

Merton Council

Cabinet

11 December 2017

Supplementary agenda

10	Business Plan 2018-22	1 - 354
11	Financial Monitoring Report 2017-18 - October 2017	355 - 410

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CABINET

11 December 2017

Agenda item:

Business Plan Update 2018-2022

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Key Decision Reference Number: This report is written and any decisions taken are within the Budget and Policy Framework Procedure Rules as laid out in Part 4-C of the Constitution.

Contact officer: Roger Kershaw

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2018/19 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2018-2022. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 28 February 2018 and set a Council Tax as appropriate for 2018/19.

Recommendations:

1. That Cabinet considers and agrees the draft savings/income proposals (Appendix 3) and associated draft equalities analyses (Appendix 7) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in January 2018 for consideration and comment.
 2. That Cabinet agrees the latest amendments to the draft Capital Programme 2018-2022 which was considered by Cabinet on 16 October 2017 and by scrutiny in November 2017.(Appendix 5)
 3. That Cabinet considers the proposed amendments to savings previously agreed. (Appendix 2)
 4. That Cabinet agrees the Council Tax Base for 2018/19 set out in paragraph 2.6 and Appendix 1.
 5. That Cabinet consider the draft service plans. (Appendix 6)
 6. That Cabinet agree that Merton participates in the London Business Rates Pilot Pool and signs up to the Memorandum of Understanding and agrees the draft resolutions set out in Appendix 9g.
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2018-22 and in particular on the progress made so far towards setting a balanced revenue budget for 2018/19 and over the MTFS period as a whole.
- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in September 2017.
- 1.3 The report also provides an update on the capital programme for 2018-22 and the financial implications for the MTFS.
- 1.4 The report provides a general update on all of the latest information relating to the Business Planning process for 2018-22 and an assessment of the implications for the Medium Term Financial Strategy 2018-22.
- 1.5 The report sets out the details with respect to the proposed London Business Rates Pilot Pool 2018/19 and asks Cabinet to agree the terms.
- 1.6 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2018 as part of the consultation pack.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 18 September 2017. There was also a report to Cabinet on 16 October 2017 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these, and also provided details of the latest capital programme, including new bids and an indicative programme for 2023- 2028. The report referred them to the Overview and Scrutiny panels and Commission for consideration.
- 2.2 Taking into account the information contained in both the September and October Cabinet reports, the overall position of the MTFS reported to Cabinet on 16 October 2017 was as follows:-

(Cumulative Budget Gap)	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
MTFS Gap before Savings	7,018	14,252	29,779	30,608
Savings identified	(7,018)	(9,037)	(9,037)	(9,037)
MTFS Gap (Cabinet October 2017)	0	5,215	20,742	21,571

2.3 **Review of Assumptions**

Since Cabinet in October, work has been continuing to review assumptions, identify new savings/income proposals and analyse information which has been received since then.

2.3.1 Pay

As reported to Cabinet in September 2017, on 14 June 2017, three unions (UNISON, Unite and the GMB), representing more than 1.6 million local government employees in schools and councils across England, Wales and Northern Ireland submitted a pay claim for the year from April 2018 requesting to move the lowest paid staff onto the real living wage of £8.45 an hour (£9.75 in London). In addition the unions want all employees to receive a five per cent pay rise and deletion of the bottom of the NJC and London pay spines points 6-9. The claim follows eight years of government-imposed pay restraint, which has seen wages either frozen or held to a one per cent increase.

With over 130,000 signatures, UNISON's petition 'Pay Up Now! – Scrap the pay cap and give public servants a meaningful pay rise' will be debated in Parliament on 4 December 2017.

The National Joint Council negotiates the pay, terms and conditions of staff in local authorities. Responding in June 2017 to the local government unions' 2018 pay claim for a 5 per cent pay increase for all staff, the Chair of the National Employers said:

"We will be consulting with councils in the coming weeks on pay across the workforce and in particular how we can meet the challenge of the Government's proposed level of the National Living Wage over the next few years. The unions' claim will form part of the consultation. We recognise that public sector workers have had lower than average pay awards for a few years now, but local government continues to face significant financial challenges so we are surprised that the unions are seeking such an ambitious pay award. Local government has lost more than half a million jobs in recent years and meeting this claim would result in many more such job losses."

On 5 December 2017 the National Joint Council made the following offer to unions:-

Council employees have been offered a two-year pay increase from 1 April 2018. The majority of employees - those on salaries starting at £19,430 per annum - would receive an uplift of 2 per cent on 1 April 2018 and a further 2 per cent on 1 April 2019, with those on lower salaries receiving higher increases. The offer also includes the introduction of a new national pay spine on 1 April 2019.

The total increase to the national pay bill resulting from this offer is 5.6 per cent over two years (covering the period 1 April 2018 to 31 March 2020). This pay offer does not apply to council chief executives, senior officers, teachers or firefighters, who are covered by separate national pay arrangements.

The three unions representing local government staff will now put the offer to their respective committees for consideration.

The provision for pay inflation was last reviewed in September 2017 using the approved budget for 2017/18. The National Employers estimate that:-

- This first year of the pay offer would increase the national paybill by 2.707%
- This second year of the pay offer would increase the national paybill by 2.802%
- The total increase to the national paybill over the two-year period would be 5.584%

Using these estimates the latest forecasts of pay inflation included in the MTFS are:-

(Cumulative)	2018/19	2019/20	2020/21	2021/22
Pay inflation (%)	2.707%	2.802%	1.0%	1.0%
Revised Estimate (cumulative £000)	2,108	4,290	5,069	5,848

In the Autumn Budget 2017, the Chancellor of the Exchequer announced that in 2018-19, for those workforces covered by an independent Pay Review Body (PRB), the relevant Secretary of State will shortly write to the PRB Chair to initiate the 2018-19 pay round, before later submitting detailed evidence outlining recruitment and retention data and reflecting the different characteristics and circumstances of their workforce. Each PRB will then make its recommendations in the spring or summer, based on the submitted evidence. Secretaries of State will make final decisions on pay awards, taking into account their affordability, once the independent PRBs report.

2.3.2 Prices

The estimates for price inflation agreed by Council in March 2016 were reviewed and included in the September 2017 report to Cabinet. The latest forecast is set out in the following table:-

(Cumulative)	2018/19	2019/20	2020/21	2021/22
Price inflation (%)	1.5%	1.5%	1.5%	1.5%
Revised Estimate (cumulative £000)	2,258	4,516	6,775	9,033

The Consumer Prices Index (CPI) 12-month rate was 3.0% in October 2017, unchanged from September 2017. The inflation rate for food and non-alcoholic beverages continued to increase to 4.1%, the highest since September 2013.

Rising prices for food and, to a lesser extent, recreational goods provided the largest upward contributions to change in the rate between September 2017 and October 2017. The upward contributions were offset by falling motor fuel and furniture prices.

CPIH, a measure of UK consumer price inflation that includes owner occupiers' housing costs, 12-month inflation rate was 2.8% in October 2017, unchanged from September 2017. Owner occupiers' housing costs remained unchanged between September 2017 and October 2017, having risen a year ago.

The RPI 12-month rate for October 2017 stood at 4.0%, up from 3.9% in September 2017.

Outlook for inflation:

The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. At its meeting ending on 1 November 2017, the Committee voted by a majority of 7-2 to increase Bank Rate by 0.25% to 0.5%. The Committee voted unanimously to maintain the stock of sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves, at £10 billion. The Committee also voted unanimously to maintain the stock of UK government bond purchases, financed by the issuance of central bank reserves, at £435 billion. The November 2017 Inflation Report was published on the 2 November 2017. The next MPC meeting to agree the Bank Base Rate will be held in mid December.

In the November 2017 Inflation Report, the MPC noted that "CPI inflation rose to 3.0% in September. It is expected to peak at 3.2% in October, as increases in imported costs — stemming from the past fall in sterling and a more recent pickup in global energy prices — are passed on to consumer prices. Inflation is then expected to fall back as past rises in energy prices drop out of the annual comparison and as the pass-through of rises in other import prices progresses. Alongside that moderation in external pressures, however, domestic inflationary pressures are likely to build to more normal levels."

In terms of prospects for inflation, the MPC state that "CPI inflation has risen further above the 2% target as companies pass on the higher costs stemming from the lower level of sterling. Unemployment has continued to fall and the extent of spare capacity in the economy now seems limited. Moreover, the pace at which the economy can grow without generating inflationary pressure has fallen over recent years. Over the MPC's forecast period, conditioned on a path for Bank Rate that rises to 1% by the end of 2020, demand is projected to grow at a pace that uses up the remaining slack in the economy. As imported inflationary pressures wane, domestic pressures build. Inflation is projected to remain slightly above the 2% target at the three-year point."

The latest inflation and unemployment forecasts for the UK economy, based on a summary of independent forecasts are set out in the following table:-

Table 11: Forecasts for the UK Economy

Source: HM Treasury - Forecasts for the UK Economy (November 2017)			
	Lowest %	Highest %	Average %
2017 (Quarter 4)			
CPI	2.7	3.2	3.0
RPI	3.6	4.4	4.0
LFS Unemployment Rate	4.1	4.7	4.3
2018 (Quarter 4)			
CPI	1.6	3.0	2.4
RPI	2.5	3.8	3.1
LFS Unemployment Rate	3.7	5.1	4.5

Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

Independent medium-term projections for the calendar years 2017 to 2021 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (November 2017)					
	2017	2018	2019	2020	2021
	%	%	%	%	%
CPI	2.7	2.6	2.2	2.1	2.0
RPI	3.6	3.5	3.1	3.2	3.1
LFS Unemployment Rate	4.4	4.4	4.5	4.4	4.5

2.3.3 Inflation > 1.5%:

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand.

	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
Inflation exceeding 1.5%	457	468	472	474

The cash limiting strategy is not without risks but if the Government's 2% target levels of inflation were applied un-damped across the period then the budget gap would increase by c. £3.0m by 2021/22.

2.3.4 Income

The MTFS does not include any specific provision for inflation on income from fees and charges. However, service departments can identify increased income as part of their savings proposals.

2.3.5 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Latest information from London Councils indicates that negotiations with Transport for London (TfL) and the Association of Train Operating Companies (ATOC) will be concluded at the end of November 2017.

The MTFS includes the following amounts for Taxicards and Freedom Passes:-

	Current Estimate 2017/18 £000
Freedom Passes	9,029
Taxicards	113
Total	9,142
Uplift in MTFS	450
Provision in MTFS for 2018/19	9,592

Initial indications are that the charge to Merton for 2018/19 will be within the provision but this provision will be reviewed and reported when the figures are finalised.

2.3.6 Revenuisation

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2018-22:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Revenuisation	2,100	2,100	2,100	2,100

The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report.

2.3.7 Budgetary Control 2017/18 and need for growth

The revenue budgetary control information below summarises the corporate position using the latest available information as at 31 October 2017 as shown in a separate report on the agenda for this meeting. As at 31 October 2017, there is a forecast overspend for the Council of £1.444m.

The main causes of the overspend are:-

- Adult Social Care
- Waste, Public Spaces, Building and Development Control income
- Children's Services
- Housing General Fund, mainly temporary accommodation

The MTFS reported to Cabinet in October 2017 does not include any new provision for growth from 2018/19 to 2020//22 and future years. In terms of addressing issues which were identified as pressures that needed to be addressed in last year's budget the following budget growth was agreed and is included in the MTFS:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Adult Social Care	9,345	252	*(2,891)	0
Waste and Regeneration	1,582	222	(115)	0
Children's Services	1,000	500	500	500
Total	11,927	974	(2,506)	500
Cumulative total	11,927	12,901	10,395	10,895

* Additional grant received

2.3.8 Capital Financing Costs

Revenue Implications of Current Capital Programme

As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2018-2022 was approved by Cabinet on 16 October 2017, along with an indicative programme for 2022-27.

Section 6 of this report sets out details of progress made towards preparing the draft capital programme 2018-22.

The estimated capital financing costs are net of investment income and based on the latest draft programme, which includes the revised MRP calculation, the best estimate of new schemes commencing in 2021/22, the effect of estimated government grant funding, estimated funding from the Education Funding Agency (EFA) and slippage/reprofiling based on 2016/17 outturn and latest monitoring information are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme (including slippage)	63,203	31,084	9,267	8,568
Revenue Implications	7,891*	12,208	13,590	12,709

* includes 2017/18 and 2018/19 MRP saving

2.4 Forecast of Resources and Provisional Local Government Finance Settlement

2.4.1 Background

In recent years at the end of November to mid-December, the Department of Communities and Local Government (DCLG) has notified local authorities of their Provisional Local Government Finance Settlement. This has included the amounts of funding allocated to each local authority in terms of Revenue Support Grant, share of Business Rates and other major allocations of grant. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit which is set out in the Autumn Budget on 22 November 2017. The Autumn Budget sets out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility (OBR).

2.4.2 Autumn Budget 2017

In the Autumn Budget the Chancellor of the Exchequer published details of Government Department Expenditure Limits (DELs) from which the Provisional Local Government Finance Settlement follows in mid-late December 2017. Officers are currently reviewing the potential impact on the Finance Settlement. There is a summary of the key points included as Appendix 8.

2.4.3 Funding Forecasts for 2018/19 to 2021/22

Forecasting resources for 2018/19 and beyond is fraught with difficulties since it requires making assumptions about a wide variety of variables which the Government are not prepared to release at the current time. There is also the impact of the proposed London-wide Pilot Business Rates Pool which is proposed for 2018/19 and is intended to give London Council 100% control over the Business Rates they collect. Under the pilot responsibilities previously funded by Revenue Support Grant and other grants will be expected to be met by business rates.

2.4.4 Share of Business Rates Yield

In 2017/18 the yield from Business Rates was shared 33% Central Government (Central Share), and the Local Share is 30% to Merton and 37% to the GLA. Under a London Pilot

Pool the central share payable to the Government would reduce to nil but there will continue to be a split between the GLA and London Boroughs. The split is currently estimated to be 36:64. See paragraph 2.5 for details of the proposed London Business Rates Pilot Pool 2018-19

There will be an update in future reports when further details are known.

2.4.5 London Pension Fund Authority (LPFA) Levy – Update on a proposed arrangement with regard to the pension deficit arising from the Former Pensioner sub-fund operated by the LPFA

In the budget setting report to Council in March 2017, Members were advised that following the abolition of the GLC in 1986 and the ILEA in 1990, the LPFA was established to take over the former GLC/ILEA Pensions fund and associated liabilities of the London Residuary Body (the successor body to the GLC/ILEA). The LPFA divided the fund into two sub funds with the staff in the two groups being in the pensioner sub fund.

Following the 2007 actuarial revaluation the LPFA notified boroughs that they intended to issue a further charge on the boroughs due to the deficit that had arisen on the pensioner sub fund. Discussions were then held with the SLT and draft regulations prepared by the DCLG (or its predecessor) to give effect to the proposed levy. This was challenged by two London boroughs and has remained unresolved. The Government's preference was for London boroughs and the LPFA to try to resolve the issue and subsequently the LPFA abolished the two sub funds which with other changes to the investment strategy has led to an improvement to the deficit position.

In January 2017, the Society of London Treasurers (SLT) advised the Council that the overall total deficit on these liabilities was £177m and discussions with SLT representatives and the LPFA had clarified that a fair proportion of any deficit for the London boroughs to be responsible for is 90% and this would form the basis of further negotiations on future proposals. Merton's share of the deficit was notified as £1.779m but each borough could agree individual plans with the LPFA around recovery arrangements for their specific part of the deficit and the situation will be reviewed every three years at subsequent valuations to assess the current position and agree future contribution recovery. The LPFA indicated that they would be prepared to be as flexible as possible in agreeing terms with individual boroughs and the proposals being discussed represented a significant change and reduction in contributions compared to the original proposals put forward for consultation in 2009, recognising the statutory nature of London boroughs to meet these liabilities over the long term (i.e. up to 30 years)

Based on these figures, the 2017/18 budget and MTFs 2017-21 included £86,000 p.a. which is the estimated annual financing costs if the Council borrows this amount over 30 years.

The latest position (23 November 2017) is that:-

- Documentation is now ready and with LPFA/SLT legal advisors for signature.
- LPFA are currently undertaking a review of the levels of current payments and future provision for asbestosis compensation payments in particular to determine the appropriate level of current levy payments due for 2018/19 and the extent to which the revised payments under the new agreement can be introduced.
- LPFA will also be finalising the administrative and operational processes around any future payments due in line with the agreement and liaising with appropriate contacts to confirm, the aim being to introduce an efficient process that will ensure appropriate identification and payment of any sums due as well as being one that is straightforward for the Boroughs to implement.

Once the LPFA have completed their review they will be in a position to determine the extent to which any payments can be implemented for 2018/19, although the timescales are fairly tight given that the LPFA have to issue levy notices by February. The LPFA will keep the SLT informed of progress and formally notify Boroughs of any outcome of the review.

In the meantime, the MTFs will continue to include £86,000 p.a. as provision for Merton's contribution to funding the deficit.

2.5 London Business Rates Pilot Pool 2018-19 proposal

- 2.5.1 The last Government committed to local government retaining 100% of business rates by 2020 and begun piloting elements of such a scheme in 2017-18 in 6 areas, including the GLA in London.
- 2.5.2 The London Devolution Memorandum of Understanding, announced by the government in the Spring Budget in March 2017, committed to working with London "to explore options for granting London Government greater powers and flexibilities over the administration of business rates. This includes supporting the voluntary pooling of business rates within London, subject to appropriate governance structures being agreed".
- 2.5.3 London Councils Leaders' Committee received a report following the Budget in March 2017, which set out the broad rationale and potential financial and strategic benefits of partaking in a pilot as then envisaged. In the event that such a pilot pool were available, it could bring both a financial incentive – through the early reduction of levy payments and access to 100% retained growth – and provide a limited opportunity to address some policy issues.
- 2.5.4 A pilot on the lines of those currently operating in other areas would not in itself address the full range of powers outlined in London's joint business rates proposition to Government, but participating in a pilot could also enhance Government's view of London's willingness and capacity to take on broader devolution of fiscal and service responsibilities.

- 2.5.5 On 10 October, Leaders' Committee and the Mayor agreed in principle to pool business rates in a London pilot of 100% retention in 2018-19. Leaders' Committee delegated authority to the 5 elected officers of London Councils (the Chair, Deputy Chair, and three Vice Chairs) to take the in principle agreement forward to arrive at a core proposition for the operation of the pool and to continue discussions with both the Mayor and ministers on this. The elected officers discussed this in October and agreed a final distribution option to take forward with government, on 1 November following discussions via the party groups.
- 2.5.6 The Chair of London Councils wrote to all Leaders on 10 November confirming the proposal that London Councils and the GLA would take forward to gain agreement with Government. This set out:
- the pool principles;
 - the basis for distributing any net financial benefit (15% to reward growth; 35% to reflect population; 35% to reflect Settlement Funding Assessment; and 15% set aside for a "Strategic Investment Pot");
 - the preferred option for governance of the strategic investment pot; and
 - the expected evaluation process that government would undertake.
- 2.5.7 In the Autumn Budget 2017 presented on 22 November, the Chancellor delivered his first Budget of the new fiscal timetable, taking tax and expenditure decisions for the financial year ahead. The key announcements in the Autumn Budget relating to London local government included confirmation of the London business rates pilot for 2018-19.
- 2.5.8 The terms of the 100% pilot have been agreed via a memorandum of understanding (MOU) between the Chair of London Councils, the Mayor, the Secretary of State and the Minister for London.
- 2.5.9 Next Steps and draft timetable
Now that the detail of the pilot has been formally agreed via an MOU between the Chair of London Councils, the Mayor, the Secretary of State and the Minister for London, to support the creation of the pool and the framework for its operation, each authority will need to take the relevant decisions, through their own constitutional decision-making arrangements:
- To enter the pool (including accepting the Designation by the Secretary of State as an authority within the Pilot Pool and delegating authority over its administration to the lead authority which, following consideration by the elected officers of London Councils, would be the City of London Corporation for the duration of the pilot);
 - To agree a Memorandum of Understanding between London authorities for the operation of the pilot pool; and
 - Where appropriate, to delegate authority to a lead member or committee to take decisions in relation to the Strategic Investment Pot.

The deadline for all 34 authorities to have done this is anticipated to be mid-January, no later than 28 days after the provisional Local Government Finance Settlement (expected to be mid-December).

In order to facilitate and support authorities in taking these decisions, London Councils have commissioned advice and guidance from Trowers & Hamlins on the legal framework and governance options for the pool.

Timeline to make the pool operational

London Councils to circulate pooling agreement MOU	by Friday 1 December
Government to publish draft baseline figures in the provisional settlement	Mid-December
Boroughs to take formal decisions to participate in the pool and the framework for its operation within 28 days of the Provisional Settlement	by mid-January 2018
Final baselines published in final LGF Settlement	February 2018
Pool goes live	April 1 2018

2.5.10 Achieving the arrangements to implement the pool within the timescales will be a complex issue. To assist Members understanding, the following draft paperwork is attached as Appendix 9 (a) – (f) for information

Document Title	Author
London Business Rates Pilot Pool 2018-19 Final Prospectus – November 2017	London Councils
Memorandum of Understanding on the London 100% business rates retention pilot 2018-19	DCLG, London Councils, Mayor of London
London Business Rates Pooling Pilot Suggested Sample Draft Resolutions for Participating Authorities	London Councils
Greater London Business Rates Pooling Pilot Arrangement - Legal Questions and Answers	London Councils
Pooling Business Rates in London Advice on the legal framework and governance options	Trowers & Hamlin LLP
Business Rates Pilot Pool Legal Note on Executive Functions	Trowers & Hamlin LLP

2.5.11 Based on the provisional estimates produced by London Councils, London would benefit by approximately £240m by operating pool arrangements in 2018/19. Merton would receive an estimated £2.4m of this benefit, but this would not be confirmed until after the 2018/19 financial year.

