Other Variations £000	2017/18 Estimate £000
Expenditure				
Employees	1,090	0	27	1,117
Premises	2	0	0	2
Transport	2	0	0	2
Supplies and Services	3,750	0	(274)	3,476
Third Party Payments	6,886	0	(686)	6,200
Transfer Payments	0	0	0	0
Support Services	167	0	0	167
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	11,897	0	(933)	10,964
Income				
Government Grants	(11,181)	0	454	(10,727)
Other Reimbursements and Contributions	(300)	0	79	(221)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(11,481)	0	533	(10,948)
NET EXPENDITURE	416	0	(400)	16

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Growth	0	
Salaries	27	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	(960)	
Transfers between departments	0	
Grants	454	
Other Income	79	
Use of Reserves Adjustment	0	
TOTAL	(400)	0.00

Committee: Cabinet

Date: 12 December 2016

Wards: All

Subject: Council tax and Council spending consultation

Lead officer: Ged Curran, Chief Executive

Contact officer: Kris Witherington, Consultation and Community Engagement Manager

Recommendations:

- A. That Cabinet note the results of the Council tax and council spending consultation and the feedback that the Council has received.
 - B That Cabinet agrees to take the Council consultation and feedback into account in developing a budget strategy for 2017/18 and the medium term financial strategy. The strategies to be informed by: the financial position of the council; the consultation results; the administration's manifesto; the pressure on services and the impact of decisions on residents.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The report sets out the results from the consultation on future arrangements for setting council tax levels and the priorities for council spending.
- 1.2. The consultation took place between 9 September and 4 November 2016 and involved a survey included in the autumn edition of My Merton and available online. 2,203 responses were received although this included 230 with no information provided by respondents in addition to their postcode.
- 1.3. The results show a clear majority support the July Principles as agreed by Cabinet in July 2011 and a clear majority of respondents favoured an increase in Council Tax with 22% supporting a continued freeze.

2 DETAILS

- 2.1. A questionnaire and covering information was included in the September edition of My Merton and distributed to more than 80,000 homes in Merton. This is included in Appendix 1. The survey was available on the Council's online consultation database and promoted on the Council website and social media channels. The consultation was also highlighted at the autumn meetings of the five Community Forums.
- 2.2. In total 2,203 valid responses were received to the consultation; a response was counted as invalid if it failed to include a valid postcode. 1,435 (65%) were completed online and 768 (35%) paper copies were received. Of the online responses 230 included no information other than the postcode so should be considered a nil response.

- 2.3. An additional 13 returns were received without a valid postcode and so were excluded from the results. To date four responses have been received more than a week after the deadline and therefore have not been included.
- 2.4. A detailed analysis of these results is set out in Appendix 2 with the main findings listed in this report.
- 2.5. The first question asked to what extent respondents agreed with the set of principles agreed by the Council in July 2011. There was a clear majority in support of these principles with 24% strongly agreeing and 55% agreeing. Only 13% disagreed with the principles. There were 842 comments on the priorities and these are analysed in Appendix 2.
- 2.6. Respondents were asked to select up to three service areas that they felt should be protected most of all. There were 1782 responses to this question and three service areas emerged as the highest priority:
- Care services for older or disabled people including homecare and residential care 81%
 - Protecting vulnerable children and young people including support for children with disabilities 65%
 - Rubbish collections, street sweeping, litter and fly-tip removal 55%
 - All other services areas received less than 22% of responses
- 2.7. Respondents were asked to select up to three service areas that they felt needed protecting least of all. There were 1393 responses to this question and the five remaining service areas received the highest proportion:
- Activities for young people 49%
 - Leisure centres, playgrounds and sports facilities 39%
 - Repairs and improvements to roads and pavements 39%
 - Libraries 34%
 - Parks and open spaces 25%
- 2.8. There was also an opportunity to suggest ways the council could either reduce spending or increase income. There were 830 responses to this question and a detailed analysis can be found in Appendix 2.
- 2.9. Respondents were asked to select what they felt would be the best choice for Merton's Council tax in 2017/18 and 2018/19 from the four options available. There were 1870 valid responses to this question and the results were:
- Continue to freeze 22%
 - 1.99% increase 12%
 - 2% increase 17%
 - 3.99% increase 48%
- 2.10. In addition there were 27 paper responses where more than one option was selected and could therefore not be considered alongside the other results. Of these 14 selected all three options to increase council tax, 10 selected two of the options to increase council tax and three selected the option to freeze Council as well as one of the options to increase it.
- 2.11. Respondents were also asked if they had any comments about what should happen to council tax. There were 783 responses to this question and a detailed analysis is available in Appendix 2.

Demographic Profile

- 2.12. Respondents were asked to provide their gender, age, ethnicity and if they consider themselves to have a disability. These questions were voluntary and completed by 75%-80% of respondents. With a more complete dataset it would be possible to apply a weighting scheme to improve the statistical validity of the results but with the data available this would not be sufficiently reliable.
- 2.13. We are able to compare the demographic profile of the respondents to the population estimates for Merton. From this we can conclude that the respondents are more likely to be female (54% female to 46% male), more likely to be over 65 (30%) and more likely to be White British (79%) than the population at large. They are also less likely to report they have a disability (10%). More detail is provided in Appendix 2 including a comparison against the Merton population.
- 2.14. We are also able to analyse the responses by different groups to assess what impact the overrepresentation of some groups would have on the results. From this we can conclude that male respondents were more likely to prefer a freeze in council tax; respondents aged 25-44 were more likely to prefer a freeze; and disabled respondents were more likely to prefer a freeze and less likely to want to see a 3.99% increase. Due to the low base for the different ethnic groups it is not possible to assess the impact of different ethnicity on the responses. More detail is available in Appendix 2.
- 2.15. An analysis of the postcodes provided by respondents shows that more responses were received from SW19 postcodes than would be proportionate for the borough as a whole whilst fewer than would be expected were received from CR4 postcodes. This is also reflected in the responses from each electoral ward. Levels of response were lower in the eastern wards, particularly Pollards Hill, Lavender Fields and Longthornton. In comparison responses were much higher from Merton Park ward than anywhere else. More detail is available in Appendix 2.
- 2.16. There was some variation in responses by post code with CR4 and SM4 more likely to prefer a continuing freeze than in other areas; and SW19 and SW20 more likely to prefer a 3.99% increase than in other areas. The responses by ward also showed four wards saw the option to freeze council tax preferred by more than one third of respondents: Ravensbury, St Helier, Pollards Hill and Lavender Fields. The 3.99% increase option was selected by 60% or more of respondents in Abbey, Hillside, and Raynes Park wards. In all wards, there was a majority in favour of increasing council tax in some form. More detail is available in Appendix 2.
- 2.17. There was some evidence of small numbers of multiple responses from single individuals and evidence of structured responses with groups of individuals completing the survey in exactly the same fashion. In both cases these activities were not sufficient to have had an impact on the overall results.

Organisational responses

- 2.18. Although not specifically invited there were five responses received from organisations, one through the online survey from the RNIB, three in the

form of statements from Merton Centre for Independent Living, Merton Clinical Commissioning Group and Merton Lib Dems. These are included in Appendix 3.

- 2.19. The fifth response was from Mitcham and Morden Labour Party and included the results of their own survey of residents in that constituency. They received 2,760 responses to the survey with 1,943 (73%) agreeing there should be no increase in council tax. Of the 645 (24%) who said their should be an increase in council tax 185 said this should be 1.99%; 268 said it should be 2%; 192 said it should be 3.99%. A letter from Mitcham and Morden Labour Party detailing these results can be found in Appendix 3. In it the Leader states: "On an issue such as Council Tax – a regressive form of taxation that impacts more heavily on the less well-off – I felt that it was important that the voices of all residents were heard. I believe that the results of the Labour Party consultation will be helpful as we seek to represent all the residents of the borough, and will go some way towards balancing the Council's consultation."
- 2.20. In recommending the budget for 2017/18 and in settling the medium term financial strategy for future years the Cabinet has a duty to take into account all relevant matters and to exclude irrelevant considerations. These matters will include the financial position of the council; the consultation results; the administration's manifesto; the pressure on services and the impact of decisions on residents.

3 ALTERNATIVE OPTIONS

- 3.1. The results are to note and consider as part of the decision setting council tax for 2017/18, therefore there are no alternative options.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. The report sets out the consultation that was undertaken.

5 TIMETABLE

- 5.1. The consultation took place between 9 September and 4 November 2016.
- 5.2. The decision on Council Tax levels for 2017/18 will be recommended at Cabinet on the 13 February for full Council on the 1 March 2017.
- 5.3. The Overview and Scrutiny Commission has asked to receive the results of this consultation at a future meeting to be agreed.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The administration of the consultation involved significant officer time but limited costs. Including the survey in My Merton and posting it online did not incur any additional costs, whilst the postage cost for the responses returned currently stands at £313. This will be met through Departmental budgets.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. Members are asked to consider responses from residents and other groups to the Council's consultation on council tax and council spending. Members should be satisfied that the Council's consultation was undertaken at an early stage of the decision making process and ensure that the views

expressed are conscientiously taken into account when making decisions on the Business Plan for 2017/18. Members should also be satisfied that the Council consulted persons considered likely to have an interest in and affected by the proposals; that there was ample time and means for consultees to express their views; that there was sufficient information made available to enable consultees to make informed comments and that the consultation was carried out effectively.

- 7.2. Members have also been provided with submissions from organisations, which are provided as additional information received by the council. The material expresses the views of organisations and results of exercises undertaken by them and should be noted in that context
- 7.3. The individual responses to the survey will not be made available publicly without ensuring anything that could identify individuals is removed in order to assure compliance with the Data Protection Act.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. Appendix 2 includes a detailed analysis by demographic factors to address equalities considerations.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. There are no crime and disorder implications

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. There are no risk management and health and safety implications

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 1 Copy of the survey published in My Merton
- Appendix 2 Analysis of the responses received to the consultation
- Appendix 3 Responses received from RNIB, MCIL, Merton Lib Dems, Merton CCG and Mitcham and Morden Labour Party.

12 BACKGROUND PAPERS

- 12.1. None

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Have your say on council tax and council spending



Have your say on council tax and council spending

Merton Council has frozen your council tax since 2010 and has promised to do so until March 2019.

However, council services are coming under increasing financial pressure. The funding we receive from the government to provide local services has been cut significantly, while demand has increased.

This means that on top of the savings we've been forced to make so far, we are now facing an additional £20m of cuts over the next few years.

The local NHS also has a number of funding issues and have told us they will not be able to sustain the funding they give us if we do not raise council tax. Although we would still need to make cuts, increasing your council tax by 2% could reduce the estimated £20m of cuts to around £18m, for example.

Up until now, the council has ensured that adult social care and children's services have received less of a share of the cuts than other areas.

We want to know what you think. Would you be willing to pay extra council tax in 2017/18 and 2018/19? If so, how much extra? Would you prefer any additional council tax to help reduce the cuts to just one council service (adult social care), or all areas?

These are all questions we want answers to from you.

We hope as many residents as possible will fill in and return the survey overleaf by the deadline of November 4. We want to hear what council taxpayers think so that the important decisions we make about your council tax and your services are based on what you want.

You can also fill in the survey online at www.merton.gov.uk/consultation.



Living within our means

Since 2010 the government funding received by councils has reduced by more than 40%. In Merton we have tightened our belts and reduced our spending in all service areas so that we can live within our means. We have also raised charges where we can, and will continue to use our reserves where available to slow down some of the impact of the cuts.

We have frozen council tax since 2010, and promise to do so until March 2019. However by 2020 we will need to make further savings of £20million, each and every year.

Last year the government allowed councils to increase council tax by up to 1.99% without a referendum of local residents, and in addition to increase council tax by up to another 2%, that can only be used to fund social care for adults. Increasing council tax by 2% would raise an additional £1.5million, so it would not remove the need for cuts, but it would mean fewer cuts than the £20million we are facing.

We want to know what you think about the challenge we face and what choices we should be making.

Section 1 Priorities

In July 2011 we agreed a set of principles that we use to guide the decisions we make about our services despite reduced funding. These were

- Continue to provide everything that is statutory.
- Maintain services - within limits - to the vulnerable and elderly.
- Maintain clean streets and keep council tax low.
- Keep Merton as a good place for young people to go to school and grow up.
- Be the best it can for the local environment.
- All the rest should be open for discussion.

Q1 Please tell us to what extent you agree or disagree with our priorities

- Strongly Agree
 Agree
 Disagree
 Strongly Disagree
 Don't Know

Q2 Please tell us if you think there are any other priorities we should consider

Q3 We provide a wide range of services that cost us money to provide. From the list below please tell us which areas you think we should protect MOST of all.

Please select up to three areas:

- Care services for older or disabled people including homecare and residential care
 Rubbish collections, street sweeping, litter and fly-tip removal
 Protecting vulnerable children and young people including support for children with disabilities
 Parks and open spaces
 Libraries
 Leisure centres, playgrounds and sports facilities
 Activities for young people
 Repairs and improvements to roads and pavements

Q4 Which services do you think we should protect LEAST of all?

Please select up to three areas:

- Care services for older or disabled people including homecare and residential care
 Rubbish collections, street sweeping, litter and fly-tip removal

- Protecting vulnerable children and young people including support for children with disabilities
 Parks and open spaces
 Libraries
 Leisure centres, playgrounds and sports facilities
 Activities for young people
 Repairs and improvements to roads and pavements

Q5 Do you have any suggestions for how we can reduce spending and/or increase income across our services?

Section 2 Council tax

Q6 What do you think would be the best choice for Merton's overall council tax in 2017/18 and 2018/19?

- Continue to freeze my council tax so I pay Merton the same as last year
 Increase my council tax by 1.99%
 Increase my council tax by 2% to spend on adult social care only
 Increase my council tax by 3.99%

Q7 Please tell us if you have any comments about what should happen with council tax in Merton

Please tell us your postcode (without a valid postcode we will not be able to consider your response).

Postcode:

You do not have to answer the following questions but doing so helps us see how representative the responses to the survey are. What you tell us is strictly confidential and will not be used for any purpose other than analysing this survey.

Are you Male Female

Please tell us your age

How would you describe your ethnicity

Do you consider yourself to have a disability Yes No



To give us your views, complete the questions overleaf and return to us for free - no stamp is required. Fold along the lines, as per the instructions below and put it in the post.

c) Third fold back on this line and tuck in flap

Business Reply
Licence Number
RTHA-BRBJ-CKXE



Council Tax & Council Spending
Consultation Team
7th Floor
Merton Civic Centre
London Road
MORDEN
SM4 5DX

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b) Second fold back on this line



Appendix 2 Analysis of the responses to the Council tax and council spending consultation

Question 1: Please tell us to what extent you agree or disagree with our priorities

This question was completed by 1900 respondents

Response	Number of Respondents	Percentage of Respondents
Strongly agree	454	23.89%
Agree	1046	55.05%
Disagree	175	9.21%
Strongly disagree	72	3.79%
Don't know	153	8.05%

There was no noticeable variation in responses by gender

Older people were more likely to agree strongly

Age	All ages	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 or over
Strongly agree	26%	19%	16%	24%	25%	30%	47%
Agree	55%	63%	65%	52%	54%	51%	43%

Disabled respondents were slightly less likely to agree with 18% disagreeing compared to 12% of non-disabled respondents.

Question 2: Please tell us if you think there are any other priorities we should consider

Coding analysis to follow

Question 3: We provide a wide range of services that cost us money to provide. From the list below please tell us which areas you think we should protect MOST of all.

This was completed by 1782 respondents with up to three choices each.

Response	Number of Respondents	Percentage of Respondents
----------	-----------------------	---------------------------

Care services for older or disabled people including homecare and residential care	1452	81.48%
Rubbish collections, street sweeping, litter and fly-tip removal	899	50.45%
Protecting vulnerable children and young people including support for children with disabilities	1159	65.04%
Parks and open spaces	387	21.72%
Libraries	222	12.46%
Leisure centres, playgrounds and sports facilities	237	13.3%
Activities for young people	247	13.86%
Repairs and improvements to roads and pavements	372	20.88%

Female respondents were more likely to select care services (84% compared to 79%) and protecting vulnerable children (68% to 62%); male respondents were more likely to select rubbish and litter (54% to 49%).

Respondents aged over 55 were more likely to select care services for older or disabled people.

Age	All ages	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 or over
% Care services		71%	71%	79%	90%	87%	89%

Disabled respondents were less likely to select protecting vulnerable young people, and more likely to select repairs to roads and pavements.

Question 4: Which services do you think we should protect LEAST of all?