	Incentives (growth)%	Needs %	Population %	Investment Pot %	Merton share £m
Agreed distribution	15	35	35	15	2.4

Draft resolutions to enable Merton to participate in the pilot pool are set out in Appendix 9g and Cabinet are requested to approve them. However, it would be imprudent at this stage to include any additional resources within the MTFs given that the pilot will only proceed if all of the other London boroughs agree to participate.

For the reasons discussed above, assessing the implications for Merton’s funding at this stage, before the Provisional Finance Settlement and the Business Rates Pilot Pool are finalised, is difficult.

2.6 Council Tax Base

2.6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2018/19. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2018/19. The Council is required to determine its Council Tax Base by 31 January 2018.

2.6.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.

2.6.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2017 is the basis for the calculation of the Council Tax Base for 2018/19.

2.6.4 Details of how the Council Tax Base is calculated are set out in Appendix 1. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2018/19 compared to 2017/18 is set out in the following table:-

Council Tax Base	2017/18	2018/19	Change
			%
Whole Area	72,442.3	74,124.0	2.3%
Wimbledon & Putney Common Conservators	11,131.2	11,308.8	1.6%

2.7 Proposed Amendments to Previously Agreed Savings

2.7.1 Cabinet on 16 October 2017 agreed some proposed amendments to E&R savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2018-22.

2.7.2 There are some further requests for changes to existing savings as follows:-

- Corporate Services department have identified savings of £0.957m to replace unachievable savings in 2018/19 and propose to defer some savings with no overall effect over the MTFS period.
- Children, schools and Families Department have identified savings of £0.229m in 2018/19 to replace unachievable savings of equivalent value.
- Community and Housing have unachievable savings of £1.463m in 2018/19 and have identified replacement savings of £1.081m in 2018/19, leaving a net balance of £0.382m to be found. C&H department also propose to defer £0.548m of savings from 2018/19 to 2019/20.

2.7.3 The change over the four year MTFS period resulting from these proposals is set out in the following table:-

SAVINGS TARGETS BY DEPARTMENT	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Corporate Services	177	(103)	(74)	0	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	0	0	0	0	0
Community and Housing	930	(548)	0	0	382
Total	1,107	(651)	(74)	0	382
Cumulative	1,107	456	382	382	

2.7.4 Details of the unachievable savings and their replacements, and the deferred savings are detailed in Appendix 2.

3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2017

3.1 The information available on the Business Planning process reported to Cabinet on 16 October 2017 was reviewed by the Overview and Scrutiny Panels and Commission in November 2017.

3.2 Feedback is included in a separate report to Cabinet on the agenda.

4. SAVINGS PROPOSALS 2018-22 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2018-22

4.1 Cabinet on 18 September 2017 agreed savings targets to be identified by service departments over the period 2018-22 as follows:-

SAVINGS TARGETS BY DEPARTMENT	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Corporate Services	0	2,363	1,911	169	4,443
Children, Schools and Families	0	0	3,328	132	3,460
Environment and Regeneration	0	3,256	3,352	262	6,870
Community and Housing	0	0	6,693	265	6,958
Total	0	5,619	15,284	828	21,731
Cumulative	0	5,619	20,903	21,731	

4.2 Since then service departments have been reviewing their budgets and formulating further proposals to address their targets. The progress made to date is set out in this report.

4.3 Proposals that are agreed by Cabinet at its meeting on 11 December will be referred to the Overview and Scrutiny Commission and panels as part of the consultation pack for review and comment in January 2018.

4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 3.

SUMMARY (cumulative)	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Corporate Services	0	1,014	187	40	1,241
Children, Schools & Families	0	0	150	0	150
Environment & Regeneration	0	310	65	75	450
Community & Housing	0	500	1,100	0	1,600
Total	0	1,824	1,502	115	3,441
Net Cumulative total	0	1,824	3,326	3,441	

4.5 Summary of progress to date

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

	Targets	Proposals	Net change replacements	Balance
	£'000	£'000	£'000	£'000
Corporate Services	4,443	(1,241)	0	3,202
Children, Schools & Families	3,460	(150)	0	3,310
Environment & Regeneration	6,870	(750)	0	6,120
Community & Housing	6,958	(1,600)	382	5,740
Total	21,731	(3,741)	382	18,372

*E&R Savings above include £300k in 2019/20 agreed by Cabinet in October 2017.

4.5.2 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward to later meetings and future years budget processes to be made good.

4.6 Service Plans

4.6.1 Draft Service Plans are included in Appendix 6.

4.7 Equality Assessments

4.7.1 Draft Equalities Assessments where applicable are included in Appendix 7.

4.8 Use of Reserves in 2017/18 and 2018/19

4.8.1 The application of revenue reserves in 2017/18 to address any level of overspend will have an ongoing impact on the MTFS going forward. If the actual level of overspend is at the level currently forecast it is possible that the budgeted contribution of £2.443m from the Reserve for Use for Future Years Budgets will have to be increased with a consequent impact on the amount of reserve available in 2018/19. The reduction in the anticipated level of the Reserve for Use for Future Years Budgets will have an adverse impact on the budget gap.

5. UPDATE TO MTFS 2018-22

5.1 If the changes outlined in this report are agreed, the forecast gap in the MTFS over the four year period is as follows, subject to the impact of the Autumn Budget announcement on 22 November 2017 and Provisional Local Government Finance Settlement in December.

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Budget Gap in MTFS	0	3,732	17,500	18,196

5.2 A more detailed MTFS is included as Appendix 4.

5.3 Draft Service department budget summaries based on the information in this report will be included in the pack available for scrutiny.

6. CAPITAL PROGRAMME 2018-22: UPDATE

6.1 The proposed draft Capital Programme 2018-22 and an Indicative Capital Programme 2022-27 were presented to Cabinet on 16 October 2017.

6.2 The programme has been reviewed by scrutiny panels.

6.3 Monthly monitoring of the approved programme for 2017/18 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.

6.4 The changes that have been made to the proposed capital programme since it was presented to Cabinet in October 2017 are set out in Appendix 5.

6.5 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.3.8 and these have been incorporated into the latest draft MTFS 2018-22.

7. BUDGET STRATEGY

7.1 The council has a statutory duty to set a balanced budget.

7.2 The MTFS assumes 3% ASC Council Tax flexibility in 2018/19 and a 2% Council Tax increase in 2019/20, 2020/21 and 2021/22.

7.3 Also, as part of the 2017/18 budget, local authorities were required to validate their use of the Government's Adult Social Care flexibility arrangements. This required the authority to certify that it was using the adult social care precept on council tax for 2017-18 and to provide details comparing the changes in adult social care budgets with those of other

non-ringfenced services. It is expected that a similar requirement will be applied in 2018/19 but details are not yet known.

8. GLA BUDGET AND PRECEPT SETTING 2018-19 – PROVISIONAL TIMETABLE

- 8.1 The Greater London Authority (GLA) sets a budget for itself and each of the four functional bodies: Transport for London, the London Development Agency, the Metropolitan Police Authority, and the London Fire and Emergency Planning Authority. These budgets together form the consolidated budget.
- 8.2 The GLA expects to issue the Mayor's draft 2018-19 GLA Group budget for consultation before Christmas and details on this will be circulated to Chief Financial Officers and key contacts once published. The date on which the consultation budget will be published is, however, dependent on the timing of the provisional Local Government Finance and Fire and Police Grant settlements which will be announced during December. If these announcements are delayed significantly then it is possible that the publication date of the Mayor's consultation budget may be later than envisaged currently.
- 8.3 The Mayor's draft budget is expected to be considered by the London Assembly on Thursday 25 January 2018. The final draft budget is scheduled to be considered by the Assembly on Thursday 22 February following which the Mayor will confirm formally the final precept and GLA group budget for 2018-19. It is expected that the final GLA council tax precept will be formally approved on 22 February 2018. The final precept amounts and the approved supporting text for the Mayor's communication to council taxpayers will be issued to billing authorities by no later than Friday 23 February 2018.
- 8.4 NNDR1 returns will be required to be submitted to the DCLG by 31 January 2018 and due to the introduction of the London pool it is essential that all authorities meet this deadline for the GLA to achieve its timetable. It is anticipated that the percentage shares for 2018-19 used for the returns for London authorities will be 64% for the 32 boroughs and City of London and 36% for the GLA in line with the apportionment agreed by the Congress of Leaders on 10 October. This is expected to be confirmed in the provisional local government finance settlement.

9. CONSULTATION UNDERTAKEN OR PROPOSED

- 9.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 9.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for February 2018.

9.3 As previously indicated, a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2017 that can be brought to all Scrutiny and Cabinet meetings from 10 January 2018 onwards and to Budget Council. As it was last year, this should be an improvement for both councillors and officers - more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also keep printing costs down and reduce the amount of printing that needs to take place immediately prior to Budget Council.

9.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal. Draft EAs are included as Appendix 7 to this report and will be reviewed prior to circulation of the consultation pack.
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

10. **TIMETABLE**

10.1 In accordance with current financial reporting timetables.

11. **FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

11.1 All relevant implications have been addressed in the report.

12. **LEGAL AND STATUTORY IMPLICATIONS**

12.1 All relevant implications have been addressed in the report.

13. **HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

13.1 Draft Equalities assessments of the savings proposals are included in Appendix 7.

14. **CRIME AND DISORDER IMPLICATIONS**

14.1 Not applicable

15. **RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

15.1 Not applicable

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

Appendix 1: Council Tax Base 2018/19

Appendix 2: Proposed amendments to savings previously agreed

Appendix 3: New savings/income proposals 2018-22

Appendix 4: MTFS Update

Appendix 5: Capital Programme 2018-22

Appendix 6: Service Plans 2018-22

Appendix 7: Draft Equalities Assessments

Appendix 8: Autumn Budget 2017 – Summary of key Points

Appendix 9a: London Business Rates Pilot Pool 2018-19 Final Prospectus – November 2017

Appendix 9b: Memorandum of Understanding on the London 100% business rates retention pilot 2018-19

Appendix 9c: London Business Rates Pooling Pilot - Suggested Sample Draft Resolutions for Participating Authorities

Appendix 9d: Greater London Business Rates Pooling Pilot Arrangement - Legal Questions and Answers

Appendix 9e: Pooling Business Rates in London Advice on the legal framework and governance options

Appendix 9f: Business Rates Pilot Pool - Legal Note on Executive Functions

Appendix 9g: Merton draft resolutions for the London Business Rates Pool Pilot 2018/19

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

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Council Tax Base 2018/19**1. INTRODUCTION**

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent).
- 1.2 Since 2013/14 the Council Tax Base calculation has been affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 1.3 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 1.4 The relevant amounts are calculated as
- number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
 - adjusted for the number of discounts, and reductions for disability, that apply to those Dwellings
- 1.5 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form using valuation list information as at 11 September 2017. The deadline for return was 13 October 2017 and Merton met this deadline.
- 1.6 The CTB form for 2017 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 1.7 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year.

2. ASSUMPTIONS IN THE MTFS

- 2.1 Other than changes in the actual council tax rates levied, in producing a forecast of council tax yield in future years, there are two key variables to be considered:-

- the year on year change in Council Tax Base
- the council tax collection rate

2.2 The draft MTFS previously reported to Cabinet during the business planning process has assumed that the Council Tax Base increases 0.5% per year and that the collection rate was 97.25%% in each of the years.

2.3 These assumptions, with the collection rate increased to 98%, have been applied to the latest Council Tax Base information included on the CTB return completed on 13 October 2017 to produce the Council Tax Base 2018/19.

2.4 Information from the October 2017 Council Tax Base Return

2.4.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.

2.4.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2016/17:-

Council Tax Base	2017/18	2018/19	Change
			%
Whole Area	72,442.3	74,124.0	2.3%
Wimbledon & Putney Common Conservators	11,131.2	11,308.8	1.6%

3. **IMPLICATIONS FOR COUNCIL TAX YIELD 2018/19**

3.1 On a like for like basis (i.e. assuming council tax charges do not change) the estimated income in 2018/19 compared to 2017/18 is summarised in the following table:-

Council Tax: Whole area	2017/18	2018/19
Tax Base	72,442.3	74,124.0
Band D Council Tax	£1,135.31	£1,135.31
Estimated Yield	£82.244m	£84.154m
Change: 2017/18 to 2018/19 (£000)		+ £1.910m
Change: 2017/18 to 2018/19 (%)		+ 2.3%

3.2 Analysis of changes in yield 2017/18 to latest 2018/19

3.2.1 There are a number of reasons for the change in estimated yield between 2017/18 and the latest estimate based on the CTB data.

3.2.2 Over this period the Council Tax Base increased by 1,681.7 from 72,442.3 to 74,124.0 which multiplied by the Band D Council Tax of £1,135.31 results in additional yield of £1.910m.

3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits, and premiums between years varies and bands. However, broadly the changes can be analysed as follows:-

a) A Change in collection rate from 97.25% to 98%

There has a change in the estimated collection rate from 97.25% to 98% between 2017/18 and 2018/19. This is based on the achievement of a strong collection rate being maintained.

b) Number of Chargeable Dwellings and Exempt Dwellings

Between years the number of properties increased by 575 from 83,737 to 84,312 but the number of exempt dwellings decreased by 7 from 779 to 772. This means that the number of chargeable dwellings increased by 582 between years. Based on a full charge, this equates to additional council tax of £0.661m.

c) Amount of Council Tax Support Reduction

In 2017/18 there was a reduction of 8,639.2 to the Council Tax Base for local council tax support. This has reduced to 8,192.1 in 2018/19 which is a change of 447.1 and equates to additional council tax of about £0.508m.

d) Changes in Discounts, Exemptions and Premiums

Overall, the number of properties subject to discounts or exemption reduced by 483 and those subject to premiums reduced by 4 between 2018/19 and 2017/18.

Summary

The following puts the individual elements together to show how the potential council tax yield changes between 2017/18 and 2018/19:-

	Approx. Change in Council Tax Base	Approx. Change in Council Tax yield
		£m
Increase in number of chargeable dwellings	582	0.661
Change in Council Tax Support Reductions	447	0.508
Change in discounts, exemptions, premiums and distribution	86	0.097
Increase in Collection Rate from 97.25% to 98%	567	0.644
Total	1,682	1.910

3.10 Council Tax Yield 2018/19

3.10.1 Assuming no change in Council Tax for 2018/19 the estimated Council Tax yield for 2018/19 is:-

Council Tax: Whole area	Tax Base	Band D 2017/18	Council Tax Yield 2018/19	Council Tax Yield 2017/18
Merton	74,124.0	£1,135.31	£84.154m	£82.244m
WPCC	11,308.8	£28.61	£0.324m	£0.318m
GLA	74,124.0	£280.02	£20.756m	£20.285m

The amounts collected for the GLA and WPCC are paid over to each of them as precepts.

3.10.2 The MTFs reported to Cabinet on 16 October 2017 assumed an annual collection rate of 97.25% and year on year increases in Council Tax Base of 0.5%. The potential change in Council Tax yield on that included in the MTFs, based on the new Council Tax Base and increased collection rate, is as follows:-

MTFS Council Tax Yield: EXISTING CT BASE	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Council Tax - 17/18 CT Base, Basic charge excluding ASC precept	80,249	80,650	81,053	81,459
Council Tax - Adult Social Care 3% in 2017/18	2,407	2,420	2,432	2,444
Council Tax - Adult Social Care 3% in 2018/19	2,408	2,419	2,432	2,444
Council Tax General: Change (0% in 18/19, 2% thereafter)	0	1,613	3,242	4,888
Council Tax income	85,064	87,102	89,159	91,235
Council Tax Yield: NEW CT BASE	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Council Tax - New CT Base, Basic charge excluding ASC precept	81,703	82,112	82,522	82,935
Council Tax - Adult Social Care 3% in 2017/18	2,451	2,463	2,476	2,488
Council Tax - Adult Social Care 3% in 2018/19	2,451	2,464	2,475	2,488
Council Tax General: Change (0% in 18/19, 2% thereafter)	0	1,642	3,301	4,976
Council Tax income	86,605	88,681	90,774	92,887

CHANGE IN YIELD	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/21 £'000
Council Tax - Change in CT Base, excluding ASC precept	1,454	1,462	1,469	1,476
Council Tax - Adult Social Care precept	87	88	87	88
Council Tax - General	0	29	59	88
Council Tax income	1,541	1,579	1,615	1,652

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Unachievable savings to be replaced

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS48	Service Description	Further rationalisation of HR Services Reduction of HR business partner (HRBP's) posts	130	High	High	SS1
		Service Implication	High risk to HR BP support to departments at time of change				
		Staffing Implications	Approximately two/three HR BP's at risk				
		Business Plan implications	Risk of supporting departments through change from PVR and other programmes				
		Impact on other departments	Will diminish HR support to customers on change management, employee relations,				
		Equalities Implications	Will impact women in the division as a high number of HR employees are female				
O&S	CS51	Service Description	HR Transactions - including COT	90	Medium	High	SS1
		Service Implication	HR Support - centralisation				
		Staffing Implications	More self service				
		Business Plan implications	Reduction in staff numbers				
		Impact on other departments	HR transactions review part of long-term HR business plans				
		Equalities Implications	resistance to change				
			Will impact women in the division as a high number of HR employees are female				

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Unachievable savings to be replaced

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&SC	CS49	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources - Business Partners</u> Further consolidation of HR advisory work Delete X4 advisor posts Some reduction in capacity to support depts but mitigated by the introduction of iTrent Significant loss of capacity may affect service provision. Selection of staff for redundancy needs careful handling and EIA	140	High	High	SS2
	CSD28	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> COT review Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	38	M	M	SS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19
Unachievable savings to be replaced

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD29	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Recruitment and DBS review Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	50	M	M	SS1
	CS2015-05	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Resources - Staffing Costs and income budgets</u> There will be a further review of staffing budgets. This will extend across the entire division, Business planning, Accountancy and the remaining business partners. The proposed staffing savings would reduce the net establishment from from 48.9 FTE to 38.7. (NB the major corporate services restructuring had already reduced the establishment by c.14 posts).A contribution from any income budgets not used above will be sought to mitigate the impact This will require a substantial increase in the move to self help by departmental managers and will focus the remaining function on the core statutory duties of the s.151 officer 3 to 4 posts will need to be deleted It is consistent with the streamlining proposed in the business plan This will require a substantial increase in the move to self help by departmental managers The down sizing will be managed in line with the corporate managing of change policies The change is consistent with TOM themes of process improvement and streamlining	141	M	M	SS1

Part of £216k achieved

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19
Unachievable savings to be replaced

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
	CSD30	Division	Human Resources	152	H	H	SS2
		Description	Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools				
		Service Implication	Post reductions				
		Staffing Implications	No dedicated COT service				
		Business Plan implications	No dedicated COT service				
		Impact on other departments	Impacts on female workforce				
		Equalities Implications					
O&S	CS70	Infrastructure & Transactions		35	L	H	SI2
		Description	Apply a £3 administrative charge to customers requesting a hard copy paper invoice for services administered by Transactional Services team.				
		Service Implication	None				
		Staffing Implications	None				
		Business Plan implications	None				
		Impact on other departments	None				
		Equalities Implications	None				

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19
Unachievable savings to be replaced

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS75	<p>Service Description</p> <p>Review of COT team staffing in light of potential for 4-borough shared service opportunities</p> <p>Service Implication</p> <p>Aims to improve efficiencies and economies of scale through a wider partnership approach</p> <p>Staffing Implications</p> <p>Likely to be x1 FTE reduction arising from staffing review</p> <p>Business Plan implications</p> <p>Need to ensure service standards are maintained</p> <p>Impact on other departments</p> <p>Need to ensure that service standards are maintained in light of staffing reductions</p> <p>Equalities Implications</p> <p>Given the profile of the workforce is mainly female this will have an equality impact</p>		58	M	M	SS1
	CSD43	<p>Division Description</p> <p>Corporate Governance</p> <p>Share FOI and information governance policy with another Council.</p> <p>Service Implication</p> <p>Reduction in management capacity</p> <p>Staffing Implications</p> <p>loss of 1FTE</p> <p>Business Plan implications</p> <p>none</p> <p>Impact on other departments</p> <p>reduction in capacity</p> <p>Equalities Implications</p> <p>none</p>		40	H	L	SS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19
Unachievable savings to be replaced

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
	CSD42	Division Description	Business Improvement Restructure functions delete 1 AD and other elements of management	70	M	M	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation				
		Staffing Implications	TBC - rationalisation of functions will be sought				
		Business Plan implications	Widen support responsibilities within the Business Systems Team				
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.				
		Equalities Implications	None				
		Service Description	Business Improvement Staffing support savings	13	L	L	SS1
		Service Implication	None				
		Staffing Implications	0.5 FTE reduction within division. This is a shared resource with the Resources Division. The saving will actually be delivered by a reduction in running costs within Resources and the consolodatrion of the 2x0.5 staffing budgets within resources.				
		Business Plan implications	In line with IT Strategy				
		Impact on other departments	None				
		Equalities Implications	None				
		TOM Implications	None				

Part of £170k achieved

REPLACEMENT SAVINGS

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CSREP 2018-19 (1)	Service/Section	Infrastructure & Transactions - Facilities Management							
		Description	Renegotiation of income generated through the corporate catering contract		20			L	L	SP1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
OSC	CSREP 2018-19 (2)	Service/Section	Infrastructure & Transactions - Facilities Management							
		Description	Review the specification on the corporate cleaning contract and reduce frequency of visits		15			M	M	SP2
		Service Implication	Reduction in the frequency of cleaning is likely to result in a gradual deterioration in the overall cleanliness of the corporate buildings							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	Yes and also on users of the buildings.							
		Equalities Implications	None							
		TOM Implications	None							

REPLACEMENT SAVINGS

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 35	CSREP 2018-19 (3)	Service/Section	Resources							
		Description	Miscellaneous budgets within Resources		13			L	L	SN2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	CSREP 2018-19 (4)	Service/Section	Resources							
		Description	Recharges to pension fund		128			L	L	SNS1
		Service Implication	Procurement saving with no effect on service							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	CSREP 2018-19 (5)	Service/Section	Revenues and Benefits							
		Description	Council tax and business rates credits		220			L	L	SNS2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

REPLACEMENT SAVINGS

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2018-19 (6)	Service/Section	Customer services							
		Description	Reduction in running costs budgets		9			L	L	SNS2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	CSREP 2018-19 (7)	Service/Section	Translation services							
		Description	Increase in income		10		10	M	M	SI2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	CSREP 2018-19 (8)	Service/Section	Corporate							
		Description	Dividend from CHAS 2013 Limited		215		0	L	L	SI2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

REPLACEMENT SAVINGS

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2018-19 (9)	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Corporate Governance Reduction in running costs budgets None None None None None None		11			L	L	SNS2
Page 37	CSREP 2018-19 (10)	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Corporate Governance SLLp - Increase in legal income None None None None None None		25			L	L	SI2
	CSREP 2018-19 (11)	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Corporate Governance Audit and investigations Reduction in service days None Reduce audit capacity. None None		50			M	L	SNS2

REPLACEMENT SAVINGS

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2018-19 (12)	Service/Section	Human Resources		185			L	L	SNS2
		Description	Reduction in posts across the department							
		Service Implication	Reallocation of work.							
		Staffing Implications	Reduction in overall HR staffing levels							
		Business Plan implications	Delivering to plan and SLAs by introducing new ways of working							
		Impact on other departments	Reduction of attendance at meetings							
		Equalities Implications	Due to nature of the workforce a larger portion of women than men affected by the proposal							
		TOM Implications	None identified							
	CSREP 2018-19 (13)	Service/Section	Business Improvement - Business Systems		10			H	L	SP2
		Description	Maintenance and Support reduction							
		Service Implication	Reduction in payments to third party providers for maintenance and support - will only be achieved through decommissioning services and/or systems. There is some risk attached to this saving as timescales and costs for these types of service are difficult to anticipate and plan for.							
		Staffing Implications	None							
		Business Plan implications	None - system retirement will take place in line with the IT strategy.							
		Impact on other departments	None envisaged.							
		Equalities Implications	None envisaged.							
		TOM Implications	In line with TOM technology layer.							