This question was answered by 1393 respondents with up to three choices

Response	Number of Respondents	Percentage of Respondents
Care services for older or disabled people including homecare and residential care	90	6.46%
Rubbish collections, street sweeping, litter and fly-tip removal	154	11.06%
Protecting vulnerable children and young people including support for	104	7.47%

children with disabilities		
Parks and open spaces	347	24.91%
Libraries	468	33.6%
Leisure centres, playgrounds and sports facilities	549	39.41%
Activities for young people	678	48.67%
Repairs and improvements to roads and pavements	538	38.62%

There was no significant variation in responses by gender.

Older people (65+) were more likely to select parks and leisure services, and less likely to select repairs of roads and pavements. Disabled respondents were similarly more likely to select parks, libraries, and leisure services and less likely to select repairs to roads and pavements.

Question 5: Do you have any suggestions for how we can reduce spending and/or increase income across our services?

Coding analysis to follow

Question 6: What do you think would be the best choice for Merton's overall council tax in 2017/18 and 2018/19?

This question was answered by 1870 respondents.

Response	Number of Respondents	Percentage of Respondents
Continue to freeze my council tax so I pay Merton the same as last year	411	21.98%
Increase my council tax by 1.99%	233	12.46%
Increase my council tax by 2% to spend on adult social care only	320	17.11%
Increase my council tax by 3.99%	906	48.45%

There were 27 paper responses where more than one option was selected and could therefore not be considered alongside the other results. Of these 14 selected all three options to increase council tax, 10 selected two of the options to increase council tax and three selected the option to freeze Council as well as one of the options to increase it.

Male respondents were more likely to select a freeze in council tax (26% compared to 18%) whilst female respondents were more likely to select an increase of 1.99% or 3.99% (15% to 10% and 50% to 47% respectively).

Younger respondents were more likely to select a freeze in council tax whilst older respondents were more likely to select the option of a 2% increase. The full breakdown by age group is set out below.

Age	All ages (base 1676)	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 or over
Freeze	22%	34%	32%	22%	17%	15%	18%
1.99% increase	13%	14%	14%	11%	12%	13%	16%
2% increase	17%	11%	7%	17%	19%	22%	27%
3.99% increase	49%	41%	47%	50%	53%	50%	38%

Disabled respondents were more likely to select either a freeze or a 2% increase than non-disabled respondents as set out below.

	Total (base 1687)	Disabled (base 173)	Non-disabled (base 1514)
Freeze	22%	30%	21%
1.99% increase	13%	13%	13%
2% increase	17%	24%	16%
3.99% increase	48%	33%	50%

Respondents who completed a paper questionnaire were more likely to select a council tax freeze compared to online respondents (30% to 17%) and less likely to select a 3.99% increase (42% to 52%).

There was some variation in responses by post code with CR4 and SM4 more likely to prefer a continuing freeze than in other areas; and SW19 and SW20 more likely to prefer a 3.99% increase than in other areas. The detail is set out below.

Post code	Freeze		1.99		2		3.99	
	Count	%	Count	%	Count	%	Count	%
CR4	49	28%	29	17%	42	24%	55	31%
KT3	13	22%	12	21%	8	14%	24	42%
SM4	96	34%	40	14%	49	17%	93	33%
SW19	177	19%	92	10%	143	16%	475	54%
SW20	56	13%	49	12%	70	17%	244	58%
All	411	22%	233	12%	320	17%	906	48%

The variations by area are further evidenced when postcodes are allocated to council wards. This shows a variation in those wanting council tax to remain frozen from a high of 43% in Ravensbury to a low of 13% in Raynes Park. Four wards saw this option preferred by more than one third of respondents: Ravensbury, St Helier, Pollards Hill and Lavender Fields.

The 3.99% option was selected by 60% or more of respondents in Abbey, Hillside, and Raynes Park wards.

Ward	Total responses	Freeze		1.99		2		3.99	
		Count	%	Count	%	Count	%	Count	%
Abbey	129	25	19%	10	8%	17	13%	77	60%
Cannon Hill	133	26	20%	15	11%	29	21%	63	47%
Colliers Wood	52	13	25%	6	11%	6	11%	27	52%
Cricket Green	41	8	20%	7	17%	8	20%	18	43%
Dundonald	127	21	17%	15	12%	22	17%	69	54%
Figges Marsh	41	11	27%	5	12%	10	24%	15	37%
Graveney	42	12	29%	6	14%	13	31%	11	26%
Hillside	126	21	17%	13	10%	16	13%	76	60%
Lavender Fields	29	11	38%	2	7%	10	34%	6	21%
Longthornton	29	8	28%	7	24%	7	24%	7	24%
Lower Morden	60	19	32%	12	20%	7	12%	22	37%
Merton Park	265	53	20%	26	10%	68	26%	118	45%
Pollards Hill	27	11	40%	7	26%	1	4%	8	30%
Ravensbury	51	22	43%	11	22%	8	17%	10	20%
Raynes Park	150	19	13%	21	14%	17	11%	93	62%
St Helier	50	21	42%	2	4%	7	14%	20	40%
Trinity	150	36	24%	22	15%	21	14%	71	47%
Village	106	23	22%	15	14%	13	12%	55	52%
West Barnes	113	21	19%	17	15%	14	12%	61	54%
Wimbledon Park	120	25	21%	10	8%	19	16%	66	55%
Outside borough	19	3	16%	2	11	3	16%	11	58%
Not listed	10	2	20%	2	20%	4	40%	2	20%
All responses	1870	411	22%	233	12%	320	17%	906	48%

Question 7: Please tell us if you have any comments about what should happen with council tax in Merton

Coding analysis to follow

Demographics

Age and gender

The gender and age profile of the sample has been compared to the GLA 2015 Round SHLAA-based Capped Household Size Model Population Projections for 2016 (released July 2016). This shows that respondents were more likely to be female and over 45 than the wider population.

Gender	% Respondents	% GLA
Male	46.2	49.6
Female	53.8	50.4

Age group	% Respondents	% GLA (adults only)
16 - 24	1	11
25 - 34	9	24
35 - 44	17	21
45 - 54	21	17
55 - 64	23	12
65 - 74	21	8
75 or over	9	7

Disability

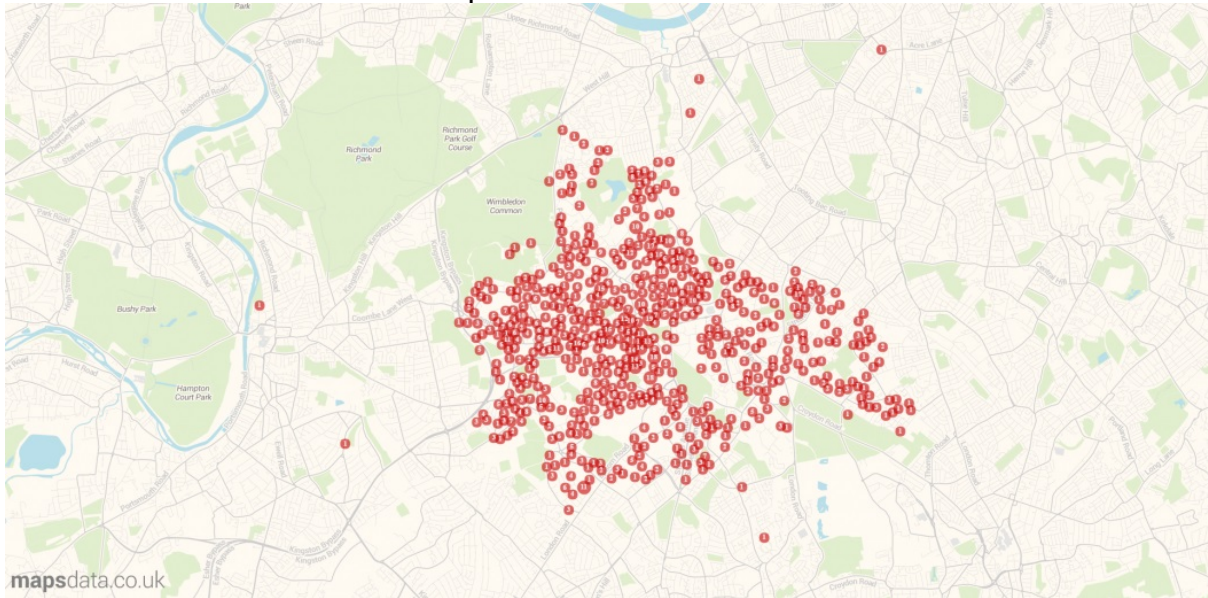
The 2011 census estimated disabled residents to make up 12.6% of the population. This compares to 10.2% of those respondents who answered the question stating that they felt they had a disability. Disabled respondents were more likely to be over 75 than non-disabled respondents (26% compared to 7%) but less likely to be in all other age groups.

Geography

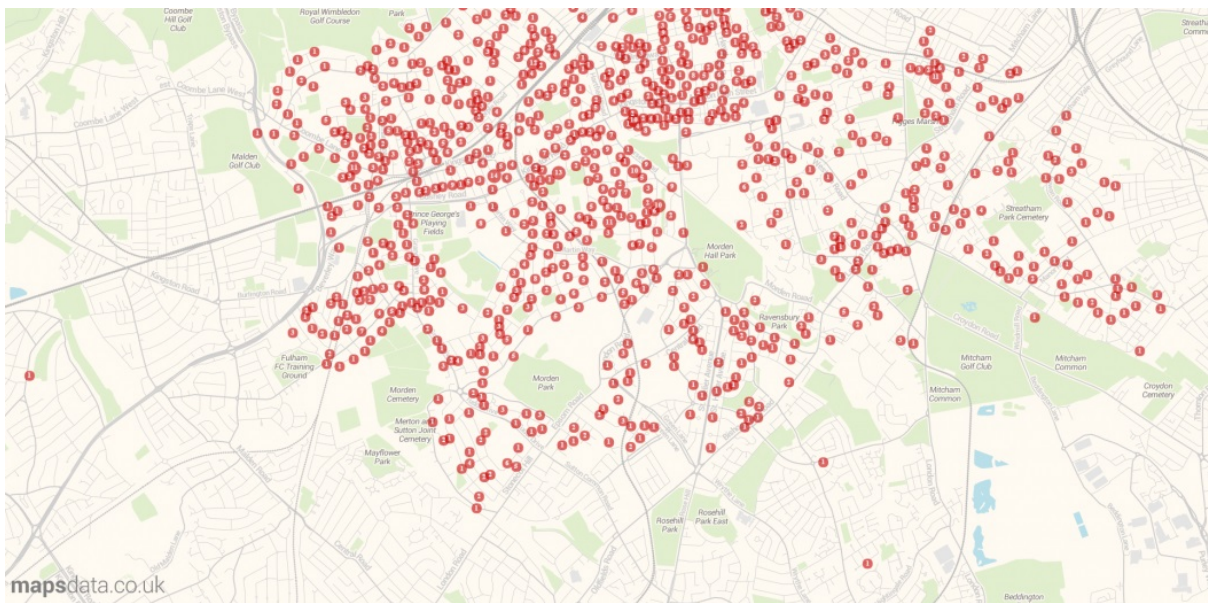
The postcode areas provided by respondents have been compared to the proportion of total postcodes in the borough to give an indication of representation across the borough. This appears to show a skew towards SW19, and mainly away from CR4.

Postcode	Responses by postcode	% of total responses	% of total borough postcodes
CR4	211	9.6%	23.8%
CR7	1	-	0.3%
KT3	66	3%	3%
SM3	1	-	-
SM4	320	14.5%	14.5%
SW16	25	1.1%	2.6%
SW17	15	0.7%	2.1%
SW18	7	0.3%	0.3%
SW19	1039	47.2%	38.6%
SW20	503	22.8%	14.6%
Outside of borough	14	0.6%	NA
Unknown	2	-	NA

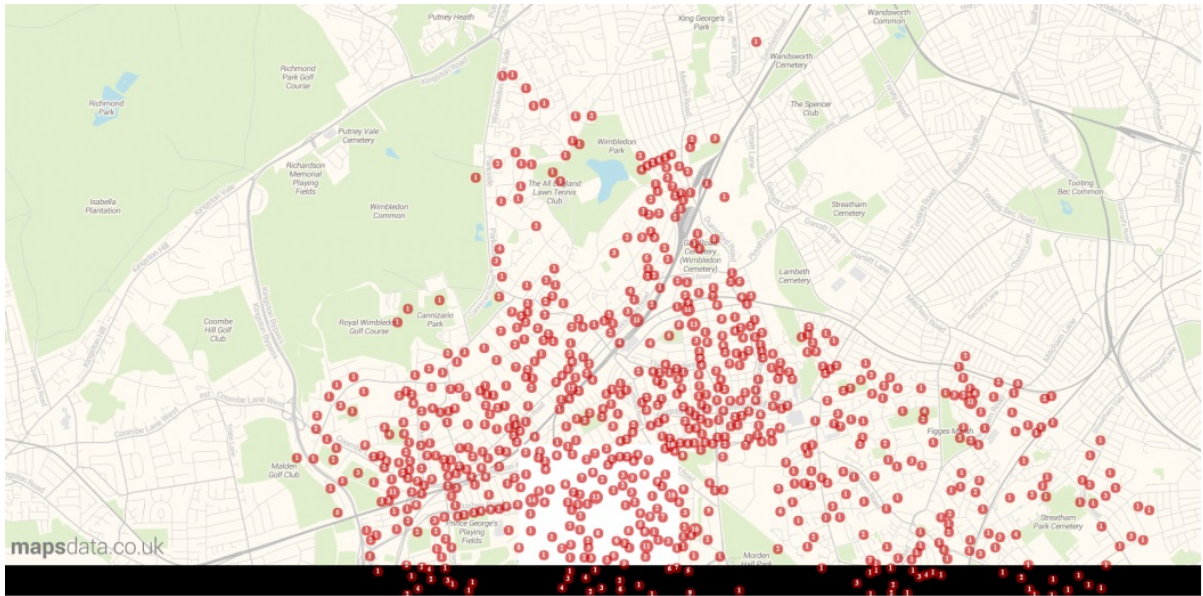
This can also be seen on the maps below.



Responses whole borough



Responses southern borough



Responses northern borough

When responses are allocated to electoral wards this confirms lower response rates from area in the east of the borough, in particular Pollards Hill, Lavender Fields and Longthornton. In comparison responses were much higher from Merton Park ward.

Appendix 3 Organisational Responses

RNIB

Response to Question 2

Thank you for the opportunity to respond to this consultation. We encourage you to consider the crucial role of the vision rehabilitation service delivered by the Merton Council; I hope that the below information is helpful in working towards the best possible outcomes for blind and partially sighted people. There is an urgent need to ensure that vision rehabilitation services get the right resources to 'See, plan and provide':

- See: everyone with a visual impairment receives a specialist face to face assessment.
- Plan: everyone has a plan in place, identifying the outcome of their assessment. The first two steps take place within 28 days of first contact with the council.
- Provide: any agreed vision rehabilitation support starts within 12 weeks of the person's initial contact with the council.

You will no doubt be aware that when vision rehabilitation services are properly resourced, the crucial training and advice they provide can make a huge difference to the daily lives of people experiencing sight loss. People can gain the skills and confidence to maximise their independence, participate in activities and access their community. By supporting blind and partially sighted people to live independently at home, it can also prevent, reduce or delay the need for expensive care packages whilst helping local authorities to meet their duty to provide preventative support under the Care Act. We understand that your council will soon be considering its budget for the coming year. During this process we urge you to consider the vital importance of vision rehabilitation. Given that numbers of blind and partially sighted people are increasing, we believe that ensuring the right resources now will prepare local services for the future. RNIB works with local authorities across the country to promote vision rehabilitation and share examples of best practice. For any support, feel free to contact us on campaigns@rnib.org.uk or visit www.rnib.org.uk/seeandplan

Response to Question 5

Please see response to question 3 regarding preventative value of vision rehabilitation support. RNIB has commissioned new research (scheduled for release in December) to demonstrate the cost savings that can be achieved by effective vision rehabilitation services.

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“Council Tax and Council Spending”

Consultation Response from Merton Centre for Independent Living

November 2016

This is a formal consultation response on behalf of Merton Centre for Independent Living. We are a local user-led disabled people’s organisation providing a range of services such as advice and advocacy to local disabled people.

Through our work we have direct and first-hand knowledge of what disabled people are experiencing on a day-to-day basis as a result of cuts to support in Adult Social Care (ASC), and in other areas of disabled people’s lives. Our sound evidence base also allows us to extrapolate the likely impact of further cuts to services.

We will primarily refer to disabled people throughout this response, as our work is with disabled people, however, we recognise that older people also use ASC and will be facing very similar concerns as those described below.