REPLACEMENT SAVINGS

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 39	CSREP 2018-19 (14)	Service/Section	Business Improvement - Business Systems							
		Description	M3 support to Richmond/Wandsworth		20			M	L	SI2
		Service Implication	Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale.							
		Staffing Implications	The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.							
		Business Plan implications	The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existin work arrangements and establishment.							
		Impact on other departments	No impact on other departments is envisaged.							
		Equalities Implications	None envisaged.							
		TOM Implications	In line with TOM.							

REPLACEMENT SAVINGS

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 40	CSREP 2018-19 (15)	Service/Section	Business Improvement - Business Systems							
		Description	Street Naming and Numbering Fees/Charges Review		15			M	L	SI1
		Service Implication	An increase in fees and charges associated with this service that brings them into line with neighbouring boroughs. This will seek to ensure that the council charges appropriately, particularly for larger scale developments.							
		Staffing Implications	None							
		Business Plan implications	In line with business plan.							
		Impact on other departments	None expected.							
		Equalities Implications	None expected.							
		TOM Implications	In line with TOM.							
	CSREP 2018-19 (16)	Service/Section	Business Improvement - Management							
		Description	Operating cost reduction		11			L	L	SNS1
		Service Implication	Reduction in purchasing of stationery and use of postage/mobile phones etc. to reduce operating costs.							
		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							

Total Replacement Savings	957
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CORPORATE SERVICES SAVINGS - Deferred Savings

Ref	Description of Saving	Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
CSD7	Division	Infrastructure & Transactions							
	Description	Restructure Post & Print section and delete 2 FTE posts.	382	(47)	23	24	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							
CS2015-03	Service Description	Transactional Services Restructure of Transactional Services team	475	(100)	50	50	L	M	SS2
	Service Implication	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
	Staffing Implications	Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.							
	Business Plan implications	Existing BP targets will need to be revised to align with reduced resources							
	Impact on other departments	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
	Equalities Implications	TBA							
	TOM Implications	To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.							

CORPORATE SERVICES SAVINGS - Deferred Savings

Ref	Description of Saving	Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
CS2016 -06	Service/Section Customers Services Description Merton Link - efficiency savings 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	613	(30)	30		M	M	SNS1
	TOTAL		(177)	103	74			

Savings Type

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

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

Panel	Ref	Description of Saving		Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-06	<u>Service</u> Description Service Implication	<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.	377	40				Medium	Medium
		Staffing Implications	1 FTE staffing of overall pool of 8 posts.							
		Business Plan implications	None							
		Impact on other departments	We will focus on statutory returns which may impact on requests from other departments.							
		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. 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.							

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

Panel	Ref	Description of Saving		Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-09	Service Description	Cross Cutting Review of CSF staffing structure beneath management level.	1,049	189				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.							
Total Children, Schools and Families Savings					229	0	0	0		

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2017-01	Service Description	Cross Cutting Review of non-staffing budgets across the department	824	106				Low	Low
		Service Implication	Further reduction in commissioning budgets due to the combining of contracts realising some savings and from reduced support budgets following service redesigns.							
		Staffing Implications	None							
		Business Plan implications	No specific Implications							
		Impact on other departments	None.							
		Equalities Implications	We will continue to prioritise commissioning according to need, vulnerability and risks.							
		TOM Implications	Savings in line with Merton's Child and Young Person well-being model procurement approach. Resources will be allocated according to need.							
C&YP	CSF2017-02	Service Description	Cross Cutting Reduction in business support unit staff	141	33				Low	Low
		Service Implication	Reduction in administration support following the departmental DMT restructure.							
		Staffing Implications	Reduction of 1 posts from a total of 4 FTE.							
		Business Plan implications	No specific Implications							
		Impact on other departments	None							
		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	This follows on from the departmental TOM DMT restructure.							

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2017-03	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Children Social Care</u> Delivery of preventative services through the Social Impact Bond The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. None No specific Implications None This is a service for some of our most vulnerable children and young people. This is in line with the CSF TOM and our Child and Young Person well-being model approach.	6,793	45				Medium	Medium
C&YP	CSF2017-04	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Children Social Care</u> South London Family Drug and Alcohol Court commissioning Enable children to stay at home safely, thereby reducing cost of care proceeding and care placements None No specific Implications Potential impact on legal department. This is a service for some of our most vulnerable children and young people. This is in line with the CSF TOM and our Child and Young Person well-being model approach.	6,793	45				Medium	Medium
Total Children, Schools and Families Savings						229	0	0	0	

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH54/ CH20	Service	Access, Assessment and Commissioning Staffing								
		Description	Reduced capacity to monitor quality within provider services and /or to undertake assessments and reviews i.e. there is a direct implication on the ability to effectively safeguard/assess/support/ promote independence.	8,063	433	0	0	0	High	Medium	SS2
		Service Implication	Given the previous reduction in staffing, this saving is no longer achievable without significant detriment to the safety and quality of service								
		Staffing Implications	Possible impact on our statutory duties under the Care Act 2014. We would attempt to mitigate this by investigating alternative models for quality and performance monitoring and of assessment and care management.								
		Business Plan implications	The service would struggle to meet its plans								
		Impact on other departments	As staff and service delivery are affected there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.								
		Equalities Implications	Processes will need to improve so lower staff resources are able to undertake the necessary volumes of work. existing TOM commitments to flexible and mobile working and to improve assessment and care management processes ensure this is feasible.								
HC&OP	CH39	Service	Extra Care Sheltered Housing								
		Description	A review of, and reduction in, the extra care sheltered housing provision.	1,572	330	0	0	0	High	High	SP2 / SS2
		Service Implication	The full original savings target would leave the services unsustainable given the level of care need these units are now supporting.								
		Staffing Implications	There would be potential redundancies within the in-house provision								
		Business Plan implications	This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.								
		Impact on other departments	None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving	Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH65	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p align="center">Shared Service Arrangement</p> <p>Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org. Opportunities for shared services have not emerged as hoped. Possible redundancies. This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.</p> <p>As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.</p>	£5,031	300	0	0	0	High	High	SS2
HC&OP	CH66	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p align="center">Direct Provision</p> <p>Look at opportunities for shared services for in-house services Opportunities for shared services have not emerged as hoped.</p> <p>Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time.</p> <p>None.</p> <p>Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service.</p> <p>These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	£3,886	400	0	0	0	High	High	SS2
TOTAL SAVINGS TO BE REPLACED				1,463	0	0	0				

Savings Type

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

DEPARTMENT:Community & Housing 2018/19- REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	CH71	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Adult Social Care: Access & Assessment</p> <p>Transport: moving commissioned taxis to direct payments. Service users can purchase taxi journeys more cheaply than the council.</p> <p>Service users will receive the same transport levels, but delivered differently and will have more choice of taxi provider</p> <p>nil</p> <p>nil</p> <p>nil</p> <p>nil</p> <p>nil</p>	182	50	0	0	0	Medium	Medium	SNS1
	CH72	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Adult Social Care: Direct provision</p> <p>Reviewing transport arrangements for in-house units, linking transport more directly to the provision and removing from the transport pool.</p> <p>Transport arrangements for day centre users may change. Those who can travel by other means may no longer be offered council transport. The arrangements for others may change. Day centres will have more flexibility in the use of vehicles</p> <p>tbc</p> <p>This will impact on E&R as C&H want to withdraw from the transport pool and manage vehicles from each unit.</p> <p>Day centre users have a learning disability.</p> <p>This is a substantial project that will impact on the refresh of the C&H and E&R TOMs</p>	1,087	100	0	0	0	High	Medium	SNS1/2
	CH73	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Adult Mental health</p> <p>Staffing</p> <p>A review of management and staffing levels of the AMH team in line with the reductions carried out in the rest of ASC.</p> <p>A reductions in staffing to be achieved by decreased use of agency staff</p> <p>Nil</p> <p>Nil</p> <p>Mental health service users may receive a less responsive service.</p> <p>The positioning of AMH and OPMH services needs to be reviewed in the refreshed TOM</p>	1,478	100	0	0	0	Medium	Medium	SS2

DEPARTMENT:Community & Housing 2018/19- REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH74	<p>Service/Section Description Adult Social Care Income maximisation Service Implication The implementation of the MOSAIC social care system has identified the scope to improve the identification of service users who should contribute to the costs of their care and assess them sooner, thus increasing client income. Assessed as a 3% improvement less cost of additional staffing</p> <p>Staffing Implications The savings is net of increased staff costs of £90k</p> <p>Business Plan implications Staffing and income budgets will need to be adjusted</p> <p>Impact on other departments This may increase the workload of the corporate transactions team</p> <p>Equalities Implications</p> <p>TOM Implications Income maximisation needs to be addressed in the refreshed TOM</p>	-10,583	231	0	0	0	Medium	Low	SI1
	CH75	<p>Service/Section Description Public Health Public Health: health related services in other budgets</p> <p>Service Implication There will be reduced activity in non-statutory and lower priority programmes</p> <p>Staffing Implications Nil</p> <p>Business Plan implications nil</p> <p>Impact on other departments nil</p> <p>Equalities Implications By its nature Public Health focuses on those with poorer health outcomes, and they might receive a lower level of interventions</p> <p>TOM Implications The impact of the ending of ring-fenced Public Health grant needs to be addressed in the refreshed TOM</p>	10,727	600	0	0	0	High	Medium	SNS1
		TOTAL REPLACEMENT SAVINGS		1,081	0	0	0			
		NET EFFECT OF REPLACEMENT SAVINGS		382	0	0	0			

Savings Type

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

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
HC&OP	CH54 & CH20	Service Description	Access Assessment and Commissioning staffing Reduced staffing in social work and commissioning teams	8,063	183	(183)	183	0	High	Medium	SS2
			Original staff savings (£433k) less alternatives (taxis £50k, transport £100k and MH staff £100k)								
		Service Implication	Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		Business Plan implications	This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.								
		Impact on other departments	The primary impact is on service users and partners, such as the NHS.								
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref	Description of Saving	Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
SC	CH57	<p>Service Description Housing Needs Staff reduction in Housing Services Original staff savings in Housing were identified as unachievable but no alternatives were identified at that time</p> <p>Service Implication This makes service delivery very challenging, but will seek to preserve a greater number of front-line staff engaged with service delivery. The main impact will be upon supervisory and other management roles.</p> <p>Staffing Implications Deletion of 1.0 post (2017/18) and Deletion of 2.0 posts and Re-evaluation of 1.0 post (2018/19). Redundancy costs to the council and increased workloads for remaining staff</p> <p>Business Plan implications The business plan implication would ensure no further loss of front line staff with a corresponding ability to continue statutory housing act functions which include: Homelessness Prevention, Private Sector tenants rights and enforcement. The additional reductions in staffing (in addition to those identified in 2016/17) would be limited to management and supervisor posts. Whilst this will be increasingly challenging for the remaining management and staff, it is anticipated that the business will continue to be delivered with some adjustments made as necessary.</p> <p>Impact on other departments Equalities Implications This will have an impact on children's and adult's social care BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.</p> <p>TOM Implications This is consistent with the existing TOM</p>	1011	118	(118)	118	0	High	High	SS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
Page 53	CH65	Service Description	Shared Service Arrangement Reduced staffing through sharing services with neighbouring boroughs Original savings (£800k) less £100k still achievable and £600k alternatives saving		100	(100)	100	0	High	High	SS2
		Service Implication	This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.								
		Staffing Implications	Possible redundancies.								
		Business Plan implications	This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.								
		Impact on other departments									
		Equalities Implications	As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.								
		TOM Implications									
HC&OP	CH39	Service Description	Extra Care Sheltered Housing Reduction in staff for in-house unit and in contract value for commissioned unit, resulting in less support hours for residents.	1,572	99	(99)	99	0	High	High	SP2
		Service Implication	This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.								
		Staffing Implications	There would be potential redundancies within the in-house provision								
		Business Plan implications	This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.								
		Impact on other departments	None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
HC&OP	CH 68 and 69	Service Description	Libraries Shared services savings not achievable Completion of Shared Library & Heritage Service Management Structure with another borough - £25k		48	(48)	48	0	High	High	SS2
		Staffing Implications	These changes may impact on staff.								
		Business Plan implications	None.								
		Impact on other departments	Access to Library & Heritage Service managers may be more limited.								
		Equalities Implications	None.								
		TOM Implications	Identified as a key action within the new Library & Heritage Service TOM.								
		Total Savings			548	(548)	548				

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 55	2018-19 CS01	Service/Section	Infrastructure & Transactions - IT Service Delivery					L	L	SP1
		Description	Revenue Saving associated with current MFD contract		150					
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS02	Service/Section	Infrastructure & Transactions - Facilities Management							
		Description	Reduction in the level of building repairs and maintenance undertaken on the corporate buildings		100			H	M	SPROP
		Service Implication	The level of routine repairs, general maintenance works and							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	Yes and users of the buildings.							
		Equalities Implications	None							
		TOM Implications	May have some impact in terms of the overall condition of the Councils property portfolio and backlo maintenance requirements.							

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 56	2018-19 CS03	Service/Section	Infrastructure & Transactions - Facilities Management	33	33			L	L	SNS1
		Description	Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description.							
		Service Implication								
		Staffing Implications	None Removal of allowance to staff. Duties to be included in job description of Assistant Directors							
		Business Plan implications	None							
		Impact on other departments	Will be Assistant Directors across all departments.							
		Equalities Implications	None							
TOM Implications	None									

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 57	2018-19 CS04	Service/Section	Infrastructure & Transactions - Facilities Management							
		Description		630	36			L	M	SS2
		Service Implication	Delete or full cost recovery of one post within FM Possible if deletion of post							
		Staffing Implications	Possible 1 FTE							
		Business Plan implications	None							
		Impact on other departments	Schools							
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS05	Service/Section	Resources							
		Description	Reduction in permanent staffing		30			H	M	SS2
		Service Implication	Efficiencies of new financial system when fully embedded should minimise effect on service							
		Staffing Implications	1 FTE							
		Business Plan implications	None							
		Impact on other departments	Increase in self service							
		Equalities Implications	None							
		TOM Implications	None							

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 58	2018-19 CS06	Service/Section	Resources							
		Description	Miscellaneous budgets within Resources		0	17		L	L	SNS2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS07	Service/Section	Resources							
		Description	Retender of insurance contract				50	25	L	L
		Service Implication	Procurement saving with no effect on service							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS08	Service/Section	Revenues and Benefits							
		Description	Increase in income from Enforcement Service		100	20	15	L	L	SI2
		Service Implication	Increase in number of warrants received from ANPR contriventions							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	Increase in income for E & R							
		Equalities Implications	None							
		TOM Implications								
	2018-19 CS09	Service/Section	Customer Contact							
		Description	Reduction/rationalisation in running costs budgets across multiple budgets		35			L	L	SNS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS12	Service/Section	Corporate Governance							
		Description	SLLp - reduction in legal demand			50		H	M	SS2
		Service Implication	Reduction in legal chargeable hours							
		Staffing Implications	Possible 1 lawyer							
		Business Plan implications	None							
		Impact on other departments								
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS13	Service/Section	Corporate Governance							
		Description	Audit and investigations		50					
		Service Implication	Reduction in service days							
		Staffing Implications	Shared service							
		Business Plan implications	Reduce audit capacity and resource for criminal and civil enforcement							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications								

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 62	2018-19 CS14	Service/Section	Business Improvement - Business Systems							
		Description	M3 support to Richmond/Wandsworth		20			M	L	SI2
		Service Implication	Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale.							
		Staffing Implications	The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.							
		Business Plan implications	The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existin work arrangements and establishment.							
		Impact on other departments	No impact on other departments is envisaged.							
		Equalities Implications	None envisaged; a full EI will be undertaken.							
		TOM Implications	In line with TOM.							

PROPOSED

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 63	2018-19 CS15	Service/Section	Business Improvement - Policy & Partnerships	248		50		M	M	
		Description	Reduce headcount from 4.6 to 3.6							
		Service Implication	Some of the following services would need to cease - CMT administration, support for Merton Partnership, development and implementation of the Strategic Partner Programme, Merton Intelligence Hub and our strategy around the use of data. The service will explore the introduction of generic working.							
		Staffing Implications	Deletion of one post							
		Business Plan implications	See service implications							
		Impact on other departments	The PSP team delivers support services that tend to support corporate cross cutting projects and there the impact of staff cuts would impact in terms of the projects/support that would cease.							
		Equalities Implications	These are likely since staff are affected.							
		TOM Implications	Partnership working, objectives around improved use of data and objectives to improve preventative services within the VCS.							

Proposed Savings

1,014 187 40

Corporate Services Targets

2,363 1,911 169

Shortfall

1,349	1,724	129	3,202
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DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2017-05	Service	Children Social Care								
		Description	Delivery of preventative services through the Social Impact Bond	6,793			45		High	Medium	SNS1
		Service Implication	The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. This work takes place in the context of a rising population with increasing complex needs.								
		Staffing Implications	None								
		Business Plan implications	No specific Implications								
		Impact on other departments	None								
		Equalities Implications	This is a service for some of our most vulnerable children and young people.								
		TOM Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								
C&YP	CSF2017-06	Service	Children Social Care								
		Description	South London Family Drug and Alcohol Court commissioning	6,793			45		High	Medium	SNS1
		Service Implication	Enable children to return home safely, thereby reducing cost of care placements. This work takes place in the context of a rising population with increasing complex needs.								
		Staffing Implications	None								
		Business Plan implications	No specific Implications								
		Impact on other departments	Potential impact on legal department.								
		Equalities Implications	This is a service for some of our most vulnerable children and young people.								
		TOM Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								

Panel	Ref	Description of Saving	Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2017-07	Service Description	Education Review schools trade offer, raise charges or consider ceasing services from 2020.	1,381			60	Medium	Medium	SS2	
		Service Implication									All CSF SLAs as well as de-delegated services with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will also examine further opportunities to trade with schools.
		Staffing Implications									If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.
		Business Plan implications									Should funding not be secured there will be implications for service volumes and outcomes.
		Impact on other departments									Possible impact on child protection services if service reductions result in escalations from schools and others.
Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.										
TOM Implications	Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will continue to be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.										
Total				0	0	150	0				
Total CSF Target Savings				0	0	3,328	132				
Savings identified as part of replacement savings						0					
(Shortfall)/Surplus				0	0	(3,178)	(132)				

Savings Type

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

Panel

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

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

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	Service/Section	Regulatory Services Partnership							
		Description	Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	0	60	65	75	Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
SC	E2	Service/Section	Waste Services							
		Description	Thermal Treatment of wood waste from HRRC	302	30			Med	Med	SP2
		Service Implication	Reduced recycling rate at HRRC down by c26%							
		Staffing Implications	None							
		Business Plan implications	Change in focus to measure diversion from Landfill compared to recycling performance							
		Impact on other departments	South London waste Partnership will need to be consulted							
		Equalities Implications	None							
		TOM Implications	Negative impact on recycling performance.							

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

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E3	Service/Section	Leisure & Culture Development Team							
		Description	Polka Theatre Grant Reduction	64		30		Low	Low	SG2
		Service Implication	Polka Theatre are redeveloping their site in Wimbledon and the council is committed to investing £150k of capital/section 106 towards that project. Once the project is complete Polka will be capable of generating more income and become more financially stable, thus not requiring all of the current grant. The council will still need to fund some grant as it is a requirement of other funding bodies.							
		Staffing Implications	None							
		Business Plan implications	Polka Theatre is a key contributor to delivering outcomes for local residents and communities. They support the borough's strategic plan for 'Bridging the Gap.'							
		Impact on other departments	Other departments will still be able to commission services from Polka, as they do currently.							
		Equalities Implications	None							
		TOM Implications	None							

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

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E4	Service/Section	Sustainable Communities							
		Description	Income from Merantun Development Limited for services provided to the company by LBM	0	100			Low	Med	SP1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	Increased work for finance and procurement teams delivered by service level agreements with Merantun							
		Equalities Implications	None							
		TOM Implications	In line with TOM objectives							
SC	E5	Service/Section	Greenspaces							
		Description	Letting of remaining vacant facilities in Greenspaces	513	50			Low	Low	SI2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None insignificant							
		Equalities Implications	None							
		TOM Implications	Integral to Greenspaces TOM							

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

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E6	Service/Section	Greenspaces							
		Description	Increased tenancy income in Greenspaces	513	40			Med	Low	SI1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None insignificant							
		Equalities Implications	None							
		TOM Implications	Integral to Greenspaces TOM							
Total Environment and Regeneration Savings					280	95	75			

Savings Type

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

Panel

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

Panel	Ref	Notes	Description of Saving	Baseline Budget 17/18	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care								
			Service	Public Health				
17/18	CH81	The ring fenced Public Health Grant ends in March 2020, when funding becomes part of the Business Rate funding settlement. It is not known what will happen to mandation of PH services and what 100% BBR will mean for the funding of the council as a whole. The review of PH funding will have to take into consideration its impact on other services.	Description	Public Health		500	High	High
			Service Implication	Main PH services have just been redesigned and re-commissioned according to PH TOM signed off March 17. An ongoing review of the range and scope of PH services commissioned.				
			Staffing Implications	The team has just been restructured with reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG); there is little scope in further team reduction but scope for efficiency through further development of joint commissioning roles.		-		
			Business Plan implications	Any substantial change in PH services is likely to impact on service provision in C&H and CSF; change of staff would reduce commissioning capacity for C&H and CSF.				
			Impact on other departments	Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.				
			Equalities Implications	Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.				
		TOM Implications	The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.					
Total Community & Housing 2019/20						500		
Total C&H Savings Proposal 2019/20						500		
Total C&H Savings target (Shortfall)/Surplus						0		

Panel	Ref	Notes	Description of Saving	Baseline Budget	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Adult Social Care									
			Service	ASC - Access & Assessment					
17/18	CH82	Savings on this scale, after a decade of making savings, are not deliverable by merely slicing back provision or cutting staffing. A more fundamental review of what Merton offers and delivers is necessary. There is an opportunity to make efficiencies and to improve the offer by integrating health and social care for older people with physical and mental health needs.	Description	<p>Older People's social care (mental health) Creating a fully integrated Older People's services, combining OP social work teams, OPMH teams with community health services to create a 'one stop shop' for supporting the most vulnerable older people, removing the barriers between health and social care. Integrating support for physical and mental health issues. This will make it easier for the most unwell and most frail to access the support they need, and for us to respond in the most effective ways, and thus maximising any potential for recovery of independence.</p> <p>Creating integrated teams will mean changing roles, locations and ways of working. Any Staff reductions will be in management posts</p> <p>It may require a pooled budget The integrated service will require a host organisation. The choice of the host will affect the demand on corporate services</p> <p>This will impact on the council's response to vulnerable older people, most of whom either have a disability or a mental impairment. The TOM will need to be refreshed to reflect an integrated model</p>		500	High	High	SNS2
			Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications						
			Services	Adult Mental Health					
17/18	CH83	Adult mental health has been protected from many of the savings rounds in the past, reflecting the historic gap between demand and supply. With this level of savings, this protection is no longer viable and we will need to look to reduce out offer to what the Care Act requires	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<p>Adult Mental Health A fundamental review of adult mental health services and staffing to ensure that we meet our duties under the Care Act in the most cost effective ways A reduction in mental health management and front line posts reduction in offer</p> <p>By the nature of the service, these savings will impact on people with mental ill health reduction in offer</p>	1200	500	Medium	High	SS1

Panel	Ref	Notes	Description of Saving		Baseline Budget	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
			Service	Public Health					
17/18	CH84	The ring fenced Public Health Grant ends in March 2020, when funding becomes part of the Business Rate funding settlement. It is not known what will happen to mandation of PH services and what 100% BBR will mean for the funding of the council as a whole. The review of PH funding will have to take into consideration its impact on other services.	Description	Public Health		500	High	High	SP1
			Service Implication	Main PH services have just been redesigned and re-commissioned according to PH TOM signed off March 17. An ongoing review of the range and scope of PH services commissioned.					
			Staffing Implications	The team has just been restructured with reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG); there is little scope in further team reduction but scope for efficiency through further development of joint commissioning roles.		-			
			Business Plan implications	Any substantial change in PH services is likely to impact on service provision in C&H and CSF; change of staff would reduce commissioning capacity for C&H and CSF.					
			Impact on other departments	Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.					
			Equalities Implications	Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.					
			TOM Implications	The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.					
Total Community & Housing 2020/21						1,600			
Total C&H Savings Proposal 2020/21									
Total C&H Savings target (Shortfall)/Surplus							6,693		
							(5,093)		

DRAFT MTFS 2018-22:				
	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
Departmental Base Budget 2017/18	151,131	151,131	151,131	151,131
Inflation (Pay, Prices)	4,387	8,849	11,907	14,965
Autoenrolment/Nat. ins changes	315	315	315	315
FYE – Previous Years Savings	(7,018)	(8,737)	(8,737)	(8,737)
FYE – Previous Years Growth	974	(1,532)	(1,032)	(1,032)
Amendments to previously agreed savings/growth	1,107	456	382	382
Change in Net Appropriations to/(from) Reserves	(1,257)	(993)	(851)	(984)
Taxi card/Concessionary Fares	450	900	1,350	1,800
Change in depreciation/Impairment (Contra Other Corporate items)	0	0	0	0
Growth	0	0	0	0
Other	1,360	1,436	3,323	3,604
Re-Priced Departmental Budget	151,449	151,825	157,788	161,443
Treasury/Capital financing	7,891	12,208	13,590	12,709
Pensions	3,469	3,552	3,635	3,718
Other Corporate items	(18,528)	(18,866)	(18,652)	(18,661)
Levies	614	614	614	614
Sub-total: Corporate provisions	(6,554)	(2,492)	(813)	(1,620)
Sub-total: Repriced Departmental Budget + Corporate Provisions	144,895	149,333	156,974	159,824
Savings/Income Proposals 2018/19	0	(2,094)	(3,626)	(3,741)
Sub-total	144,895	147,239	153,348	156,083
Appropriation to/from departmental reserves	173	(92)	(234)	(100)
Appropriation to/from Balancing the Budget Reserve	(2,120)	(3,330)	0	0
BUDGET REQUIREMENT	142,948	143,817	153,115	155,983
Funded by:				
Revenue Support Grant	(10,071)	(5,076)	0	0
Business Rates (inc. Section 31 grant)	(36,304)	(37,176)	(37,725)	(38,285)
Adult Social Care Improved BCF - Budget 2017	(2,115)	(1,054)	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(3,110)	(2,984)	(2,000)	(1,500)
Council Tax inc. WPC	(86,923)	(88,999)	(91,092)	(93,205)
Collection Fund – (Surplus)/Deficit	372	0	0	0
TOTAL FUNDING	(142,948)	(140,085)	(135,614)	(137,787)
GAP including Use of Reserves (Cumulative)	0	3,732	17,500	18,196

Capital Investment Programme - Schemes for Approval

Merton	Proposed 2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22
	£000	£000	£000	£000
Corporate Services	19,558	10,876	2,135	3,862
Community and Housing	729	480	630	280
Children Schools & Families	17,449	7,536	650	650
Environment and Regeneration	25,086	7,738	5,017	4,052
Capital	62,823	26,630	8,432	8,844

Merton	Proposed 2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22
	£000	£000	£000	£000
Business Improvement	2,412	250	0	1,942
Facilities Management Total	2,960	1,250	950	950
Infrastructure & Transactions	1,085	630	1,060	970
Resources	0	0	125	0
Corporate Items	13,101	8,746	0	0
Corporate Services	19,558	10,876	2,135	3,862
Adult Social Care	44	0	0	0
Housing	629	280	280	280
Libraries	100	200	350	0
Community and Housing	773	480	630	280
Primary Schools	650	650	650	650
Secondary School	9,391	5,781	0	0
SEN	7,304	1,000	0	0
CSF Schemes	104	105	0	0
Children Schools & Families	17,449	7,536	650	650
Public Protection and Development	0	60	0	35
Street Scene & Waste	5,790	340	340	340
Sustainable Communities	19,297	7,338	4,677	3,677
Environment and Regeneration	25,086	7,738	5,017	4,052
Capital	62,866	26,630	8,432	8,844

Please Note

- 1) Excludes expenditure budgets relating to Disabled Facilities Grant funding from 2018/19.
- 2) Excludes expenditure budgets relating to Transport for London Grant from 19/20 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2018/19 onwards as grant funding has not been announced.

FUNDING THE CAPITAL PROGRAMME 2017-22

Merton	Capital Programme £000s	*Funded by Merton £000s	Funded by grant and capital contributions £000s
2017/18 Current Budget	51,528	34,698	16,830
Potential Slippage b/f	0	0	0
2017/18 Revised Budget	51,528	34,698	16,830
Potential Slippage c/f	(7,359)	(6,023)	(1,336)
Potential Underspend not slipped into next year	(912)	(671)	(242)
Total Spend 2017/18	43,257	28,006	15,252
2018/19 Current Budget	62,866	41,740	21,126
Potential Slippage b/f	7,359	6,023	1,336
2018/19 Revised Budget	70,225	47,763	22,462
Potential Slippage c/f	(6,116)	(5,361)	(754)
Potential Underspend not slipped into next year	(906)	(778)	(128)
Total Spend 2018/19	63,203	41,621	21,580
2019/20 Current Budget	26,630	23,788	2,843
Potential Slippage b/f	6,116	5,361	754
2019/20 Revised Budget	32,746	29,149	3,597
Potential Slippage c/f	(1,322)	(1,297)	(26)
Potential Underspend not slipped into next year	(340)	(340)	0
Total Spend 2019/20	31,084	27,512	3,571
2020/21 Current Budget	8,432	7,782	650
Potential Slippage b/f	1,322	1,297	26
2020/21 Revised Budget	9,754	9,080	676
Potential Slippage c/f	(140)	(139)	(1)
Potential Underspend not slipped into next year	(348)	(315)	(33)
Total Spend 2020/21	9,267	8,626	642
2021/22 Current Budget	8,879	8,229	650
Potential Slippage b/f	140	139	1
2021/22 Revised Budget	9,019	8,368	651
Potential Slippage c/f	(108)	(107)	0
Potential Underspend not slipped into next year	(343)	(311)	(33)
Total Spend 2021/22	8,568	7,949	619

*Funded by Merton refers to expenditure funded through Capital Receipts, Revenue Reserves and by borrowing.

Detailed Capital Programme 2018-22

	Scrutiny	Proposed 2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22
Corporate Services		£000	£000	£000	£000
Customer Contact Programme	OSC	1,050	250	0	1,900
IT Systems Projects	OSC	1,012	0	0	42
Social Care IT System	OSC	350	0	0	0
Business Improvement		2,412	250	0	1,942
Works to other buildings	OSC	300	650	650	650
Civic Centre	OSC	300	300	0	0
Invest to Save schemes	OSC	2,010	300	300	300
Water Safety Works	OSC	100	0	0	0
Asbestos Safety Works	OSC	250	0	0	0
Facilities Management Total		2,960	1,250	950	950
Planned Replacement Programme	OSC	1,085	630	1,060	970
Infrastructure & Transactions		1,085	630	1,060	970
ePayments System	OSC	0	0	125	0
Resources		0	0	125	0
Acquisitions Budget	OSC	5,000	0	0	0
Multi Functioning Device (MFD)	OSC	0	600	0	0
Housing Company	OSC	8,101	8,146	0	0
CPOs Morden	OSC				
Corporate Items		13,101	8,746	0	0
Corporate Services		19,558	10,876	2,135	3,862
Community and Housing		£000	£000	£000	£000
Telehealth	HCOP	44	0	0	0
Adult Social Care		44	0	0	0
Disabled Facilities Grant	SC	629	280	280	280
Housing		629	280	280	280
West Barnes Library Re-Fit	SC	0	200	0	0
Library Self Service	SC	0	0	350	0
Library Management System	SC	100	0	0	0
Libraries		100	200	350	0
Community and Housing		773	480	630	280

- 1) Excludes expenditure budgets relating to Disabled Facilities Grant funding from 2018/19.
- 2) Excludes expenditure budgets relating to Transport for London Grant from 19/20 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2018/19 onwards as grant funding has not been announced.

Detailed Capital Programme 2018-22 Continued.....

	Scrutiny	Proposed 2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22
Children Schools & Families		£000	£000	£000	£000
Schools Cap Maintenance & Accessibility	CYP	650	650	650	650
Primary Schools		650	650	650	650
Harris Academy Morden	CYP	2,194	800	0	0
Harris Academy Merton	CYP	100	0	0	0
St Mark's Academy	CYP	1,624	3,681	0	0
Harris Academy Wimbledon	CYP	5,474	1,300	0	0
Secondary School		9,391	5,781	0	0
Perseid	CYP	650	0	0	0
Cricket Green	CYP	5,028	0	0	0
Secondary School Autism Unit	CYP	1,330	0	0	0
Unallocated SEN	CYP	296	1,000	0	0
SEN		7,304	1,000	0	0
Admissions IT System	CYP	0	105	0	0
Capital Loans to schools	CYP	104	0	0	0
CSF Schemes		104	105	0	0
Children Schools & Families		17,449	7,536	650	650
Environment & Regeneration		£000	£000	£000	£000
Parking Improvements	SC	0	60	0	0
Public Protection and Development	SC	0	0	0	35
Public Protection and Development		0	60	0	35
Fleet Vehicles	SC	400	300	300	300
Alley Gating Scheme	SC	40	40	40	40
Smart Bin Leases - Street Scene	SC	6	0	0	0
Waste SLWP	SC	5,344	0	0	0
Street Scene & Waste		5,790	340	340	340
Street Trees	SC	60	60	60	60
Highways & Footways	SC	3,581	3,067	3,067	3,067
Unallocated TfI	SC	1,865	0	0	0
Mitcham Area Regeneration	SC	2,032	301	0	0
Morden Area Regeneration	SC	3,000	3,000	1,000	0
Morden Leisure Centre	SC	5,756	169	0	0
Sports Facilities	SC	1,550	250	250	250
Parks	SC	1,452	491	300	300
Sustainable Communities		19,297	7,338	4,677	3,677
Environment and Regeneration		25,086	7,738	5,017	4,052
Capital		62,723	26,630	8,432	8,844

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

Growth/(Reductions) against Approved Programme 2018-21 and Indicative Programme 2021-22

Merton	Scrutiny	Proposed 2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22
		£000	£000	£000	£000
Business Improvement	OSC	1,050	250	0	(100)
Facilities Management Total	OSC	0	0	0	0
Infrastructure & Transactions	OSC	0	0	0	0
Resources	OSC	0	0	0	0
Corporate Items	OSC	0	0	0	0
Corporate Services		1,050	250	0	(100)
Adult Social Care	HCOP	0	0	0	0
Housing	SC	0	0	0	0
Libraries	SC	0	0	0	0
Community and Housing		0	0	0	0
Primary Schools	CYP	0	0	0	0
Secondary School	CYP	0	0	0	0
SEN	CYP	0	0	0	0
CSF Schemes	CYP	0	0	0	0
Children Schools & Families		0	0	0	0
Public Protection and Developm	SC	0	0	0	0
Street Scene & Waste	SC	0	0	0	0
Sustainable Communities	SC	0	0	0	0
Environment and Regeneration		0	0	0	0
Capital		1,050	250	0	(100)

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

Indicative Capital Programme 2022-27

	Scrutiny	Proposed Indicative 2022/23	Proposed Indicative 2023/24	Proposed Indicative 2024/25	Proposed Indicative 2025/26	Proposed Indicative 2026/27
Corporate Services		£000	£000	£000	£000	£000
Customer Contact Programme	OSC	0	0	0	1,000	1,000
IT Systems Projects	OSC	100	75	682	550	0
Social Care IT System	OSC	0	2,100	0	0	0
Business Improvement		100	2,175	682	1,550	1,000
Works to other buildings	OSC	650	650	650	650	650
Invest to Save schemes	OSC	300	300	300	300	300
Facilities Management Total		950	950	950	950	950
Planned Replacement Programme	OSC	900	775	630	1,060	970
Infrastructure & Transactions		900	775	630	1,060	970
Financial System	OSC	700	0	0	0	0
Resources	OSC	700	0	0	0	0
Multi Functioning Device (MFD)		0	0	600	0	0
Corporate Items		0	0	600	0	0
Corporate Services		2,650	3,900	2,862	3,560	2,920
Community and Housing		£000	£000	£000	£000	£000
Disabled Facilities Grant	SC	280	280	280	280	280
Housing		280	280	280	280	280
Library Enhancement Works	SC	0	0	0	350	0
Library Management System	SC	100	0	0	0	0
Libraries		100	0	0	350	0
Community and Housing		380	280	280	630	280
Children Schools & Families		£000	£000	£000	£000	£000
Schs Cap Maint & Accessibility	CYP	650	650	650	650	650
Primary Schools		650	650	650	650	650
Admissions IT System	CYP	0	105	0	0	0
CSF Schemes		0	105	0	0	0
Children Schools & Families		650	755	650	650	650
Environment and Regeneration		£000	£000	£000	£000	£000
Parking Improvements	SC	0	0	60	0	0
Public Protection and Development	SC	0	0	0	0	35
Street Scene & Waste		0	0	60	0	35
Fleet Vehicles	SC	300	300	300	300	300
Alley Gating Scheme	SC	40	40	40	40	40
Waste SLWP	SC	0	0	0	3,998	0
Street Scene & Waste		340	340	340	4,338	340
Street Trees	SC	60	60	60	60	60
Highways & Footways	SC	3,067	3,067	3,067	3,067	3,067
Sports Facilities	SC	250	250	250	250	250
Parks	SC	300	300	300	300	300
Sustainable Communities		3,677	3,677	3,677	3,677	3,677
Environment and Regeneration		4,017	4,017	4,077	8,015	4,052
Capital		7,697	8,952	7,869	12,855	7,902

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

Please Note

- 1) Excludes expenditure budgets relating to Disabled Facilities Grant
- 2) Excludes expenditure budgets relating to Transport for London Grant .
- 3) Excludes expenditure budgets relating to Devolved Formula Capital for schools.

First Draft Service Plans.

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

It should be noted that as these are First Draft Service Plans they are subject to revision as the Service Planning process continues. At this stage, the financial figures do not take into account any new savings proposed. Figures in the Second Draft Service Plans will be updated to include any agreed savings.

Second Draft Service Plans are due to be completed on the 21 December, after which they will form part of the Consultation Pack that will be used for all Cabinet and Budget Scrutiny meetings throughout January 2018.

Final plans will be completed on the 31 January 2018 and these plans will form part of our 2018/22 Business Plan.

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

Index of Departmental Service and Commissioning Plans

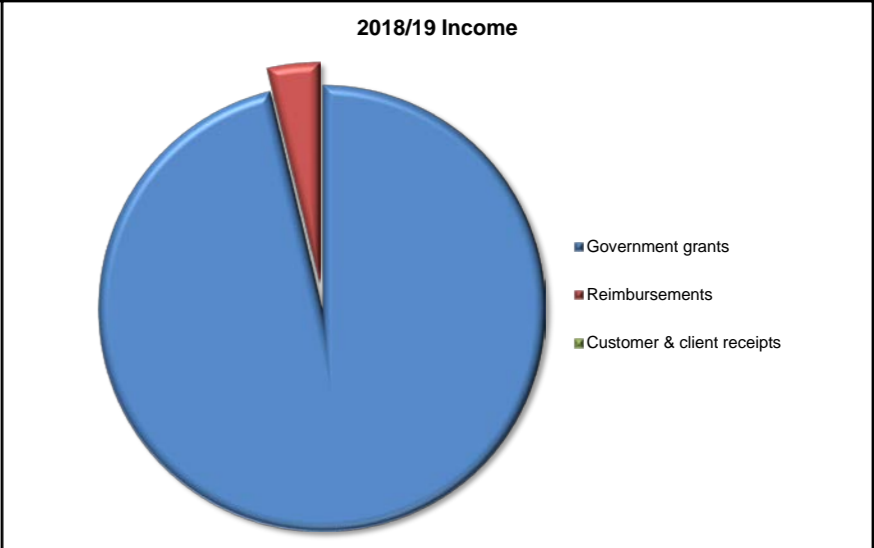
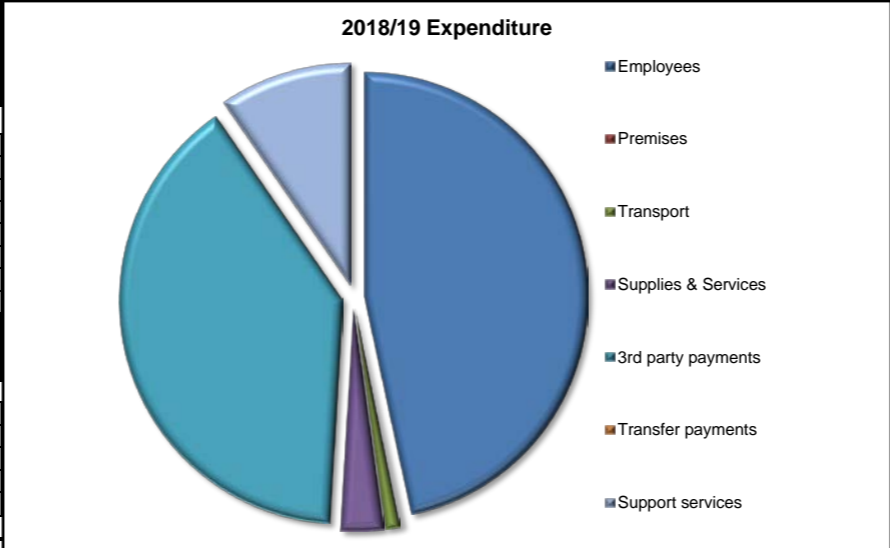
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Development & Building Control
Education	Housing Needs & Enabling	Corporate Governance	Future Merton
	Libraries	Customer Services	Leisure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