In this response we will address the following:

- The current position of ASC following cuts
- The impact of future cuts to ASC
- The value and legitimacy of the consultation exercise
- Conclusions and recommended actions

In summary, disabled people in Merton are finding it extremely difficult to live independently due to cuts to ASC, particularly when combined with cuts in other areas of their lives too. Council plans for the year ahead, including further cuts, risk tipping disabled people into crisis. In addition, the consultation process has been divisive and undermines the relationship between disabled people and the Council.

The current position of ASC following cuts in Merton

A report from Healthwatch Merton¹ showed that even before the dramatic cuts of £5 million planned for 2016/17 (the year we are currently in), the quality of existing services was reducing and that preventative work was made impossible by cuts to services. Disabled and older people felt that their wellbeing would be reduced and people's physical health would worsen. Families would be put under immense strain and social connections severed. Disabled and older people would be made vulnerable by these cuts and the ultimate consequence for some was that life was no longer worth living.

In addition, the Council's own Business Plan pointed out that the cuts to services which were being implemented for 2016/17 meant that Merton couldn't meet its statutory duties².

At Merton CIL we have seen first-hand the multiple consequences of cuts to ASC through our work with local disabled people. This covers a diverse range of disabled people, reflective of our diverse society, and includes people with a support budget who are wanting to live a regular active life.

There are a number of problems with **assessments**, including difficulty accessing assessments, particularly for people who have a need, but don't have a formal diagnosis of impairment. There are long waits for assessments and the assessment process itself is lengthy. In some recent cases there has been a 2+ month wait between assessment and panel outcome. There is poor communication around how assessment decisions are made and the approach to reassessments is inconsistent with some people getting a full Care Act assessment and others getting a print out of a previous (non-Care Act) assessment and being asked to comment on it.

For people who receive a **personal budget**, these are not sufficient to meet people's needs and impose restrictions on people's lives such as fixed mealtimes, early bedtimes such as 8pm for a 40 year old man, and little provision for exercise, social lives or personal relationships. Reassessments are resulting in cuts to personal budgets with little justification of how this meets the Care Act.

¹http://www.healthwatchmerton.co.uk/sites/default/files/hwm_asc_focus_groups_write_up_report.pdf

²<http://democracy.merton.gov.uk/documents/s6630/Budget%20and%20Business%20Plan%202015-19.pdf>

In one case, an active volunteer and community member was told he should consider cutting down on his activities - this is a breach of his rights.

Merton Council responded to a Freedom of Information request stating that nearly half of former ILF-users' care hours are being reduced³. As people's needs have not reduced, these cuts are not lawful. In addition, Merton received a £331,038 Former ILF Recipient grant in 2016/17 and another £320,137 is due from Central Government in 2017/18; where has this money gone? Why did the Council ringfence the ILF transition monies in 2015/16 but not in following years?

In one case we know of, there is a 20 per cent cut to someone's support, equivalent to nearly 2 days support a week. This is not uncommon and can be described as a life-limiting cut to support. Given that Merton CIL is in contact with only half of former ILF users, we are concerned for the wellbeing of those people who have not received advocacy support.

Now I have to pay extra if I wake up my carer to take me to the toilet in the night. If I am going out in the evening and having a drink, I have to decide if I should pay more money to get up in the night or if I should wear a [incontinence] pad instead
(Merton CIL member)

For people whose support has been frozen following reassessment, increases in care costs mean that this is effectively a cut. We've also been made aware of a number of cases where people have been asked to pay more towards their care, even though they have not had an increase in their income; this is also effectively a cut.

In some cases this additional financial contribution, combined with higher care costs, has resulted in people being asked to pay more for their care than they receive in income such as benefits. This can lead to

³ https://www.inclusionlondon.org.uk/wp-content/uploads/2016/09/InclusionLondon_ILF_Report_2016.pdf

debt, and anxiety, quite apart from being contrary to Care Act guidance on Charging.

In an example, we have seen a disabled person who was so worried about their reduced package and getting into debt that they became depressed and were referred to counselling. However, the counselling venue was not accessible.

Direct payments users are not receiving the support or budget required to meet their employment obligations, such as not having a high enough personal budget to pay living wage, workplace pensions or to have adequate insurance. This is contrary to Care Act guidance, and as a result, direct payments users are losing their personal assistants (PAs) and finding it difficult to replace them because hourly rates have been frozen by the council for the last five years. In fact, Merton is in the lowest 25% of authorities nationally and one of the lowest in London in terms of the average amount it pays per hour for home care for older and disabled people - and all our neighbouring boroughs pay more.⁴

It is also not possible for direct payment users to hold money in reserve to cover issues such as sickness cover, contingency for differing week patterns, redundancy, etc as money is regularly clawed back by Merton.

In fact, we are aware of several situations where people who have received their personal budget have been unable to spend it because of the near impossibility of finding staff, and as a result have had the money clawed back – rather than, for example, having support to address the issue.

Where personal budgets are cut, there is no provision for direct payments users to manage the change as employers of PAs, for whom there is then no proper redundancy process, contrary to employment law.

There have also been cuts to residential and nursing care providers leading to similar issues around staff retention and being able to deliver quality care to people. This has been highlighted in a recent CQC report.⁵

⁴ http://www.ukhca.co.uk/pdfs/ukhca_homecare_deficit_2016_final.pdf

⁵ <http://www.cqc.org.uk/content/state-of-care>

In yet another example, we are supporting someone who was safeguarded into a nursing home on a temporary basis following abuse, but we then had to raise a second safeguarding alert against what was supposed to be a place of safety due to a range of concerns including deprivation of liberty and failure to give medication appropriately.

This home was known by Merton to be considered one of the worst in the borough following an independent visit by Merton Seniors Forum through their Dignity in Care work⁶ and is rated as requiring improvement by CQC.

Cuts to services including **staffing cuts** at day centres, and cuts to mental health services among others are also having a negative impact.

We are aware of a situation in a day centre for people with learning disabilities where there was a fight between 2 disabled adults and there were no staff available to intervene. This hadn't happened before staffing was reduced.

There are also now fewer excursions and more large group sessions – a return to the days of day centres as “holding pens” rather than “community centres”. Additionally, High Path Community Centre is being closed and possibly relocated, again without consultation, as Merton is selling the land to Harris Academy. The Council promised to let centre users know where the new location would be by the end of October. It is now November, and still no news.

The cuts to adult social care have also seen the loss of good social work staff due the pressures of the system. Relationships and expertise are lost which impacts on the quality of service and the direct support disabled people receive.

⁶<https://mertonseniorsforum.com/dignity-in-care/>

In fact, earlier this year we had a call from a social worker alleging that the situation in Merton was dangerous and putting people at risk due to low staffing levels, high sickness absence, loss of senior expertise and use of inexperienced locums.

Any negative impact on the disabled person, impacts **family carers** too. Such poor support for carers means that when resources are cut, such as community centres or adult education, as has happened locally, carers are pushed to breaking point and disabled people either end up in respite, or may no longer be able to live at home with their family.

In one example, we are aware of a disabled person who repeatedly went to the doctor for stomach pains, which were ignored until the point of the person needing hospitalisation. This resulted in an invasive operation and intensive aftercare was required at home. This fell to the family carer, with limited support from district nurses. There was no reassessment of either of their needs, despite the carer repeatedly asking for this. Both the disabled person and the family carer ended up in crisis as a result.

The impact of future cuts to ASC in Merton

Merton Council has cut the Adult Social Care budget by £23,908,000 (£24 million) between 2011/12 – 2016/17⁷. At the same time, as support is being cut, more people need support. In particular, older people, people with dementia, and older people with learning disabilities, are all increasing in number in Merton.⁸ This reflects the national picture⁹, however, it is particularly problematic for Merton which is already a low-spending borough on ASC.¹⁰ In addition, Merton has a large (and statistically significant) gap in how disabled people rate their wellbeing compared to how non-disabled people rate their wellbeing. This should be an area of concern for the Council given the Wellbeing Principle at the heart of the Care Act.¹¹

⁷ ASC Budget Savings Consultation 2015-2019 (no online copy)

⁸ ASC Budget Savings Consultation 2015-2019 (no online copy)

⁹ <http://data.parliament.uk/writtenevidence/committeeevidence.svc/evidencedocument/communities-and-local-government-committee/social-care/oral/42401.pdf>

¹⁰ ASC Budget Savings Consultation 2015-2019 (no online copy)

¹¹ http://www.merton.gov.uk/presentation_charts_merton_residents_2014_.pdf

The current position is that there is a forecast overspend of over £7million¹² for ASC.

Given the already negative impact of cuts highlighted in the previous section, it is evident that this figure is better described not as an “overspend” but is rather as a reflection of the fact that the planned level of cuts to services to date were in fact totally unachievable when faced with the reality of statutory duties and what support people need. In fact, Merton CIL has on a number of occasions made the point that the planned level of cuts to ASC is not achievable.

We have also previously highlighted the cumulative impact of not only cuts to social care but also cuts to other local services including education and housing, which combined with the national austerity agenda is resulting in disabled people facing significant disadvantage across all areas of their lives.

The welfare benefit reforms that the government brought in through the Welfare Reform Act 2012 are having a significant and disproportionate negative impact on Disabled people, which seriously jeopardises Disabled people’s standard of living and reduces the level of social protection.¹³ Cuts to benefits and Local Government together bear 50% of planned cuts in the Treasury Spending Review. Recently, four^{14 15 16 17} different reports have concluded that the cuts associated with Welfare Reform have disproportionately impacted on disabled people. One report demonstrates that Welfare Reform targets people in poverty and disabled people. Disabled people who need to access both benefits and social care are affected 6 times more than non-disabled people resulting in an annual reduction in income of over £6,000 per person¹⁸.

¹² <http://democracy.merton.gov.uk/documents/s14554/Financial%20Monitoring.pdf>

¹³ Evidence of Breaches of Disabled People’s Rights Under the UN Convention on the Rights of Persons with Disabilities, Inclusion London, 2015

¹⁴ Wood C (2013) Destination Unknown: April 2013. London, Demos.

¹⁵ Duffy S (2014) Counting the Cuts: what the Government doesn’t want the public to know. Sheffield, The Centre for Welfare Reform

¹⁶ Reed H & Portes J (2014) Cumulative Impact Assessment: A Research Report by Landman Economics and the National Institute of Economic and Social Research (NIESR) for the Equality and Human Rights Commission. London, Equality and Human Rights Commission.

¹⁷ Young J (with Nolan A) (2014) (Dignity and Opportunity for All: securing the rights of disabled people in the austerity era. London, Just Fair.

¹⁸ Duffy S (2014) Counting the Cuts: what the Government doesn’t want the public to know. Sheffield, The Centre for Welfare Reform

As a consequence, Disabled people are facing disadvantage across key areas of their lives¹⁹, and are experiencing significant health inequalities²⁰. Barriers to employment, accessing the community, poverty and homelessness follow.²¹

Within this context of disadvantage and discrimination against disabled people, the failure of Merton Council to draw in all of the funds to which it is entitled, such as the 2% ASC Precept, is, at best, described as short-sighted.

It should be remembered that the precept, worth around £2 million, could have been added to people's Council Tax bills without any impact on people's pockets, because a GLA precept was ending at the same time. This was known to the Council but the decision was still made not to add the precept, against the advice of the voluntary sector and many local residents who responded to petitions and surveys early in 2016.

Merton need to seriously look at themselves because whatever they're doing they're not doing it well
(Merton CIL member)

Instead of applying the precept, a Mitigation Fund was set up using funding allocated from elsewhere and which was sold in as a fund for Council officers and the voluntary sector to access to ensure that people weren't being disadvantaged by the cuts. Very quickly after the budget was set in March 2016, it was made clear that this Mitigation Fund was in fact a reserve pot to off-set failure to meet cuts in ASC. At just £1.3million, this was clearly inadequate for the purpose.

In addition to more people needing support, a failure to draw in all the money to which the local authority is entitled, and a £7million+ overspend, **a further £2 million cut is planned from the ASC 2017/18 budget.** Given the existing concerns and impact of cuts to date, the idea that more should be cut, seems irresponsible.

¹⁹ The Equality Act 2010: The Impact on Disabled People, House of Lords Select Committee on the Equality Act 2010 and Disability, 2016

²⁰ Is Britain Fairer? Equalities and Human Rights Commission, 2015

²¹ Evidence of Breaches of Disabled People's Rights Under the UN Convention on the Rights of Persons with Disabilities, Inclusion London, 2015

The cuts currently planned in ASC for 2017/18 are²²:

- £600,000 in "prevention" ie voluntary sector grants
- £100,000 in "staff savings"
- £456,000 in "commissioned services" including supporting people contracts
- £1,042,000 in "support packages" ie cuts of 5-15% on average per person

Although 2017/18 budget-setting is now taking place, none of these cuts are available for discussion or scrutiny in any of the papers, such as the latest business plan.²³ None of these £2million-worth of cuts for 2017/18 have undergone any consultation or scrutiny previously, as all of the discussions and consultation in the previous budget-setting process focussed on 2016/17 only, as was made extremely clear at the time.²⁴

The Council's MTFS approach to budget-setting is creating a situation where only new, year-ahead cuts are being scrutinised. For cuts which were put in the budget in previous years, they were not discussed at the time and they don't come up for discussion again in Council papers. In this way, they Council can plan deep cuts 2 or 3 years ahead, and they never get discussed or scrutinised. It is exactly this process which is being used to hide £2 million worth of cuts to ASC next year. In a recent Judicial Review brought by a Merton CIL member, the Council insisted that cuts planned in previous years were provisional and not set in stone. This is clearly not the case given the way budgets are being set and scrutinised.

We have previously raised our concerns about the Councils failure to properly scrutinise cuts to services and the Council has failed to take any action on this matter. We are extremely concerned that cuts are going ahead without scrutiny or consultation, in particular as we appear to be nearing a tipping point in terms of the viability of services²⁵. In short, everything we and our service users have experienced to date indicates that the Healthwatch Merton²⁶ report was an accurate predictor of the

²² http://www.merton.gov.uk/asc_budget_savings_consultation_2016-2019_easy_read_version_final.pdf

²³ <http://democracy.merton.gov.uk/documents/s14555/Business%20Plan.pdf>

²⁴ <http://www.merton.gov.uk/health-social-care/adult-social-care/adult-social-care-consultation.htm>

²⁵ <http://www.parliament.uk/business/committees/committees-a-z/commons-select/communities-and-local-government-committee/inquiries/parliament-2015/adult-social-care-16-17/>

²⁶ http://www.healthwatchmerton.co.uk/sites/default/files/hwm_asc_focus_groups_write_up_report.pdf

issues facing local older and disabled people following cuts to ASC. As cuts deepen, the wellbeing, dignity, independence and life chances of disabled people are being eroded in Merton.

The value and legitimacy of the consultation exercise

People are saying to me on the streets that they would be happy for council tax to be increased if it means protecting care services with older and vulnerable people
(Merton CIL member)

Merton Council is conducting what has been called a consultation on 'Council Tax and Council Spending'. We have already expressed our concerns about this process, and about the rival consultation promoted by the Leader of the Council, on several occasions²⁷.

One of our concerns is that the official consultation risks encouraging people to opt for a Council Tax freeze because of the way in which information is presented; specifically that disabled people are invisible within it, and there is no clear information given on what ASC is for or why it is important - contrary to what was promised by the Leader.²⁸ The information that is available, is misleading and confusing.

Spontaneous reactions to the consultation from our members included people asking why they were being compared to rubbish collection, why the precept was even part of the consultation, why it wasn't properly explained. Some members refused to complete the form at all because they felt it was misleading or "morally vague"

(Merton CIL Members Group November 2016)

I don't understand the difference between the options [1.99%, 2%, 3.99%] (Merton CIL member)

²⁷ To the Leader, the Cabinet Member for ASC, and Director of Social Care and Housing; at the Health and Social Care Forum and Scrutiny; on our website <http://www.mertoncil.org.uk/news/news-2016/council-tax-consultation-row-u/>

²⁸ <http://www.mertoncil.org.uk/news/news-2016/concerns-about-council-tax-con/>

I don't like this consultation. It makes me feel uncomfortable. I'm tired of seeing disabled people take the brunt of the cuts (Merton CIL member)

Quite apart from any moral argument and a breach of commitments made by the Council to have a fair debate, the appearance of a rival consultation²⁹ has additionally created significant confusion around the consultation process and the decision-making process. It is presented in such a way that a reasonable person would believe that this is a Merton Council publication, and therefore, official Merton Council view, and they are likely to believe that this is in fact the official consultation.

Despite being reassured³⁰ that the rival consultation responses won't be counted by the Council, we are very concerned that the distribution of this rival consultation has both undermined the official consultation, and created doubt around the findings of the official consultation; it may reduce responses overall, and residents may be influenced to respond asking for a freeze because they have been told that is what the Leader/Council wants. Certainly it appears that the outcome is pre-determined to not raise Council Tax given that the letter signed by the Leader refers is "strongly-minded not to increase your council tax"³¹ and the official consultation says "we have frozen council tax since 2010 and promise to do so until March 2019".³² It is extremely difficult to see the value of engaging in such a flawed process.