*Commissioning Plan

Children Schools & Families

Children's Social Care & Youth Inclusion	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21		2021/22		
<p>Cllr Katy Neep: Cabinet Member for Children's Services</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, children with disabilities care leavers & young offenders, as well as wider services for families.</p> <p>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.</p> <p>Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model.</p> <p>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.</p> <p>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.</p> <p>Access to resources for looked after children/external placement provision Recruitment of in house foster carers.</p>	Population growth - looked after children & Care leavers		15-30					Looked after Children & Care Leavers Strategy		
	Population growth - Child Protection Plans		30-60					Safeguarding Children's Board Annual Plan		
	Increase in 0-19 population		3,210					Children and Young People's Plan		
	UASC - increased numbers and impact on resources		30-32							
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)	209	210	204	198	198				
	(FTE subject to change as a result of restructures)									
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% single assessments completed within agreed timescales	91	92	93				High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)	26	26	26				Low	Quarterly	Quality	Safeguarding issues
Number YJS first time entrants	64	50	50				Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or over) in same placement for 2 years	71	66	65				High	Monthly	Outcome	Safeguarding issues
% LAC experiencing 3 or more placements moves	16	12	11				Low	Monthly	Outcome	Social exclusion
% fostered LAC in independent agency FC placements	44	42	40				High	Quarterly	Business critical	Increased costs
Number of in house foster carers recruited	15	15	15				High	Quarterly	Quality	Increased costs
Care Leavers who are ETE (17-21 year olds)	63	68	70				High	Quarterly	Outcome	Social Exclusion
% children subject of a timely safeguarding assessment	N/A	84%	84%				High	Quarterly	Outcome	Safeguarding issues
Average duration for care and supervision (s31) applications	N/A	30	30				High	Quarterly	Business critical	Safeguarding issues
% of care leavers in touch (17-21 year olds)	86						High	Quarterly	Outcome	Social exclusions
% of care leavers (aged 19-21) in suitable accommodation	87	91%	91%				High	Quarterly	Outcome	Safeguarding issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	23,239	26,242	23,185	2,127	23,929	24,152	24,304	24,456
Employees	11,281	11,639	10,846	727	11,152	10,724	10,726	10,727
Premises	48	76	54	15	55	56	57	57
Transport	249	284	245	4	246	249	253	257
Supplies & Services	1,045	1,119	678	181	735	745	755	765
3rd party payments	8,318	10,841	9,063	1,198	9,443	10,079	10,215	10,351
Transfer payments	0	0	0	2	0	0	0	0
Support services	2,298	2,283	2,299	0	2,299	2,299	2,299	2,299
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	1,806	2,211	988	(352)	1,096	1,096	1,096	1,096
Government grants	1,110	1,330	947	81	1,055	1,055	1,055	1,055
Reimbursements	697	838	41	(292)	41	41	41	41
Customer & client receipts		43	0	(141)	0	0	0	0
Reserves								
Capital Funded								
Council Funded Net Budget	21,432	24,030	22,197	1,774	22,834	23,056	23,208	23,360

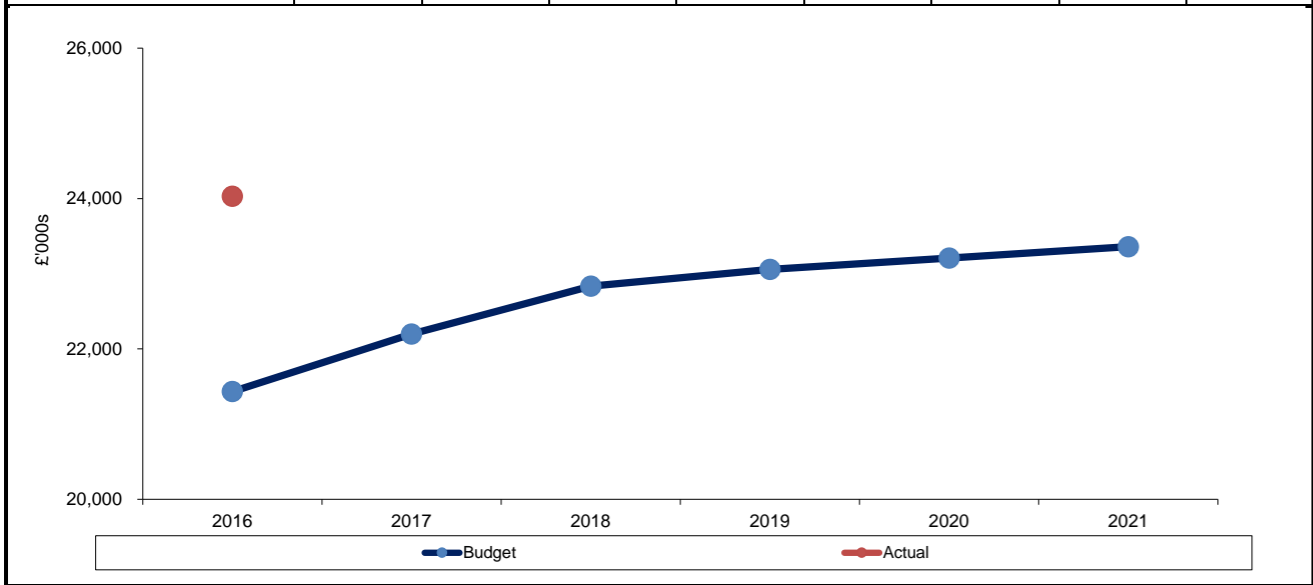


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes

2018/19

The following savings have been agreed as part of the MTFP, however, replacement savings are being considered.
(Review of CSF staffing structure beneath management level: £189,000 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 Education).
(Review of CSF management staffing structure: £150,000 to be split across CSC/YI and Education).
(Reduced cost/offer through the national centralised adoption initiative: £75,000).

2020/21

2021/22

Children's Social Care & Youth Inclusion

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

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		
		Risk		
		Likelihood	Impact	Score
Project 1		Well Being Model - CSC & CYPWB/TOM		
Project Title:		Improved effectiveness		
Start date	2016-17	4	3	12
End date	2019-20			
Project Details:		The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.		
Project 2		Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM)		
Project Title:		Improved effectiveness		
Start date	2013-14	2	3	6
End date	2018-19			
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.		
Project 3		Transforming Early Years (EY's TOM)		
Project Title:		Improved effectiveness		
Start date	2013-14	2	3	6
End date	2019-20			
Project Details:		Securing supply of good quality sufficient number of funded early education places for 2, 3 and 4 year olds responding to national policy and the new national funding framework and Merton's local priorities to include new 30 hour offer and support for children with SEND. Deliver the reshaped Children's Centre and early help services and programmes in accordance with local service practice standards and evidence based practice. Continue to secure good and above outcomes for all directly managed Ofsted inspected services. Maximise opportunities for external funding through ongoing review of charging structures and use of buildings by external agencies. Develop an "e strategy" and associated action plan for early years transactional services. Continue to promote use of self serve and publicise the range of directories managed within the service in partnership with key stakeholders. (Directories of Local Services)		
Project 4		Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)		
Project Title:		Improved customer experience		
Start date	2013-14	3	3	9
End date	2019-20			
Project Details:		Continue to strengthen collaboration between parents forum and partner agencies. further strengthen the Education, Health & Care Plan, and widen the Local Offer. Preparation for adulthood pathways are being developed by ASC, CWD and SEN Teams. Procurement for an SEN recording and reporting system is in the first stage. Addressing new statutory duty for age 19-25 a joint commissioning group across Health and Social Care has been developed to strengthen the tri-partite panel to support and process cases within available funding streams. Develop and deliver the Education TOM & CYPWB Model across CSF Services. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans. Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.		
Project 5		Development of Adolescent offer including My Futures (NEET's) & linked provision		
Project Title:		Improved customer experience		
Start date	2013-14	2	3	6
End date	2018-19			
Project Details:		Refocus ETE support and advice to ensure effective support and provision to SEN 16-25 years old.		
Project 6		Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)		
Project Title:		Infrastructure renewal		
Start date	2015-16	4	3	12
End date	2018-19			
Project Details:		Continue liaison with the Education and Skills Funding Agency and Harris Federation and manage related projects to deliver the opening and permanent build for the new Harris Academy Wimbledon School, and implement any further secondary school expansion required to ensure the council provides sufficient secondary places to meet growing demand. Implement agreed expansions of Cricket Green and Perseid Special Schools to provide additional in-house SEN places in Merton, and complete a strategic needs assessment of SEN provision and, on the basis of this evidence, consider further initiatives to commission and provide cost effective SEN provision to meet rising demand.		
Project 7		Workforce development		
Project Title:		Improved staff skills and development		
Start date	2015-16	4	3	12
End date	2019-20			
Project Details:		We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.		

Community & Housing

Adult Social Care
Cllr Tobin Byers: Cabinet Member for Adult Social Care
 Enter a brief description of your main activities and objectives below

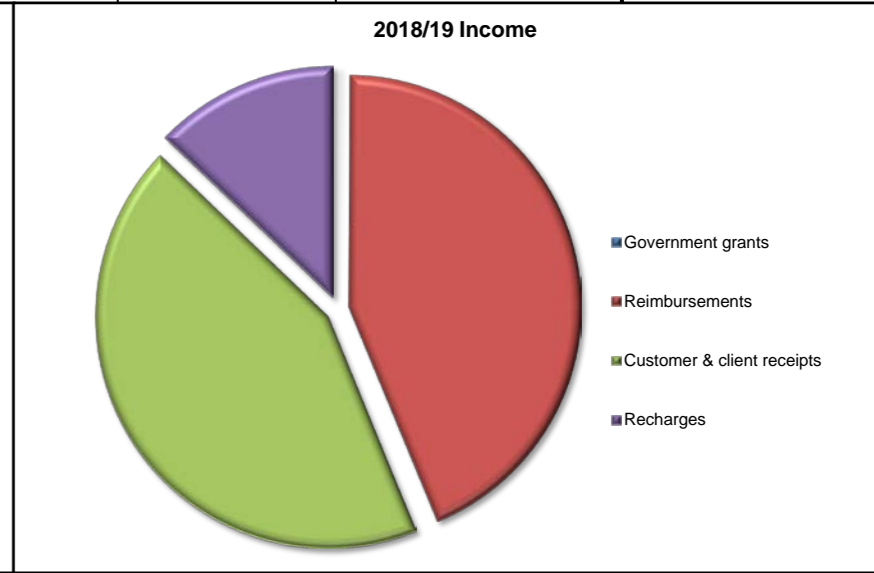
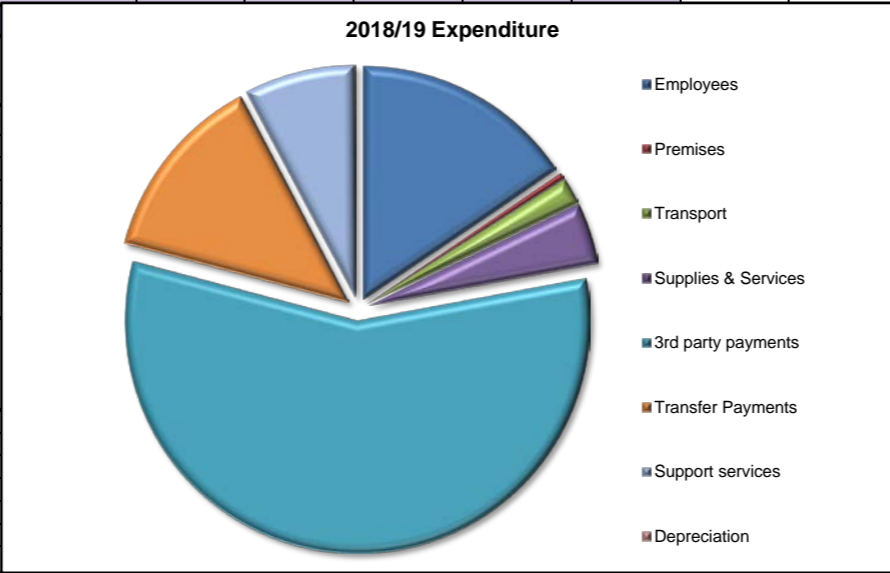
The Care Act 2014 is the legislation that underpins the statutory function of ASC; the Act came in to force on 1 April 2015. ASC works with people 18 and above and their carers who are in need of support. The Act sets a new national eligibility criteria to define eligibility for services. The Act gives new duties around safeguarding with a greater emphasis on protecting the most vulnerable people in our society from abuse or neglect. The Act also puts prevention at the heart of the work we undertake and we are well placed with our reablement team in fulfilling this duty.

Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital. We aim to maximise people's independence with the use of equipment, telecare, reablement, utilising the voluntary sector to limit isolation and loneliness, working with CLCH and our partners in health to ensure that people's health needs are met keeping people healthy and out of hospital. We will work with our partners in health and the voluntary sector to integrate services where possible and limit duplication. We aim to complete our duties by putting the customer at the heart of the assessment and maximising and utilising their strengths to ensure that they are enabled to be as independent as possible with minimum, or no, support from the council.

Anticipated demand		Planning Assumptions					The number of categories your service contributes to
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
No. of people requiring services	3307	3278	3252	3191	3170		Health & Wellbeing Strategy
People aged 85-89	375	358	335	315	293		
People aged 95+	195	190	185	180	175		
No. of people aged 65+ with dementia	395	407	419	431	448		
Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Staff (FTE)	335.26	324.50	313.50	313.50	313.50		

Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)					2021/22(P)
No of carers receiving a service	1016	1000	1010	1020	1040		High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	76.5	78.8	78.8	78.8	78.8		High	Annual	Outcome	Increased costs
% People receiving 'long term' Community Services	78	72	72	72	72		High	Monthly	Business critical	Increased costs
% of MASCOT calls answered in 60 seconds	97.5	97.5	97.5	97.5	97.5		High	Monthly	Quality	Increased waiting times
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	7.1	7	7	7	7		Low	Monthly	Business critical	Increased costs
Social care-related quality of life	N/A	18.5	18.5	18.5	18.5					
Proportion of people who use services who feel safe	N/A	68%	68%	68%	68%					

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	73,987	83,617	80,343	2,729	78,899	76,876	78,042	79,211
Employees	13,309	14,176	13,560	80	12,264	12,264	12,264	12,265
Premises	392	368	346	87	351	357	362	367
Transport	1,419	1,454	1,445	55	1,467	1,488	1,510	1,532
Supplies & Services	6,305	6,636	3,688	1,051	3,346	3,402	3,457	3,512
3rd party payments	36,189	44,528	45,828	2,504	44,980	42,423	43,058	43,692
Transfer Payments	9,773	9,758	9,514	(1,047)	10,405	10,855	11,306	11,757
Support services	6,501	6,600	5,885	-	6,010	6,010	6,010	6,010
Depreciation	98	98	78	-	78	78	78	78
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	22,465	22,763	20,943	(1,567)	21,067	21,067	21,067	21,067
Government grants	28	336	17	(331)	17	17	17	17
Reimbursements	9,024	8,827	9,203	(693)	9,203	9,203	9,203	9,203
Customer & client receipts	10,453	10,817	9,141	(543)	9,141	9,141	9,141	9,141
Recharges	2,960	2,783	2,582	-	2,706	2,706	2,706	2,706
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
Council Funded Net Budget	51,521	60,854	59,401	1,162	57,832	55,809	56,975	58,144

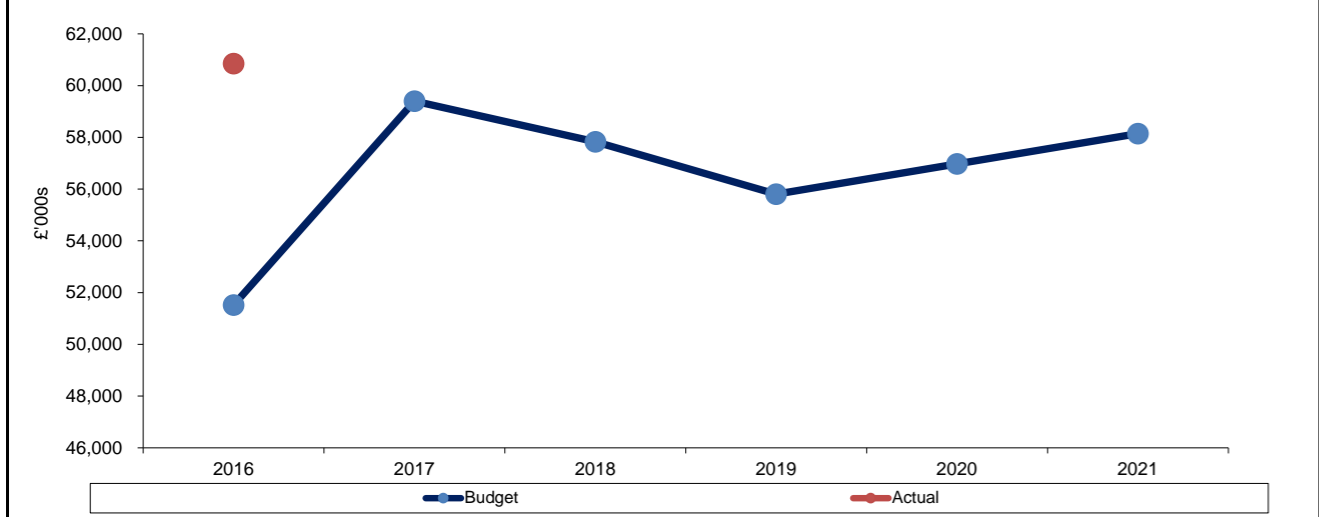


Summary of major budget etc. changes

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 - £2.9m due to increased improved Better Care Fund
 Total Savings - £339k

Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
ASC IT Equipment		48	40					
Telehealth					44			
	0	48	40	0	44	0	0	0



2020/21
 Growth for Concessionary fares increase - £0.450m

2021/22
 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:	Assessment & Care Management Processes		Improved effectiveness		
Start date	On-going	Project Details:	Build on the implementation of MOSAIC to review and enhance day to day practice by all front line teams.		2	2	4
End date							
Project 2		Project Title:	Front Door		Improved sustainability		
Start date	01/04/2018	Project Details:	Develop a new integrated 'front door; for Community & Housing that addresses the needs of adults outside of divisional silos, works with the voluntary sector and supports people to find solutions.		4	2	8
End date	31/03/2020						
Project 3		Project Title:	Integrated OP services		Improved efficiency (savings)		
Start date	01/04/2018	Project Details:	Seek to integrate services for older people that are physically frail or have mental health issues across health and social care, creating a one-stop service for the most vulnerable older people.		3	2	6
End date	31/03/2020						
Project 4		Project Title:	Mental Health		Improved efficiency (savings)		
Start date	01/04/2018	Project Details:	Undertake a fundamental review of adult mental health pathways and service arrangements, to ensure that our response meets our statutory duties and is financially sustainable.		3	2	6
End date	31/03/2019						
Project 5		Project Title:	Direct Provision		Improved efficiency (savings)		
Start date	01/04/2018	Project Details:	Review the offer of directly provided services to people with a learning disability to ensure that they are fit for purpose and meet the needs of older service users with an established pattern of support and younger people coming through transition.		4	2	8
End date	31/03/2020						
Project 6		Project Title:	Transitions		Improved efficiency (savings)		
Start date	01/04/2018	Project Details:	Work closely with CSF and families to support young people coming into adulthood from an earlier stage, setting realistic expectations and creating a wider range of options to support the transition to maximum independence. This will include developing transition specific services.		3	3	9
End date	31/03/2020						
Project 7		Project Title:	Complex needs & crisis		Improved efficiency (savings)		
Start date	Started	Project Details:	Develop a model and provision for complex needs, challenging behaviours and crisis for adults with a learning disability.		2	2	4
End date	31/03/2019						
Project 8		Project Title:	Supported Living opportunities		Improved customer experience		
Start date	Started	Project Details:	Work with partners and stakeholders to develop a framework for supported living for people with physical and learning disabilities and mental health issues, to promote choice and independence.		2	3	6
End date	31/03/2019						
Project 9		Project Title:	Direct Provision		Improved effectiveness		
Start date	Started	Project Details:	Implement new Mascot Telecare platform.		2	2	4
End date	31/07/2018						
Project 10		Project Title:	Commissioning		Improved efficiency (savings)		
Start date	01/02/2018	Project Details:	Develop an adults commissioning model following a peer review scheduled for February		3	2	6
End date	31/03/2019						

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					
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.		3	1	3		
End date	2018-19								
Project 2		Project Title:	Homeless Reduction Act - Service Planning	Risk reduction and compliance					
Start date	2017-18	Project Details:	Prepare service for implementation of Homelessness Reduction Action in April 2018. This will include new processes, new IT, increased staffing capacity, training. Will also include internal and external stakeholders.		2	2	4		
End date	2018-19								
Project 3		Project Title:	CHMP Regeneration (CLARION)	Improved reputation					
Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.		1	2	2		
End date	2020-21								
Project 4		Project Title:	Service re-structure	Improved efficiency (savings)					
Start date	2016-17	Project Details:	Develop and implement a service re-structure to reflect the implementation of Homelessness Reduction Act and to meet savings targets		2	3	6		
End date	2018-19								
Project 5		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	2018-19								
Project 6		Project Title:	Selective Licencing	Improved effectiveness					
Start date	2017-18	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 embarking upon this project.)		2	1	2		
End date	2018-19								
Project 7		Project Title:	EDRMS Workflow	Improved effectiveness					
Start date	2016-17	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly		2	2	4		
End date	2018-19								
Project 8		Project Title:	Review Homless Prevention Projects	Improved effectiveness					
Start date	2017/18	Project Details:	To review the floating support amd other homelsss prevention projects		2	2	4		
End date	2018/19								
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									

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. Refine outcomes in partnership agreements.		2	1	2
End date	2018-19						
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:	London Libraries Consortium		Improved effectiveness		
Start date	2015-16	Project Details	Implement actions in the LLC Strategy and procure a new library management system.		3	2	6
End date	2018-19						
Project 4		Project Title:	Children & Young People's projects		Improved customer experience		
Start date	2013-14	Project Details	Embed the Schools and Libraries Membership schemes for primary and high schools. Embed outcomes from 'My Library' project.		3	1	3
End date	2019-20						
Project 5		Project Title:	Customer consultation, marketing and promotion		Improved customer experience		
Start date	2016-17	Project Details	Undertake customer surveys to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.		2	1	2
End date	2020-21						
Project 6		Project Title:	Income Generation		Improved efficiency (savings)		
Start date	2016-17	Project Details	Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities.		3	2	6
End date	2019-20						
Project 7		Project Title:	Assisted digital support		Improved customer experience		
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives and the Customer Contact project.		2	2	4
End date	2018-19						
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	Continue to develop the new Colliers Wood Library and maximise the use of space in existing libraries. Work with other departments to identify new development opportunities.		3	2	6
End date	2018-19						
Project 10		Project Title:					
Start date		Project Details					0
Projects							

Description of main activities and objectives

The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver.