We hear the Leader saying he wants to keep promises but what's one more broken promise if it means protecting people? (Merton CIL member)

At Merton CIL we have been particularly concerned by the way in which the Council focuses very narrowly on budgets, as opposed to looking at the impact of spending and budget cuts. As we have repeatedly pointed

²⁹ <http://www.mertoncil.org.uk/assets/documents/councillors-rival-survey>

³⁰ Email from LBM CEO Ged Curran 27/10/2016

³¹ <http://www.mertoncil.org.uk/assets/documents/councillors-rival-survey>

³² <http://www.mertoncil.org.uk/assets/documents/review-of-council-tax-consulta>

out, pound for pound, a cut in support for disabled people has a far greater impact on people's lives, compared to a cut in street sweeping, for example. In fact, the way in which the Council's official consultation asks the public to rank services, as if rubbish collection was equivalent to supporting independence for disabled and older people, is deeply disturbing.

They are comparing disabled people's lives to bin collection. I can't tell you how that makes me feel (Merton CIL member)

Furthermore, the overt focus on cost perpetuates the very negative rhetoric that disabled people are costly; it puts a value equation on our lives which then feeds into discussions of worth. Very quickly this becomes a discourse around scrounging and cheating, and inflames hate crime, which has been seen in national level debates.

Given the inclusion of the precept in the consultation, in essence, this is a process which asks residents to decide whether or not disabled people should be supported to live independent lives. We cannot imagine any other context where it would be deemed acceptable to hand such power to one group over another, and we don't find it acceptable here.

The Council is asking my neighbours to decide whether or not I should live independently and with dignity. They don't have that right! (Merton CIL member)

There are numerous examples of disabled people being invisible within this consultation process and there are strong indications that this is not merely an accidental omission, but rather an active decision on the part of Merton Council. Libraries, parks, leisure centres, waste collections, children and older people are all featured. Given that the precept in particular primarily concerns support for disabled people and older people, why no images of disabled people? Disabled people are only mentioned in the survey itself, and then only in the rankings.

The rival consultation goes further, listing the council's statutory duties, but not mentioning disabled people. It even highlights the fact that the average person is over £1,000 less well off due to austerity, but failing to mention that a disabled social care user is actually over £6,000 less well off. Why are disabled people being erased from the debate in this way?

Conclusions and recommended actions

Merton CIL has been putting significant effort into working together with Merton Council for a number of years and creating an environment where disabled people are able to speak up and be heard.

The instances where disabled people's voices have been pushed aside by Merton this year alone, culminating in this divisive consultation process, take us further apart and makes it increasingly difficult for us to represent the views of our members and service users. This year's consultation has been a retrograde step in terms of engagement compared to last year. This year we had a reasonable expectation that cuts to services would be consulted on with local disabled people, and yet have been told that the Council has taken legal advice and decided not to.

At Merton CIL we have begun to ask ourselves, at what point does poor service and lack of engagement become discrimination against disabled people?

The level of cuts to services, the breaches of the Care Act and failure to understand the wellbeing principle, breaches of people's rights by Merton, some of which are described above, are not inevitable. While we acknowledge the cuts imposed by Central Government, Merton has always had a choice about how it distributes the money it has. Merton has a choice about how it raises income too.

Taking all of the above on board, looking ahead to 2017/18 our recommendations are to:

- Improve scrutiny processes by ensuring the full scale of cuts to services is available to debate
- Improve consultation processes

- Implement the 2% precept
- Remove the £2 million cut from ASC for 2017/18
- Ringfence the Former ILF Recipient Grant for former ILF recipients, in line with previous council policy
- As requested by the Leader,³³ identify “pots” of funding which could be used to support ASC; for example the £2 million expected savings from the move to Wheelie Bins across the borough
- Look to best practice from other Councils who have made different choices, such as cancelling homecare charging and setting up a local disabled people’s commission³⁴, or having strength-based conversations with people, rather than the deficit model³⁵
- Write-off the £7 million overspend (cover from reserves of £101million³⁶) in order to bring in some stability to ASC and enable planning from a realistic starting point
- Take responsibility for ensuring that independence and dignity is a “doorstep issue” in Merton

Abbreviations

ASC	Adult Social Care
CEO	Chief Executive Officer
CQC	Care Quality Commission
CIL	Centre for Independent Living
ILF	Independent Living Fund
GLA	Greater London Authority
LBM	London Borough of Merton
MTFS	Medium Term Financial Strategy
PA	Personal Assistant

For more information contact:

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Telephone: 0203 397 3119

www.mertoncil.org.uk

³³ <http://www.mertoncil.org.uk/assets/documents/call-in-letter>

³⁴ <https://www.lbhf.gov.uk/articles/news/2016/08/hf-council-launch-disabled-people-s-commission>

³⁵ <http://data.parliament.uk/writtenevidence/committeeevidence.svc/evidencedocument/communities-and-local-government-committee/social-care/oral/42401.pdf>

³⁶ http://www.merton.gov.uk/appendix_1_-_summary_accounts.pdf

This is the response of the Merton Liberal Democrats to Merton Council's "Have your say on council tax and council spending".

Our views are as follows:

- A. We feel this consultation is poorly drafted, and we cannot be sure that the results will be representative (and therefore conclusive). The difficulties with the consultation are multitude – lack of information, unclear questions, lack of detail on weighting or demographic monitoring to ensure a representative response. [In an open letter](#) to Merton's leader and Chief Executive, Cllr Mary-Jane Jeanes highlighted a number of these issues and asked for specific assurances, but has so far not received a reply. Furthermore, it's clear that this consultation is merely to paper [over disagreements in the local Labour party](#). **As such, we have concerns about the results of this consultation being used to direct administration policy and the claims that will be made about the consultation.**
- B. *In response to Question 1:* our local address is FREEPOST RRZS-UZCX-BAGL, 35 Linkway, London, SW20 9AT.
- C. *In response to Question 2:* that we feel the failure to use the adult social care precept in the current financial year, when it wouldn't have cost residents a penny, was a failure to meet the administration's stated priority to "Maintain services – within limits – to the vulnerable and elderly" and has made it more difficult to do that in future years. We wonder what they consider "All the rest should be open for discussion" actually means in the context of such wide and vague priorities?
- D. *In response to Question 3:* Merton Liberal Democrats believe that radical thinking is needed about how we fund local services sustainably in the current environment – specifically adult care services and protecting vulnerable children. **This should be the administration's priority.** There is little-to-no evidence this is happening at the moment. Asking people which of 0%, 2% or 3.99% they prefer each year, for the next two years, isn't really the right question. Merton's administration is literally ticking boxes (or indeed, asking the public to do so). Merton Liberal Democrats have previously raised ideas like a "wellbeing innovation fund" – to try to test and develop new services that would increase wellbeing and resilience. We have also called for "budget open days" to increase public knowledge about, and engagement in, setting the budget.
- E. *In response to Question 4:* we believe that the administration should fully protect services that give people the opportunity to live their lives to their full potential. The three options we would tick from the list are:
 - Care services for older or disabled people including homecare and residential care
 - Protecting vulnerable children and young people including support for children with disabilities
 - Activities for young people
- F. *In response to Question 5:* How are we protecting these services at the moment? How would Merton "protect them least of all"? It actually looks like we're being asked which services should have less money spent on them than currently? If so, we need to know how much they've already been cut and what the impact would be of cutting them further, to make a decision.
- G. *In response to Question 6:* Merton Liberal Democrats would encourage work towards real participatory democracy on budgets, both to increase understanding of the decisions needed and their impacts, but also to increase democratic control and the possibility of innovation by getting more people involved.
- H. *In response to Question 7:* we reject the idea that we can answer this question as part of a box ticking exercise to cover the cracks in Labour's local leadership. The public deserve better than that, and some real political leadership and bravery. We believe that the adult

social care precept should have been levied in 2016/17 (when it wouldn't have resulted in residents paying more council tax); and that Merton Council should definitely levy it in 2017/18 to at least restore the council tax base to where it should have been this year. Probably it should be used in 2018/19 too, but it's a poorly worded question that expects us to tick one of four options to cover 2 years' worth of decisions.

- I. *In response to Question 8:* See our comments in paras A, D above. Further to the ideas outlined in these paragraphs, Merton Liberal Democrats feel that as part of the consultation, the administration should be working in partnership with the local NHS and should have an understanding of the impact of social care investment on NHS services i.e. if we don't spend additional money on social care services will it have an even bigger impact on the NHS? Could additional investment free up some NHS services and prevent 'bed blocking' etc? So far the consultation completely sidesteps any links between social care and healthcare more broadly.

Ged Curran
Chief Executive
London Borough of Merton

By Email

3 November 2016

Dear Ged,

RE St Helier

I was very disappointed to read the letter and questionnaire sent out to residents in St Helier ward that appeared to be signed off by the leader of the council. The opinion of our governing body is that the letter is misleading and fails to inform residents of all the key issues involved in the decision on whether to increase council tax and/or levy the social care precept.

The attached questionnaire seems to be a parallel survey to the official consultation survey and is so leading as to be meaningless if the intention is genuinely to engage with an informed population on this critical issue. Without some prior knowledge of the underlying issues, it would be very hard to imagine anyone responding to this questionnaire in any way other than to support the leader's recommendation to not increase council tax.

In our meetings when we discussed the consultation we had been led to believe that there would be an open and honest attempt to determine the views of the population on whether to raise the social care precept. This is only possible if the people of Merton are fairly presented with the facts and their views are tested with a well-designed and impartial survey. The letter sent out to St Helier residents obviously falls far short of what we had been led to expect.

Please could you explain how the council is going to deal with responses to the parallel questionnaire that was sent out to St Helier residents. We are firmly of the belief that these cannot be given the same weight as either responses to the official consultation

survey or considered written responses to the consultation. Please do treat this letter from me as an additional part of Merton CCG's response to the consultation (further to the letter that I previously sent setting out our organisation's position).

With best wishes,



Dr Andrew Murray
Clinical Chair
Merton CCG



Merton

Clinical Commissioning Group

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5th Floor

Wimbledon
SW19 1RH

Tel: 020 8668 8165

Councillor Stephen Alambritis, Leader of the Council
Ged Curran, Chief Executive
London Borough of Merton

BY EMAIL

11 October 2016

Dear Stephen and Ged

Re: Better Care Fund and mandatory contribution towards social care funding

Following our meeting on 21st September we agreed that I would write formally to you to be clear regarding Merton CCG's position related to the Better Care Fund (BCF) investment into 2017/18 and the interrelationship with the adult social care precept. This has been discussed with our Governing Body in detail and I have their full support in this approach.

A total of 144 out of 152 London boroughs, counties, metropolitan districts and unitaries in England will have deployed the adult social care precept over 2016-17, raising £382m. Government figures show average council tax will have climbed 3.1% on last year. The figure would have risen just 1.6% without the adult social care precept, which added 1.5% towards the rise. The Local Government Association has consistently warned the precept will fail to raise sufficient funding to cover social care costs.

The decision made by the London Borough Merton to freeze 2016/17 council tax, and not add on the Adult Social Care precept of 2%, has in our opinion, driven a significant variance to the financial position of adult social care. This has resulted in a challenging environment in which health and care commissioners are operating. We are supportive of the current consultation that is being undertaken by the London Borough of Merton and hope that following this consultation the council will take the positive decision to increase the amount of money it has available to spend on adult social care services.

Our position is therefore as follows:

- At our meeting we confirmed that Merton Clinical Commissioning Group (MCCG) is in a financially challenged position and has agreed a deficit plan with our regulator, NHS England (NHSE). We have produced a Financial Recovery Plan (FRP) to demonstrate a return to financial balance in 2017-18, which incorporates a complete review of all expenditure.
- During 2016/17 we invested £2m above the mandated amount into the BCF. As part of our financial turnaround plan we had considered not proceeding with this additional investment for 2016/17. However, owing to the late notice, our desire to build a constructive working partnership with Merton Council and following agreement on key deliverables for the extra investment, we did invest the extra £2m.
- As a result of this Merton CCG's actions were subject to considerable scrutiny by NHSE and it has been made clear that any investment made into the BCF for 2017/18 by Merton CCG will be subject to further intense scrutiny in the context of Merton Council's reduced funding of Adult Social Care.
- We noted that in 2016/17 the cost of delivering social care coupled with the increased demand for social care has, along with healthcare, risen nationally. For this reason the vast majority of local authorities raised their council tax, including the addition of the precept, to assist in covering these increases. We are disappointed that Merton Council did not do this opting instead to freeze council tax and reduce investment in social care. This was done at a time that Merton CCG invested £2m above the mandated amount. Despite our investment, during our meeting you described the negative impact you are experiencing. This is greatly troubling and I cannot see how this position is tenable.
- For 2017/18 we will not be in a position to provide any extra investment above the mandatory contribution towards social care funding.
- For 2017/18 we will also need to consider whether we can even invest the full mandated amount, especially in light of Richmond CCG's decision to reduce their investment below the mandated amount as part of their financial turnaround.
- Our view is that Merton Council should as a minimum deploy the Adult Social Care precept in 17/18.
- We would also encourage Merton Council to provide additional investment in Adult Social Care and note that raising council tax would facilitate this.
- We would consider extra joint investment into BCF projects with the Council only if we were satisfied that the Council was providing adequate funding for social care (including use of the precept for this purpose) and were confident that we could demonstrate savings for the wider health and social care system as a result of any investment.
- Merton CCG will respond to Merton Council's consultation on council tax.

Due to the timing of the consultation, we feel that Merton Council should plan on the basis of a maximum CCG transfer of the mandatory contribution towards social care funding into the BCF, which is currently £3,428K in 2017/18. This will be subject to review and may be increased (as stated above) if the Council takes the appropriate steps to raise council tax and the precept.

I would ask you, on behalf of Merton Council, to consider the concerns the CCG has raised and to respond in a constructive manner to enable us to continue to work together collaboratively.

With best wishes,



Dr Andrew Murray
Clinical Chair
Merton CCG

c.c. Karen Parsons - Chief Officer (Designate) and Director of Commissioning Operations, Merton CCG
Andrew Hyslop – Chief Finance Officer, Merton CCG
Simon Williams – Director of Communities and Housing, London Borough of Merton

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Ged Curran
Chief Executive
London Borough of Merton

By e-mail

25 November 2016

RE: Labour Party Council Tax Survey Results

Dear Ged,

I am writing to advise you of the results of the consultation on Council Tax levels undertaken by myself and the Mitcham & Morden Labour Party.

Our consultation with residents was undertaken to complement the Council's own consultation, and to ensure that the voice of residents in the less affluent east of the borough was heard. Unfortunately, historically, consultations conducted by the Council do not have a very high response rate in this part of the borough, and more often than not the responses that are received come from residents and organisations based in the more affluent, western side of the borough.

This remained the case with regards to the Council's consultation on Council Tax, which saw most responses returned from postcodes primarily based in the Wimbledon constituency. Indeed, the top three postcodes in terms of responses received by the Council are all from Wimbledon, and are all over-represented in terms of the proportion of borough residents they represent. On the other hand, Mitcham – represented by the CR4 postcode – and statistically the less well-off part of our borough, was significantly under-represented in terms of responses received.

On an issue such as Council Tax – a regressive form of taxation that impacts more heavily on the less well-off – I felt that it was important that the voices of all residents were heard. I believe that the results of the Labour Party consultation will be helpful as we seek to represent all the residents of the borough, and will go some way towards balancing the Council's consultation.

You can find the detailed results of our consultation below, as at 24 November. Cabinet will need to take these in to account when making their decision, and they should be included in the report on the consultation.

Constituency Response Totals:

Surveys distributed – c35,000

Total Responses - **2,670**

Response rate – 7.5%

- No increase in Council Tax (continue freeze) – **1,943 (73%)**
- In favour of Council Tax increase – **645 (24%)**
- Spoiled Ballots – **83 (3%)**

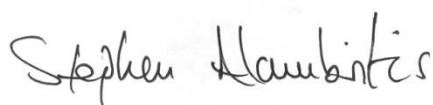
Of the 24% in favour of a Council Tax rise the breakdown was as follows:

- In favour of Council Tax rise by 1.99% - **185 (7%)**
- In favour of Council Tax rise by 2.00% for adult social care – **268 (10%)**
- In favour of Council Tax rise by 3.99% – **192 (8%)**

Spoiled Ballots

- No Address/Postcode Provided – **51**
- More than one option voted for – **18**
- No option voted for – **13**
- Return Form Shredded/Unreadable – **1**

Warm regards,



Cllr Stephen Alambritis
Leader of Merton Council