The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.

Commissioned Service

Merton Adult Learning

Cllr Nick Draper Cabinet Member for Community & Culture

Service Providers:

South Thames College

Groundwork London

Planning Assumptions

The Corporate strategies the service contributes to

Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Total number of learners	3285	3285	3285	3285	3285	3285	Culture and Sport Framework
Number of accredited learners	1467	1467	1467	1467	1467	1467	Employment and Skills Action Plan
Total number of enrolments	3964	3964	3964	3964	3964	3964	Local Educational Needs and Disabilities Strategy
							Medium Term Financial Strategy
Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Community Plan
Staff (Commissioning Team)	3.66	3.8	3.8	3.8	3.8	3.8	Equality Strategy
Staff (LDD Curriculum manager)	1	1	0	0	0	0	
South Thames College	Sufficient resources to provide service						
Groundwork London	Sufficient resources to provide service						

Performance indicator	Actual Performance (A) Performance Target (P) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
Number of enrolments per annum	n/a	3964	3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service
Number of new learners per annum (not registered as learners in previous year)	n/a	50%	45%	40%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service
Number of completers (% retention rate per annum)	n/a	93%	94%	95%	95%	95%	High	Annual	Outcome	Reduced service delivery
% overall success rate of accredited courses per annum	n/a	85%	86%	88%	90%	90%	High	Annual	Outcome	Reduced uptake of service
% of end of course evaluations where teaching and learning is rated as good or above	n/a	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery
% of enrolments from deprived wards	n/a	27%	30%	32%	35%	35%	High	Quarterly	Quality	Reduced uptake of service
Average cost per learner	n/a	£247	£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service

Financial Information

Additional Expenditure Information

Revenue	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Expenditure	3,107	1,638	1,411	-42	1,427	1,443	1,459	1,475	
Old Service	2,062	910	0	0	0	0	0	0	
Contractor's Fee	660	393	1,038	-68	1,052	1,070	1,085	1,101	
Employees (Commissioning Team)	112	116	184	6	232	232	232	232	
Employees (LDD Curriculum Manager)	63	45	123	-23	77	77	77	77	
Support Service	179	168	28	0	28	28	28	28	
Other Costs	32	7	38	43	38	37	37	38	
Revenue	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Income	3,133	1,173	1,381	-36	1,381	1,381	1,381	1,381	
Adult Education Block Grant	2312	1080	1,347	0	1,347	1,347	1,347	1,347	
Adult Apprenticeships Grant	17	0	27	-23	27	27	27	27	
Other Income	803	94	7	-13	7	7	7	7	
Council Funded Net Budget	-26	465	30	-6	46	62	78	94	
Capital Expenditure	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	

DETAILS OF MAJOR PROJECTS

Merton Adult Learning

APPENDIX 6

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			3	2	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	1	2	
End date	2018/19								
Project 3		Project Title:	Develop new apprenticeship scheme	Economic outcomes					
Start date	2016/17	Project Details:	Increase the number of apprenticeships in Merton working with local employers.			2	1	2	
End date	2019-20								
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness					
Start date	2016/17	Project Details:	Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs.			3	1	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	1	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			3	2	6	
End date	2019/20								
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									

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	East Merton Model of Health and Wellbeing/Wilson (TOM URN: PH 5)			Improved effectiveness		
Start date	2018/19	Project Details:	<p>TOM TRANSFORMATION DELIVERY PLAN - EAST MERTON MODEL AND WILSON 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. There are some key programmes of work that sit under this, including Social Prescribing, and a Whole System Approach to Diabetes: SOCIAL PRESCRIBING: Social prescribing is part of the programme 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. WHOLE SYSTEM APPROACH TO DIABETES: Develop a whole systems approach to Diabetes, as agreed by the Health and Wellbeing Board in June 2017. This will be an exemplar for future work, is a pivotal opportunity as it connects the HWBB (as systems leaders) with health professionals, local place shapers (Cllrs and GPs) and community 'connectors' to develop systems leadership and build a social movement to identify ideas and ways to tackle diabetes together. This will in turn inform the developing East Merton Model of Health and Wellbeing. PH Lead: Amy Potter</p>	3	3	9		
End date	2021-22							
Project 2		Project Title:	Embed Health and Wellbeing in all policies (TOM URN: PH2; PH3; PH4)			Improved effectiveness		
Start date	2018-19	Project Details:	<p>TOM TRANSFORMATION DELIVERY PLAN - HEALTH IN ALL POLICIES Embed "health in all policies" (HIAP) 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, working with Comms around advertising and sponsorship policy. Key priorities in this programme include implementation of the multi-agency Merton Child Healthy Weight Action Plan and delivery of the Merton Dementia Action Alliance, and development of the Local Plan. PH lead: Clarissa Larsen; Julia Groom; Amy Potter</p>	2	2	4		
End date	2020-21							
Project 3		Project Title:	Sexual Health Strategy and Integrated sexual health services (TOM URN: PH6)			Improved effectiveness		
Start date	2018-19	Project Details:	<p>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT Development of a Sexual health strategy that takes a lifecourse approach and focuses on priorities for prevention; embedding and further developing integrated sexual health services; and support for vulnerable groups. Mobilisation of co-commissioned integrated sexual health services, with joined up Level 2 CaSH services and Level 3 GUM services in a seamless provision. PH Lead: Julia Groom</p>	3	3	9		
End date	2021-22							
Project 4		Project Title:	Redesign of Adult substance misuse treatment services (drugs and alcohol) (TOM URN: PH6)			Improved effectiveness		
Start date	2018-19	Project Details:	<p>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT Mobilise and embed the newly commissioned Integrated adult substance misuse service based on a preventative and recovery orientated model, working in conjunction with CCG and other stakeholders. Deliver the outcomes identified within the comprehensive substance misuse prevention framework through the Substance Misuse Partnership Board (SMPB). PH Lead: Amy Potter</p>	3	3	9		
End date	2020-21							
Project 5		Project Title:	Development of collaborative commissioning approaches to adult services (TOM URN: PH7)			Improved effectiveness		
Start date	2018-19	Project Details:	<p>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (ADULTS) Explore development of new cross-team and cross-organisational (PH, ASC and other parts of C&H, and CCG) strategic approaches including defining Core Offer to CCG, and identifying opportunities for long term joint commissioning. Particular priority areas include: - Mental Health pathways and substance misuse - Falls prevention and strategic approach to active ageing - Disability strategy - Supported Housing - Approach to healthy lifestyles services post 3/2019 (break clause in current commissioning)</p>	2	2	4		
End date	2018-19							
Project 6		Project Title:	Development of integrated Children's Services (TOM URN: PH7)			Improved effectiveness		
Start date	2016-17	Project Details:	<p>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP) 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 of services including 0-19 Healthy Child and Children's Centres, to provide seamless care pathways for children and young people. Continue to develop a CYP joint commissioning function between PH, CSF and MCCG. PH Lead: Julia Groom</p>	2	3	6		
End date	2018-19							
Project 7		Project Title:	Joint Strategic Needs Assessment Plus/Intelligence Hub (TOM URN: PH11)			Improved effectiveness		
Start date	2018-19	Project Details:	<p>TOM TRANSFORMATION DELIVERY PLAN - JSNA PLUS/INTELLIGENCE HUB 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 and through the development of a Merton Intelligence Hub. PH Lead: Amy Potter</p>	2	2	4		
End date	2021-22							
Project 8		Project Title:				Improved effectiveness		
Start date		Project Details:		2	2	4		
End date								
Project 9		Project Title:				Improved efficiency (savings)		
Start date		Project Details:		2	2	4		
End date								
Project 10		Project Title:				Improved effectiveness		
Start date		Project Details:		2	2	4		
End date								

Corporate Services

Business Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Customer Contact programme	Improved customer experience		
Start date	2013-14	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	3	2	6
End date	2017-18					
Project 2		Project Title:	Electronic document and records management system	Improved efficiency (savings)		
Start date	2013-14	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	3	2	6
End date	2017-18					
Project 3		Project Title:	Social Care Information System - phase 2	Improved efficiency (savings)		
Start date	2017/18	Project Details:	Further enhancements and functionality to the Mosaic system.	1	3	3
End date	2019/20					
Project 4		Project Title:	Intelligence Hub			
Start date	2017-18	Project Details:	A hosted website providing facts and figures about Merton that is available to commissioners, voluntary sector bodies and the public. As well as demographic data and projections, the site will have thematic information relevant to the main boards of the Merton Partnership. It will draw data down from 29 national data sources covering nearly 5,000 different datasets.			0
End date	2018-19					
Project 5		Project Title:	Strategic Partner Programme			
Start date	2017-18	Project Details:	Selecting new strategic partners from the voluntary sector to provide Information, Advice and Guidance plus support and advice to the sector as a whole. This will involve co-producing specifications with the voluntary sector and statutory partners. The new programme will start in April 2019.			0
End date	2017-18					
Project 6		Project Title:	4Ps			
Start date	2017-18	Project Details:	Procure and implement M3LP and M3PP hosted environment through CCS framework and migrate all content from current on-premise systems.	2	2	4
End date	2018/9					
Project 7		Project Title:				
Start date		Project Details:		0	0	0
End date						
Project 8		Project Title:				
Start date		Project Details:		0	0	0
End date						
Project 9		Project Title:				
Start date		Project Details:		0	0	0
End date						
Project 10		Project Title:				
Start date		Project Details:		0	0	0
End date						

Page 102

Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Support new intake of councillors		Improved customer experience		
Start date	01/12/2017	Project Details:	To prepare for and then support new intake of councillors following May 2018 council elections and support to councillors who are in new roles (Cabinet, Mayorm committee chairs). To ensure a smooth introduction of any consequent changes to decision making structure or process. Project plan to prepare for May 2018 to be drafted October 2017.		2	2	4
End date	31/03/2022						
Project 2		Project Title:	Efficiency programme in Mayor's Office		Improved efficiency (savings)		
Start date	01/05/2015	Project Details:	To monitor and review the impact of the Service Level Agreement in the Mayor's Office, particularly in relation to spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To maintain reduction in spend on petrol due to SLA and purchase of hybrid car. To promote online event booking to save staff time and provide improved service for customers.		3	1	3
End date	31/03/2019						
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. Consolidate electronic submission of reports - 2015/16 rolled out to Cabinet and Council. Autumn 2017 rolled out to scrutiny and Standards & General Purposes Committee. Team PI to be used and reported to DMTs from January 2018.		2	1	2
End date	01/10/2018						
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. Increase public involvement and use of external expert witnesses.		2	1	2
End date	31/03/2018						
Project 5		Project Title:	Creation of centralised Local Land Charges Register		Improved customer experience		
Start date	2014-15	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	2017-18						
Project 6		Project Title:	2018/22 Administer statutory elections, referendums and ballots.		Risk reduction and compliance		
Start date	01/04/2018	Project Details:	Administer full borough council elections in 2018 and 2022, Mayor of London and London Assembly elections in 2020, and the next parliamentary General Election (currently scheduled for 2022) together with any other referendums and ballots that may be required.		3	3	9
End date	31/03/2022						
Project 7		Project Title:	Work with Local Government Boundary Commission on planned Electoral Review of Merton		Infrastructure renewal		
Start date	2019-20	Project Details:	Work with Local Government Boundary Commission to produce proposals on new ward boundaries		3	2	6
End date	2020-21						
Project 8		Project Title:	General Data Protection Regulation (GDPR)		Risk reduction and compliance		
Start date	01/04/2017	Project Details:	To ensure the council is prepared for 25 May 2018 when the new Data Protection Regulations come into force, and to ensure compliance thereafter.		4	3	12
End date	31/03/2019						
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:			0	4	0
End date							
Project 10		Project Title:			Risk reduction and compliance		
Start date		Project Details:			0	3	0
End date							

Page 104

Customer Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Universal Credit Implementation	Economic outcomes		
Start date	2015-16	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 - All job centres in Merton will implement UC for new claims by April 18	2	1	2
End date	2019-20					
Project 2		Project Title:	Implement an Outside Wedding Venue	Economic outcomes		
Start date	2013-14	Project Details:	Planning permission approved for outside wedding venue at Morden Park House. Funding has identified	2	2	4
End date	2018-19					
Project 3		Project Title:	Council Tax support scheme	Economic outcomes		
Start date	2017-18	Project Details:	During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for implementation in 2019/20	2	1	2
End date	2018-19					
Project 4		Project Title:	Review Debt Collection Processes	Improved effectiveness		
Start date	2015-16	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.	2	1	2
End date	2018-19					
Project 5		Project Title:	Redesign of Merton Link	Improved customer experience		
Start date	2015-16	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service	2	1	2
End date	2018-19					
Project 6		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 7		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 8		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 9		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 10		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						

Page 106

Human Resources

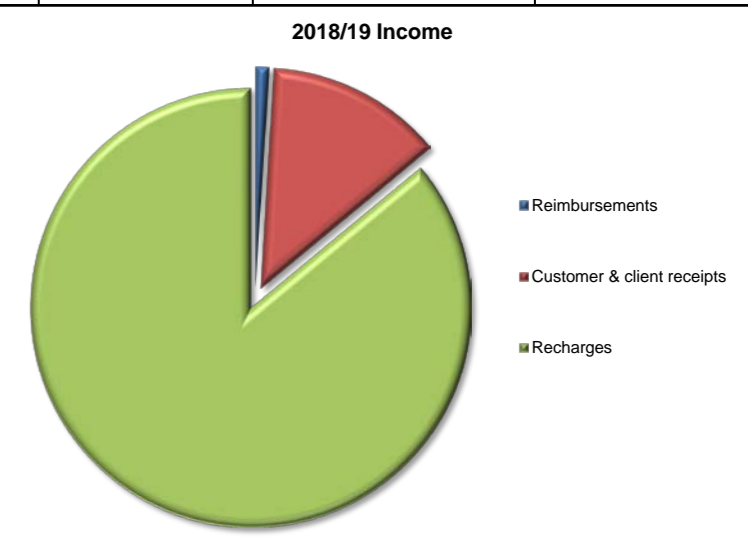
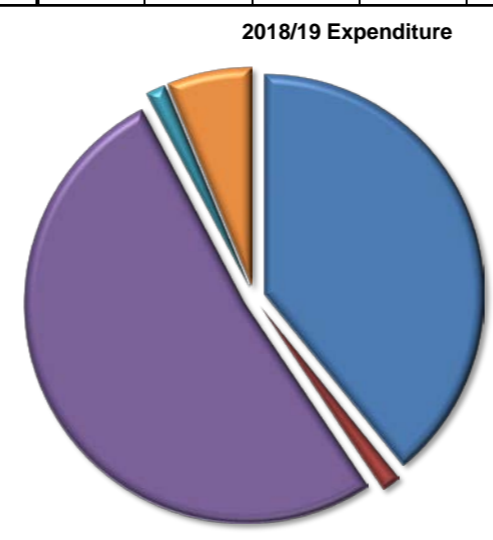
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Workforce Strategy	Improved staff skills and development		
Start date	2014-15	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change	3	3	9
End date	2018-19					
Project 2		Project Title:	Establishment and workforce	Improved staff skills and development		
Start date	2015-16	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	12
End date	2018-19					
Project 3		Project Title:	Review HR policies	Improved effectiveness		
Start date	2015-16	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development	3	3	9
End date	2018-19					
Project 4		Project Title:	Review and retender key HR contracts	Improved effectiveness		
Start date	2016-17	Project Details:	Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA	3	3	9
End date	2018-19					
Project 5		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 6		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 7		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 8		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 9		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 10		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						

Page 108

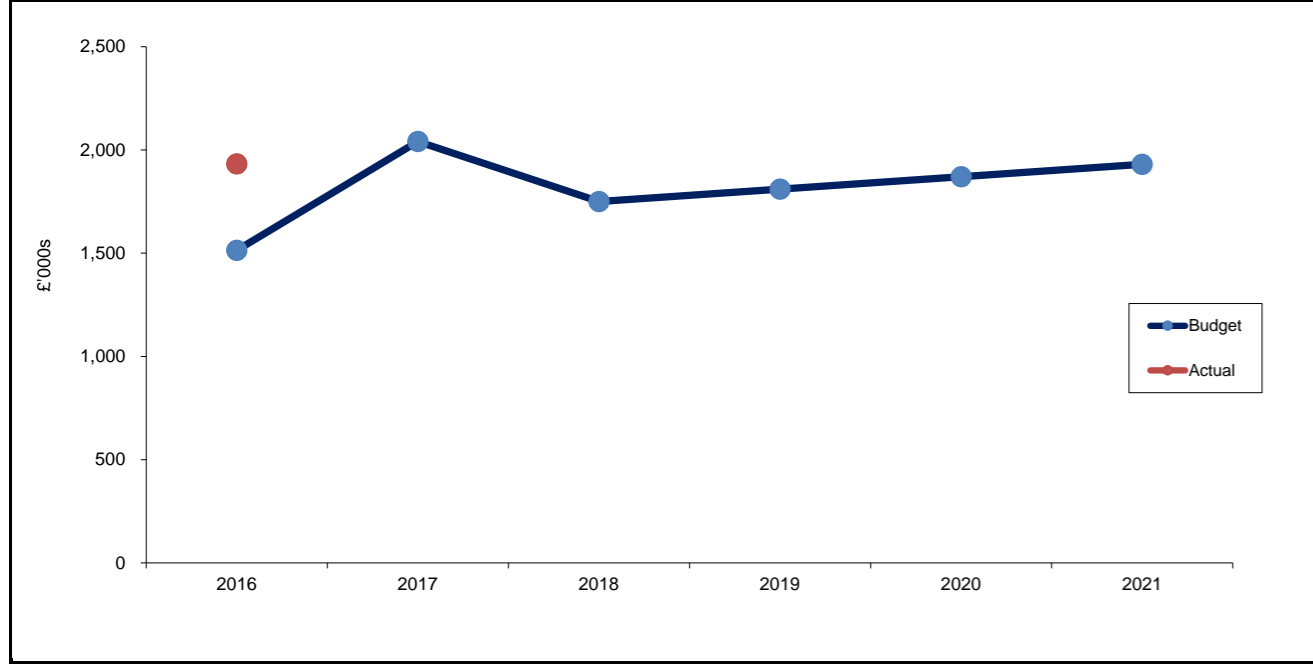
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)		6
Start date	2016-17	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.	3	2	
End date	2018-19					
Project 2		Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)		1
Start date	2014-15	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).	1	1	
End date	2018-19					
Project 3		Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance		6
Start date	2013-14	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.	2	3	
End date	2017-18					
Project 4		Project Title:	Replacement of PABX Equipment	Risk reduction and compliance		6
Start date	2017/18	Project Details:	Replace obsolete PABX and associated telephony equipment.	2	3	
End date	2018/19					
Project 5		Project Title:	Implement New Procurement Service Delivery Model	Improved effectiveness		8
Start date	2016-17	Project Details:	Implement a new "Centre led" procurement operating model and embed category management across the Council.	4	2	
End date	2018-19					
Project 6		Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)		6
Start date	2017-18	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.	3	2	
End date	2018-19					
Project 7		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)		6
Start date	2017-18	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.	3	2	
End date	2018-19					
Project 8		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance		4
Start date	2016-17	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.	2	2	
End date	2017-18					
Project 9		Project Title:	Upgrade to Office 365	Improved effectiveness		12
Start date	2018/19	Project Details:	Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud based services, including telephony.	4	3	
End date	2019/20					

Resources	Planning Assumptions						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21					2021/22
<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 four 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. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice.</p> <p>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	139/23	139/23	139/23	139/23	139/23	139/23	139/23	Medium Term Financial Strategy	
	Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	150+	150+	150+	150+	Capital Strategy
	Budget, Service, Performance & Risk Monitoring Reports	8	8	8	8	8	8	8	8	8	Equality Strategy
	Budget, Service, Performance & Risk Closing Reports	2	2	2	2	2	2	2	2	2	Procurement Strategy
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE)	54.6	51.6	44.6	44.6	44.6	44.6	44.6	44.6	44.6	Risk Management Strategy
	Staff (Trainees)	4	2	2	2	2	2	2	2	2	Treasury Management Strategy
	Staff (Apprentices)	0	0	0	0	0	0	0	0	0	Voluntary Sector Strategy
											Corporate Asset Management Plan
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Reporting cycle	Indicator type	Main impact if indicator not met		
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)					
Accuracy of P10 Revenue Forecast (compared to outturn)	91%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making	
Accuracy of P8 Capital Forecast	91.5%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making	
Number of Adjustments to Draft Accounts	0	0	0	0	0	0	Low	Annual	Business critical	Government intervention	
Action plans in place for 'red' risks	100%	90%	90%	90%	90%	90%	High	Quarterly	Outcome	Poor decision making	
% of Loans Paid on Time	N/A	92%	93%	94%	94%	94%	High	Quarterly	Business critical	Reputational risk	
% of Claims Responded to within 5 Working Days	N/A	94%	95%	96%	96%	96%	High	Quarterly	Outcome	Reduced customer service	
Delivery against current year MTF savings target	N/A	100%	100%	100%	100%	100%	High	Quarterly	Business critical	Poor decision making	

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Expenditure	7,931	8,142	7,715	364	7,440	7,500	7,561	7,621	
Employees	3,387	3,524	3,229	293	2,913	2,913	2,913	2,913	
Premises	101	105	103	2	105	106	108	110	
Transport	2	5	2	1	2	2	2	2	
Supplies & Services	3,971	3,943	3,807	68	3,845	3,902	3,960	4,017	
3rd party payments	157	157	108	0	109	111	112	114	
Support services	313	408	466	0	466	466	466	466	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Income	6,417	6,209	5,674	(143)	5,690	5,690	5,690	5,690	
Government grants									
Reimbursements	54	396	54	(151)	54	54	54	54	
Customer & client receipts	726	775	726	8	742	742	742	742	
Recharges	5,637	5,038	4,894		4,894	4,894	4,894	4,894	
Council Funded Net Budget	1,514	1,933	2,041	221	1,750	1,810	1,871	1,931	
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Financial Systems		538	18						
ePayments			107				125		
Invoice Scanning SCIS/FIS			41						
Multi-Function Device			36			600			
Acquisitions Budget		206	6,372		5,000				
Capital Bidding Fund			1,246						
Housing Company			9,188		8,101	8146			
	0	744	17,008	0	5,000	600	125	0	



Summary of major budget etc changes	
2018/19	Savings: Savings of 100k will be 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)
2019/20	
2020/21	
2021/22	CS2016-01 A reduction in the contribution to the self insurance fund in line with the actuarial valuation £100k.



Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance			
Start date	2017-18	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	2	4
End date	2021-22						
Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	2013-14	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are currently used to provide GL, AP, P2P & AR functions. This 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. The system went live on 06/02/17 and the accounts were closed using the new system. A post-implementation review has been completed with a system controls Internal Audit Review scheduled for 2018. A programme of development has been agreed and a permanent team of three people is being established within Business Planning to develop and maintain the system in accordance with legislation and best practice.	Lean reviews being undertaken on to areas of operation.	2	2	4
End date	2018-19						
Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	2018-19	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6
End date	2019-20						
Project 4		Project Title:	Improve joint finance and business planning	Improved effectiveness			
Start date	2016-17	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2017 information. Provision made this year to update financial information for Period 7 monitoring		2	2	4
End date	2018-19						
Project 5		Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	2015-16	Project Details:	2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close deadlines apply. Work is currently underway to ensure the lessons learned from the 16/17 closedown process and external auditors comment are addressed and changes implemented for 17/18	Current performance indicators will be adjusted for this.	1	3	3
End date	2018-19						

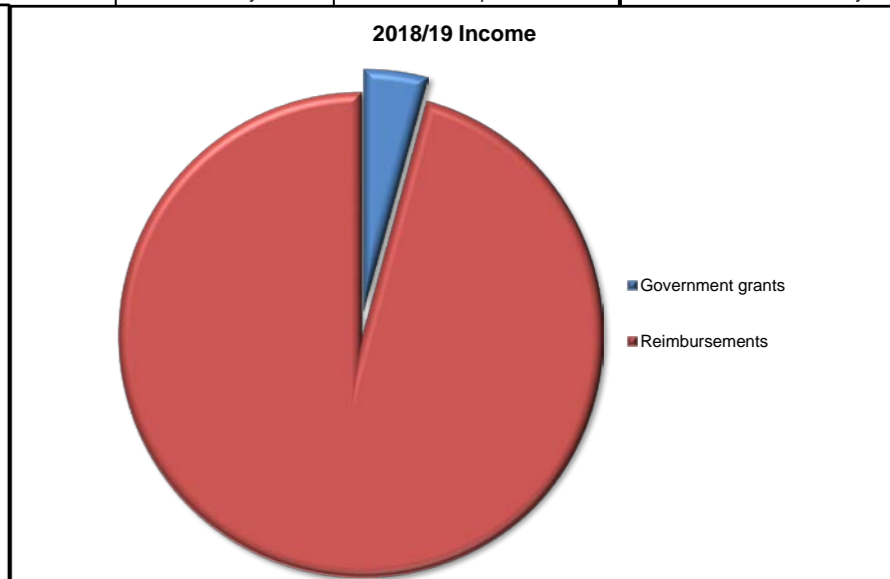
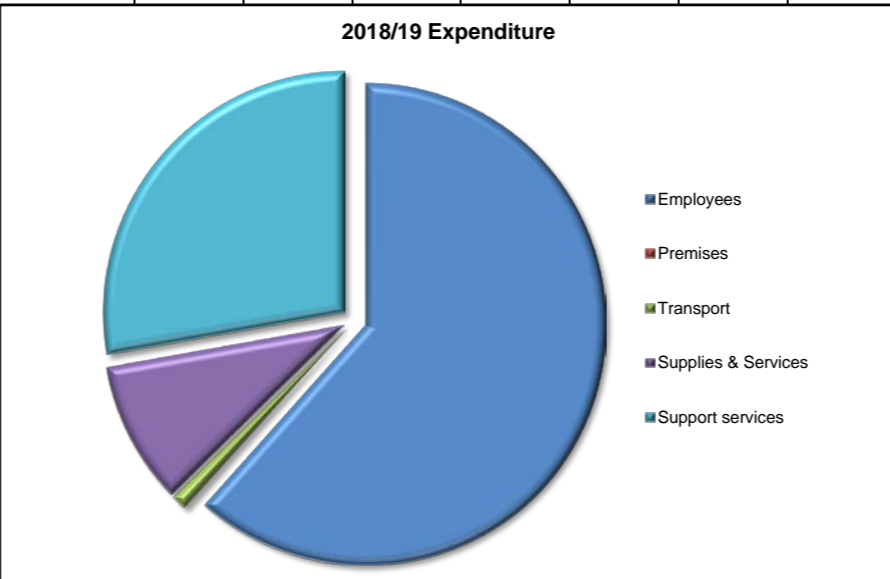
Shared Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Increase 3rd party income		Economic outcomes		
Start date	2018-19	Project Details:	To increase income from fees and charges of 3rd parties by £150k (£25k per council)		4	2	8
End date	2018-19						
Project 2		Project Title:	Increase Productivity		Improved efficiency (savings)		
Start date	2018-19	Project Details:	To identify productivity improvements as a result of the implementation of workflows in debt, housing, property matters and prosecutions.		2	1	2
End date	2018-19						
Project 3		Project Title:	Future Model		Improved sustainability		
Start date	2018-19	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	2018-19						
Project 4		Project Title:	In House Advocates		Improved efficiency (savings)		
Start date	2018-19	Project Details:	The in house advocacy team to deliver £300k of savings on counsel expenditure on children's social care matters across Merton, Sutton, AFC and Wandsworth		0	0	0
End date	2018-19						
Project 5		Project Title:			Select one major benefit		
Start date		Project Details:			0	0	0
End date							
Project 6		Project Title:			Select one major benefit		
Start date		Project Details:			0	0	0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:			0	0	0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:			0	0	0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:			0	0	0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:			0	0	0
End date							

Environment & Regeneration

Development and Building Control		Planning Assumptions						The Corporate Strategies your service contributes to		
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
<p>Enter a brief description of your main activities and objectives below</p> <p>Building Control Building Control competes with Approved Inspectors (AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds.</p> <p>Development control Promote sustainable regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.</p> <p>Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - investigate formal sharing of BC with Kingston and Sutton - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through Planning Performance Agreements. - implement mobile/flexible working to improve efficiency - as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - establish a formal collaboration regime with Sutton and Kingston boroughs. - re-procure the M3 database - move away from expensive and transient temporary staff towards a more established and reliable staffing base</p>		Enforcement cases	520	510	500	490	480		Economic Development Strategy	
		Planning applications (economy dependant)	2700	2800	2800	2850	2900		Merton Regeneration Strategy	
		BC applications (economy dependant)	1550	1600	1650	1700	1750		Medium Term Financial Strategy	
		Tree applications	600	600	600	600	600			
		Pre applications	115	120	125	130	140			
		Planning performance agreements	20	25	30	30	30			
		Prior approvals (permitted development)	620	640	640	640	650			
		Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
		Staff (FTE)	38	34	29	29	29			
		Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A)	Performance Target (T)	Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22				
% Major applications processed within 13 weeks	71	67	70	72	75		High	Monthly	Quality	Reduced customer service
% Minor applications processed within 8 weeks	68	66	67	68	69		High	Monthly	Quality	Reduced customer service
% Other applications processed within 8 weeks	87	85	85	85	85		High	Monthly	Quality	Reduced customer service
Volume of Planning applications Total	4597	4450	4500	4560	4600		High	Monthly	Quality	Reduced customer service
% appeals lost	35	35	35	35	35		Low	Quarterly	Perception	Reputational risk
Income (Development and Building Control)	£1.9m	£2.11m	£2.11	£2.11	£2.11		High	Monthly	Business critical	Loss of income
% Market share retained by LA (BC)	47	54	56	58	60		High	Monthly	Perception	Loss of income
Number of enforcement cases closed	524	450	450	450	450		High	Monthly	Quality	Reduced service delivery
Backlog of enforcement cases	542	650	650	700	750		Low	Monthly	Output	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	2,588	2,536	2,605	-77	2,644	2,648	2,653	2,657
Employees	1,779	1,872	1,594	54	1,629	1,629	1,629	1,629
Premises	2	0	2	1	2	2	2	2
Transport	25	15	26	(13)	26	26	27	27
Supplies & Services	247	199	248	(119)	252	256	260	264
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	535	450	735	0	735	735	735	735
Depreciation								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	2,056	2,246	2,202	529	1,972	1,972	1,972	1,972
Government grants	0	0	0	0	0	0	0	0
Reimbursements	83	264	84	(25)	84	84	84	84
Customer & client receipts	1,973	1,982	2,118	554	1,888	1,888	1,888	1,888
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	532	290	403	452	672	676	681	685

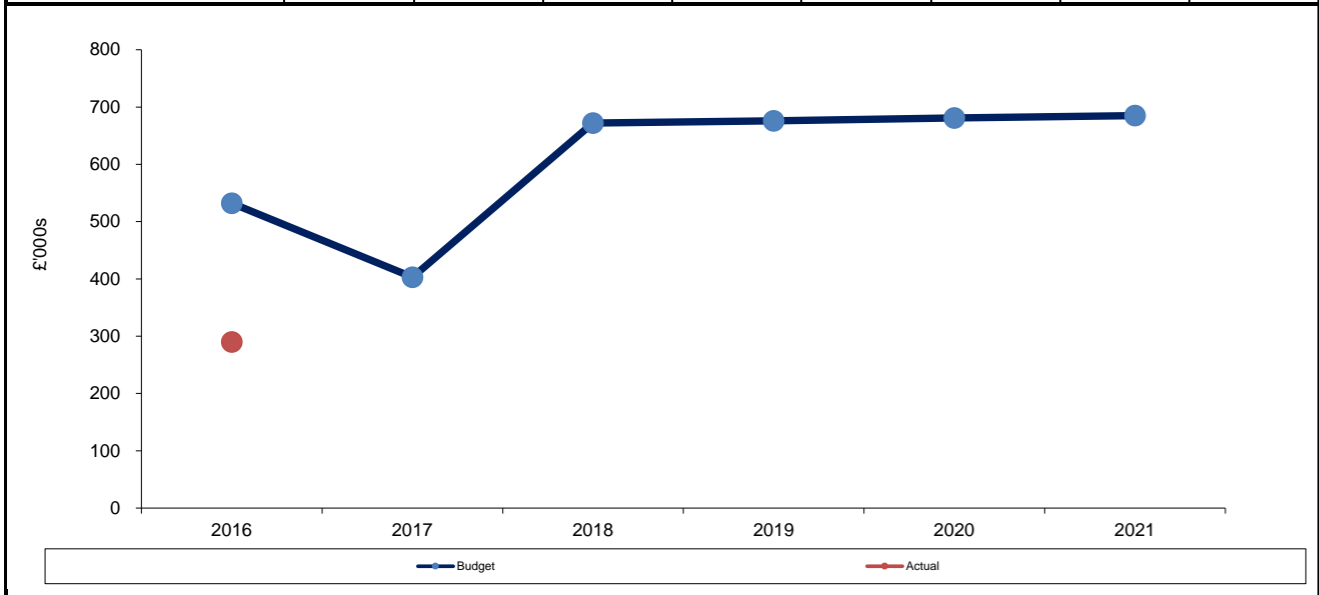


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes

2018/19

E&R33a = £75k
D&BC1 = £55k
D&BC2 = £50k
D&BC3 = £50k
D&BC5 = £35k



2019/20
2020/21
2021/22

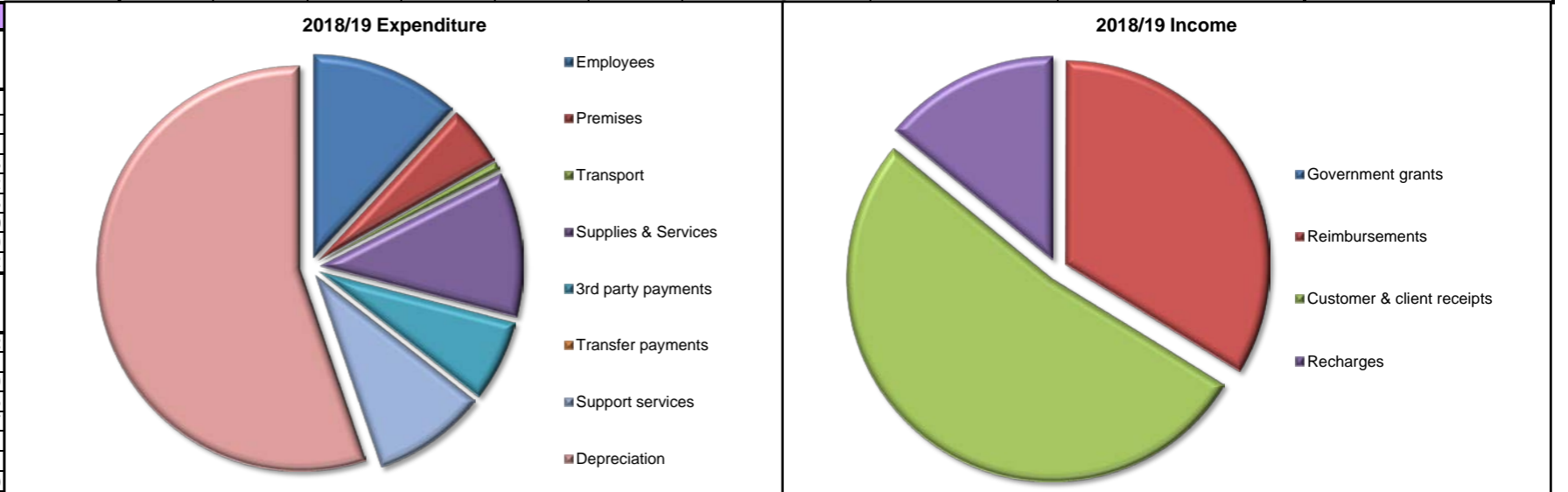
Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Commercialisation of Building Control	Improved efficiency (savings)			6	2	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					
End date	2017-18								
Project 2		Project Title:	Mobile/Home working	Improved efficiency (savings)			2	2	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					
End date	2017-18								
Project 3		Project Title:	Improving the development management processes	Improved effectiveness			2	2	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					
End date	2017-18								
Project 4		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			4	1	4
Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift					
End date	2017-18								
Project 5		Project Title:	Section review	Improved efficiency (savings)			3	2	6
Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings					
End date	2017-18								
Project 6		Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)			2	2	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					
End date	2017-18								
Project 7		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness			6	1	6
Start date	2016-17	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities					
End date	2017-18								
Project 8		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			3	1	3
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.					
End date	2017-18								
Project 9		Project Title:	Further develop Planning Performance agreements potential	Economic outcomes			1	2	2
Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty					
End date	2017-18								
Project 10		Project Title:		Select one major benefit			0	0	0
Start date		Project Details:							
End date									

Page 1 of 8

Future Merton & Traffic and Highways Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing Enter a brief description of your main activities and objectives below	Planning Assumptions						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21					2021/22
<p>Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents.</p> <p>The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.</p> <p>The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.</p> <p>Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP)</p> <p>Key service areas include: Regeneration, Economic Development, Traffic & Highways, Planning Policy, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall.</p> <p>Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management records.</p>	Population	205,722	207,410	208,607	209,771	210,902					
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE)	51	48	48	48	48					
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A)	Performance Target (T)	Proposed Target (P)							
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
	New homes built	688	411	411	411	411		High	Annual	Outcome	Loss of Government grant
	Number of public Electric Vehicle Charging Points		30	30	30			High	Annual	Outcome	Reputational risk
	Number of business premises improved		10	10	10			High	Annual	Outcome	Environmental issues
	Street light repairs (days)	2	3	3	3	3		Low	Quarterly	Quality	Reduced customer service
	Road emergency call outs	100	100	100	100	100		High	Monthly	Business critical	Reduced customer service
Footway & Carriageway condition	N/A	95	95	95	95		High	Annual	Quality	Increased costs	
Streetwork inspections	36	36	37	37	38		High	Quarterly	Quality	Increased costs	
Streetwork permitting (% issued)	99	98	98	98	98		High	Monthly	Output	Loss of income	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	15,080	15,114	19,805	25	19,931	19,851	19,921	19,991
Employees	2,594	2,710	2,378	128	2,378	2379	2380	2381
Premises	1,047	1,053	954	287	968	982	997	1011
Transport	132	132	135	(13)	137	139	141	143
Supplies & Services	3,153	3,176	2,222	(379)	2,312	2196	2229	2262
3rd party payments	396	423	1,285	2	1,305	1324	1343	1363
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,424	1,286	1,819	0	1,819	1819	1819	1819
Depreciation	6,334	6,334	11,012	0	11,012	11012	11012	11012
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	2,870	3,199	3,602	(60)	3,552	3,552	3,552	3,552
Government grants	16	281	1	(1)	1	1	1	1
Reimbursements	947	1,173	1,199	(330)	1,199	1199	1199	1199
Customer & client receipts	1,907	1,745	1,905	271	1,855	1855	1855	1855
Recharges	0	0	497	0	497	497	497	497
Council Funded Net Budget	12,210	11,915	16,203	(35)	16,379	16,299	16,369	16,439

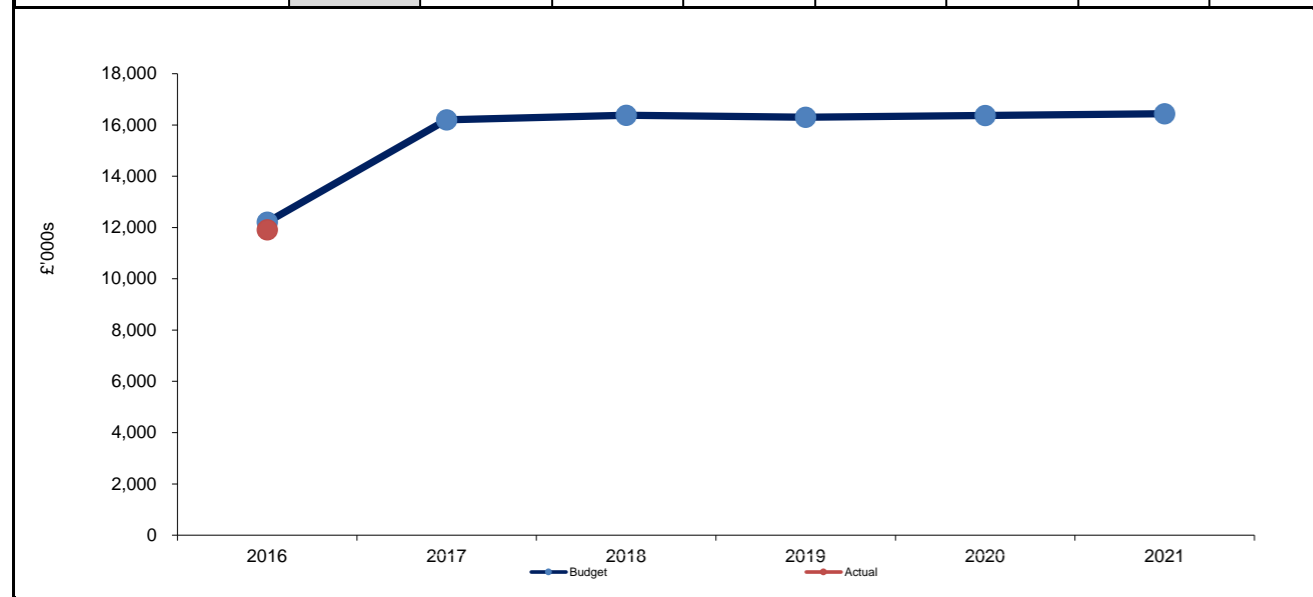


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Highway Maintenance		5,192	4,475		3,641	3,127	3,127	3,127
Transport Improvement		1,172	1,638		1,865			
Regeneration		3,254	2,401		5,032	3,301	1,000	
Other		53	12					35
	0	9,671	8,526	0	10,538	6,428	4,127	3,162

Summary of major budget etc changes

2018/19

ENV16 = (£65k)
 ENV17 = (£35k)
 E&R39 = £50k
 ERG1 (Growth) = £157k



2019/20

ERG1 (Growth) = (£150k)

2020/21

2021/22

Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal					
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.			3	2	6	
End date	2024/25								
Project 2		Project Title:	Rediscover Mitcham	Infrastructure renewal					
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 Transport for London.			2	2	4	
End date	2017-18								
Project 3		Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes					
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)			3	4	12	
End date	2022-23								
Project 4		Project Title:	Wimbledon Stadium	Infrastructure renewal					
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>			3	1	3	
End date	2017-18								
Project 5		Project Title:	Local Authority Property Company	Economic outcomes					
Start date	2016-17	Project Details:	Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS			2	2	4	
End date	2020-21								
Project 6		Project Title:	Morden Town Centre Regeneration	Improved reputation					
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			3	2	6	
End date	2019-20								
Project 7		Project Title:	Smarter travel: road safety	Improved reputation					
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.			2	2	4	
End date	2017-18								

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Leisure & Cultural Development								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT		Risk		
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience		Likelihood	Impact	Score
Start date	2014	Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools.	Brand new leisure facility providing a modern and increased range of leisure facilities with a family friendly appeal. Delivered against the outcomes of a public consultation.	2	2	4	
End date	2019							
Project 2		Project Title:	Morden Park Pools	Risk reduction and compliance		2	2	4
Start date	2018	Project Details:	Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	Once the Morden Park Pools becomes disused and derelict it will be an increased risk to break-ins and unlawful use. It is a building which contains a number of hazardous which increase once not in use.				
End date	2020							
Project 3		Project Title:	Leisure Centres Contract	Economic outcomes		2	1	2
Start date	2017	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre and any other variations that might be appropriate at this time. E.g Contract Length; Changes linked to Canons HLF bid; etc.	The new leisure centre will increase the income over expenditure of the leisure centres operation, which will provide an increased income to the council.				
End date	2018							
Project 4		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance		4	3	12
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	There are a number of requirements on the council to address flood risks of this reservoir. It is also a facility that has been silting up for 300 years. Works to the lake to address the silt issues and flood risks will enhance our compliance for years to come.				
End date	2020							
Project 5		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Economic outcomes		2	2	4
Start date	2018	Project Details:	Commission works to determine the most effective management solution for this service. Implement the solution.	This service has not yet been market tested to determine its efficiency and effectiveness within its own market, nor has it been evaluated for alternative business models. The outcomes of this work will address this and give clarity on the possible economic benefits				
End date	2020							
Project 6		Project Title:	London Borough Of Culture - Merton	Improved customer experience		2	2	4
Start date	2017	Project Details:	Deliver those elements of the London Borough of Culture Bid that are successful for Merton and in partnership where appropriate across London	This programme, if successful, will bring increased cultural activities primarily to the east of the borough, enhancing the lives of many of the community through culture.				
End date	2020							
Project 7		Project Title:	WW1 Victoria Cross Commemorative Stone Laying	Improved reputation		2	2	4
Start date	2018	Project Details:	Deliver an appropriate ceremony with key partners on the due date	Merton has had 2 recipients of the Victoria Cross in WW1. The first Commemorative Stone laying has already been completed and this year will see the second such ceremony, resulting in increased reputational significance for Merton.				
End date	2018							
Project 8		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Infrastructure renewal		3	1	3
Start date	2019	Project Details:	Develop proposals, gain approvals and funding for a new watersports centre. Construct new facility and demolish existing once completed.	The current Watersports and Outdoor Centre is becoming tired and deteriorating. If this service is to continue this facility will need to be replaced with a more economically and efficient structure that is fit for purpose for the next generation.				
End date	2025							
Project 9		Project Title:				0	0	0
Start date		Project Details:						
End date								
Project 10		Project Title:				0	0	0
Start date		Project Details:						
End date								

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 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:	Investment in Public Space CCTV	Infrastructure renewal		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 3		Project Title:	Review CEO Shift Patterns	Improved effectiveness		2	1	2
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns					
End date	2017-18							
Project 4		Project Title:	Review CCTV Shift Patterns	Improved effectiveness		2	1	2
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns					
End date	2017-18							
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
Parks & Green Spaces
Cllr Nick Draper Cabinet Member for Community & Culture
Service Provider: idverde UK Ltd

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

The grounds maintenance elements of the service are outsourced to idverde UK Limited, overseen by the Greenspaces client team who, in addition, retain overall responsibility for policy, strategy & investment in parks & open spaces.

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Increased sports pitch demand (Total number of bookings)	1%	1%	1%	1%	1%	1%	Open Space Strategy			
Attendance at major community outdoor events (No. of people)	55,000	60,000	61,000	62,000	63,000	64,000				
Number of funerals at LBM cemeteries	215	220	240	260	260	260				
Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Contractors	Sufficient resources to provide service									
Performance indicator (LBC2020 indicators highlighted in purple)	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% of residents rating parks & green spaces good or very good	79	75	76	77	78	79	High	Biennial	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	56	74	75	76	77	78	High	Biennial	Perception	Reputational risk
Number of Green Flag Awards	5	5	6	6	7	7	High	Annual	Quality	Reputational risk
Number of outdoor event-days in parks	171	130	135	140	145	150	High	Monthly	Output	Reputational risk

Financial Information									Additional Expenditure Information
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	ENV18 = £100k - 2017/18 saving replaced ENV18 = (£100k) - 2018/19 saving
Expenditure	5,053	5,331	3,144	275	3,171	3,199	3,226	3,253	
Employees	2,271	2,188	462	0	462	462	462	462	
Premises	762	842	357	142	362	368	373	378	
Transport	251	252	16	4	16	16	16	17	
Supplies & Services	479	715	313	-15	318	323	328	332	
3rd party payments	40	40	1,132	144	1,149	1,166	1,183	1,200	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	918	962	532	0	532	532	532	532	
Depreciation	332	332	332	0	332	332	332	332	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Income	2,214	2,241	1,258	(61)	1,258	1,258	1,258	1,258	
Government grants	8	8	0	(9)	0	0	0	0	
Reimbursements	153	467	174	(139)	174	174	174	174	
Customer & client receipts	2,053	1,766	1,084	87	1,084	1,084	1,084	1,084	
Recharges									
Reserves									
Council Funded Net Budget	2,839	3,090	1,886	214	1,913	1,941	1,968	1,995	
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Parks Investment			201		308	295	300		
Other			34		28				
	0	0	235	0	336	295	300	0	

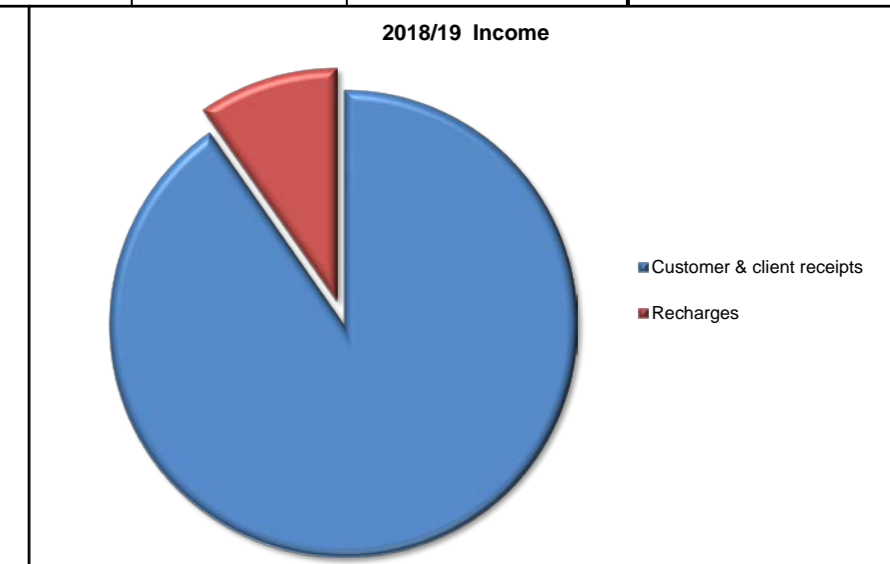
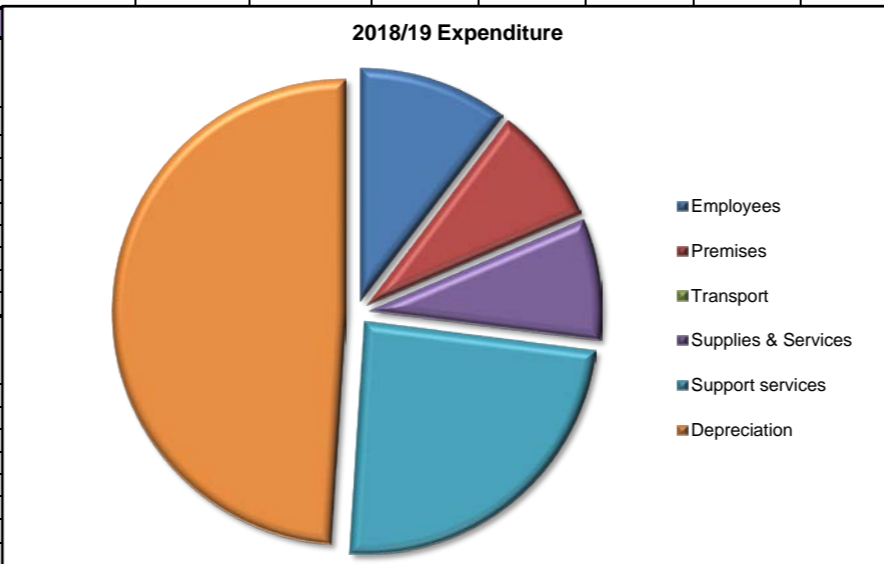
**DETAILS OF MAJOR PROJECTS
Parks & Green Spaces**

APPENDIX 6

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Greenspaces TOM	Improved effectiveness					
Start date	01/12/2017	Project Details:	Production & implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes			3	2	6
End date	31/03/2019								
Project 2		Project Title:	Greenspaces Commercialisation	Improved efficiency (savings)					
Start date	01/04/2017	Project Details:	Increased commercialisation across a range of Greenspaces services	Diversifying the outdoor events portfolio, including new commercial events to increase income. Working with our new grounds maintenance service provider, idverde, to increase income for the service, especially from sport & recreational activities			3	2	6
End date	31/03/2019								
Project 3		Project Title:	Canons House & Rec Restoration	Improved customer experience					
Start date	01/07/2017	Project Details:	Delivery of Lottery-funded Canons Restoration Project	Multi-million pound investment project to restore, conserve & improve recreational opportunities at Canons Recreation Ground & Canons House.			3	2	6
End date	31/03/2019								
Project 4		Project Title:	Morley Park	Improved customer experience					
Start date	01/04/2017	Project Details:	Transfer, opening & establishment of Morley Park	Opening & development of a brand new public open space in West Wimbledon, comprising informal recreational areas, nature conservation features & sports facilities			3	2	6
End date	31/03/2019								
Project 5		Project Title:	Phase C, Lot 2 Contract	Improved reputation					
Start date	01/02/2017	Project Details:	Embedding new systems & processes and ensuring quality & performance standards in relation to Phase C, Lot 2 grounds maintenance contract	Working with our grounds maintenance contractor, idverde, to maintain & improve green spaces & recreational services at a lower cost			3	2	6
End date	31/03/2019								
Project 6		Project Title:	Re-use of Parks Assets	Improved efficiency (savings)					
Start date	01/01/2018	Project Details:	Re-use of surplus & redundant parks facilities: pavilions, yards & mess rooms and other parks assets	Increased income & preservation of some existing parks assets			3	2	6
End date	31/03/2019								
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 59		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									

Property	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
Enter a brief description of your main activities and objectives below 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. Objectives <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 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 disposals	Not known	Not known	Not known	Not known			Corporate Asset Management Plan		
	The number of proposed lettings.	8	8	8	8			Economic Development Strategy		
	The number of proposed rent reviews	21	35	36				Medium Term Financial Strategy		
	The number of commercial properties	394	394	394	394					
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)	4.85	4.60	4.60	4.60					
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% Vacancy rate of prop. owned by council	0.35	3.3	3.3	3.3			Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	8.7	8.0	8.0	8.0			Low	Quarterly	Outcome	Loss of income
Asset Valuations	167	150	150	150			High	Annual	Business critical	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	2,027	2,060	2,067	135	2,054	2,060	2,065	2,070
Employees	228	233	213	31	213	213	213	213
Premises	140	165	183	37	168	171	174	176
Transport	1	1	1	0	1	1	1	1
Supplies & Services	166	202	171	67	173	176	178	181
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	486	453	493	0	493	493	493	493
Depreciation	1,006	1,006	1,006	0	1,006	1,006	1,006	1,006
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	4,580	5,200	4,660	(284)	4,949	4,949	4,949	4,949
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0
Customer & client receipts	4,089	4,719	4,180	(284)	4,469	4,469	4,469	4,469
Recharges	491	481	480	0	480	480	480	480
Reserves								
Capital Funded								
Council Funded Net Budget	(2,553)	(3,140)	(2,593)	(149)	(2,895)	(2,889)	(2,884)	(2,879)

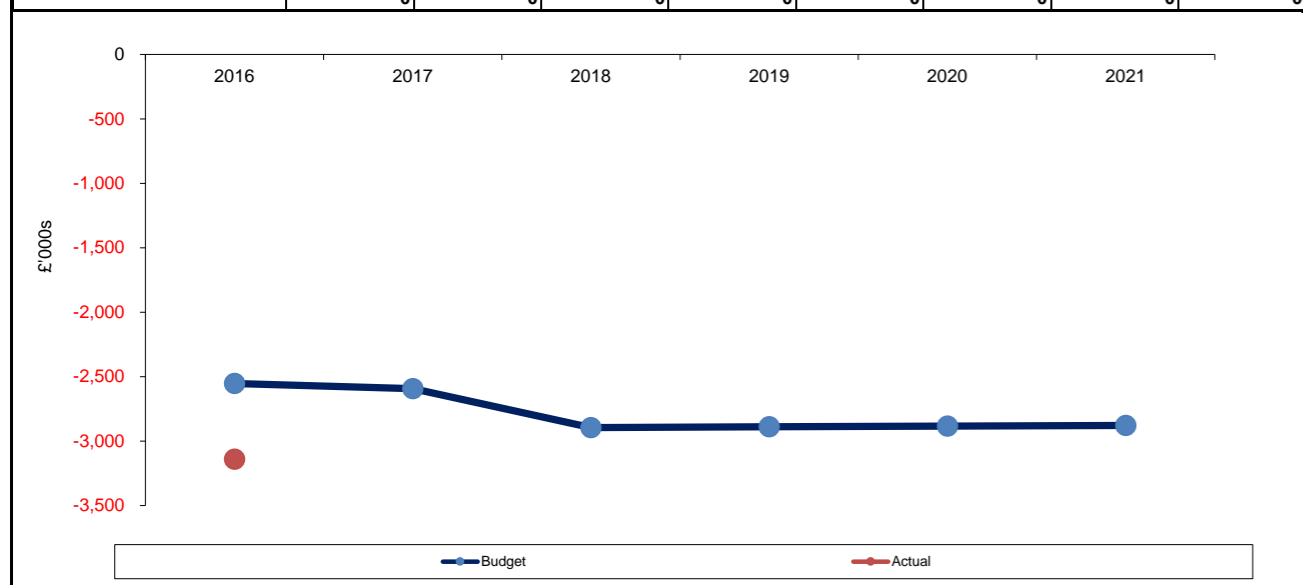


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	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

2018/19

E&R6 = (£18k)
 ENV14 = (£100k)
 ENV34 = (£40k)
 ENR8 = (£150k)



2019/20

2020/21

2021/22

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

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:				
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						

Page 130

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 Partnership's 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							
Project 2		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 3		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 4		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 5		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 6		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 7		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 8		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 9		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								
Project 10		Project Title:				Select one major benefit		
Start date		Project Details:						
End date								

Page 132

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Review of Fleet provision (Vehicles)	Select one major benefit		
Start date		Project Details:	Review of the full retained fleet and the future provision of vehicles.	Finacial savings from reduced fleet through shared vehicles	3	2
End date						
Project 2		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
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						

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

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

The key objectives of the service are:
 To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.
 To provide value for money services that meet the needs of the community
 To provide a safe and supportive environment for our community and all employees engaged in delivering services.
 To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Housing Properties	83,500	84,000	85,000	86,000	86,500		Waste Management Strategy			
Kilometres of Roads	375	375	375	375	375					
Population	205,722	207,410	208,607	209,771	210,902					
Total household waste tonnage	71,000	71,000	71,000	71,000	71,000					
Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Clienting and Commissioning Team	6.69	6.69	6.69	6.69	6.69					
Community Engagement and Enforcement	9	9	9	9	9					
SLWP	0	4	4	4	4					
Client Neighbourhood team	0	1.5	1.5	1.5	1.5					
Veolia UK Ltd	Sufficient resources to provide service									
Viridor										
Kingdom Ltd										
Noah's Ark										
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% Residents satisfied with street cleanliness	53	57	57	58	60		High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	9	8.5	8	6	4		Low	Monthly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	12	13	10	9	7		Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	5.2	5.0	5.0	5.0	5.0		Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	7.79	12	11	10	9		Low	Quarterly	Perception	Reputational risk
Number of fly tips reported	3113	3600	3600	3500	3400		Low	Monthly	Outcome	Reputational risk
% of fly tips removed within 24 hours	n/a	90%	90%	95%	95%		High	Monthly	Outcome	Reputational risk
% Sites surveyed below standard for flyposting	1	1	1	1	1		Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	73%	68%	68%	69%	70%		High	Monthly	Output	Loss of income
% Household waste recycled	36	42	46	48	50		High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	69	72	73	74	75		High	Annual	Perception	Reputational risk
Residual waste kg per household pa	567.47	540	500	475	435		Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	57	59	65%	10%	5%		Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	50	50	50	40	30		Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	887	910	910	910	910		Low	Monthly	Outcome	Reputational risk
% Residents satisfied with recycling facilities	77	70	72	74	75		High	Annual	Perception	Reputational risk

Financial Information - Waste Management and Cleansing									Additional Expenditure Information
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	2018/19 E&R20 = 2k E&R21 = £30k ENV31 = (£9k) ENV35 = (£150k) ENR6 = (£200k) ERG2 = £65k 2019/20 ENR9 = (£200k) EV08 = (£250k) ERG2 = £35k
Expenditure	20,750	21,353	15,457	376	15,401	15,393	15,601	15,808	
Employees	7,597	8,033	1,042	62	843	843	843	843	
Premises	452	421	397	-43	402	408	414	420	
Transport	1,940	2,317	26	-5	26	27	27	27	
Supplies & Services	1,531	1,521	316	-37	321	325	330	335	
3rd party payments	5,806	5,747	12,723	401	12,856	12,837	13,034	13,230	
Transfer payments	2	0	2	-2	2	2	2	2	
Support services	2,828	2,720	366	0	366	366	366	366	
Depreciation	594	594	585	0	585	585	585	585	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Income	3,497	3,983	956	(10)	954	1,154	1,154	1,154	
Government grants	0	0	0	0	0	0	0	0	
Reimbursements	406	452	455	15	455	455	455	455	
Customer & client receipts	2,348	2,843	501	(25)	499	699	699	699	
Recharges	743	688	0		0	0	0		
Reserves									
Capital Funded									
Council Funded Net Budget	17,253	17,370	14,501	366	14,447	14,239	14,447	14,654	
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Waste Bins					2,674				
Fleet Vehicles		316	972		2,670				
Other			113						
Total	0	316	1,085	0	5,344	0	0	0	

DETAILS OF MAJOR PROJECTS

PROJECT DESCRIPTION		Major Projects Benefits		Risk		
				Likelihood	Impact	Score
Project 1	Project Title: New Waste collection Service (Wheelie Bins)	Select one major benefit		5	2	10
Start date: 01/10/2017	Project Details: The introduction of a new borough wide waste collection service, including the introduction of two wheelie bins per house hold and a revised frequency of collection.	Optimised collection services delivering significant financial / environmental savings				
End date: 01/10/2018						
Project 2	Project Title: Energy Recovery Facility (Phase B)	Select one major benefit		3	2	6
Start date: 05/11/2012	Project Details: Working alongside SLWP and Viridor to design, build and operate an Energy Recover Facility which will remain in the ownership of Viridor in which it will disposal of the SLWP boroughs municipal waste. Key dates a. Key Facility Planned Works Commencement Date 31st August 2015 b. Key Facility Planned Service Commencement Date 31st August 2018 c. Key facility Expiry Date 31st August 2043	Environmental benefits from diverting waste from landfill, sustainable waste management				
End date: 01/09/2018						

Page 136

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 new budget savings for Infrastructure & Transactions division. Savings reference numbers 2018-19CS01 and 2018-19CS02 are new savings in 2019/20 financial year, which have all 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)	2018-19CS01 – One off revenue saving associated with the financing of the current corporate Multi-Functional Device (MFD) contract. 2018-19CS02 – Reduction in the level of non-essential and general repairs and maintenance undertaken on the Council's corporate buildings.
2. How does this contribute to the council's corporate priorities?	Reviewing the current divisional service delivery model and the associated corporate contracts to ensure that they provide an appropriate level of service and ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	CS01 – No affect as this is a budget saving associated with the financing of the corporate Multi-Functional Device (MFD) contract and will therefore have no operational implications. CS02 – No direct impact but likely that staff and visitors will notice a gradual reduction in the condition of office accommodation and the public facing areas due to a reduction in the frequency of works like internal and external decorating.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

I&T13 – Information available from the last round of building condition surveys indicates that that the general level of backlog maintenance on the Council’s corporate buildings is reducing as a result of some targeted investment, and therefore any subsequent reduction in the level of cyclical and routine maintenance, will increase the need to undertake larger elemental repair/replacement works as the condition of the buildings gradually deteriorate over time.

Stage 3: Assessing impact and analysis

Page 138

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

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

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

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature: Mark Humphries	Date: 14/11/17
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

DRAFT

Equality Analysis

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

What are the proposals being assessed?	Proposed new budget savings for Infrastructure & Transactions division. Savings reference numbers 2018-19CS03 and 2018-19CS04 are new savings in 2019/20 financial year, which relate to proposed operational changes in how some current services will be delivered in the future. These have been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
1. Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
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)	2018-19CS03 – Adjust the current Local Authority Liaison Officer (LALO) duty arrangements where staff are currently paid to cover the function and where in the future Assistant Directors will be required to undertake the duties as part of their normal job description. 2018-19CS04 – Delete or full cost recovery of one full time post within the Facilities Management section.
3. How does this contribute to the council's corporate priorities?	Reviewing the current arrangements for how these two services could be delivered in the future will ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFS.
4. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	2018-19CS03 – No affect as this is a budget saving associated with a change in the way that the LALO service will be delivered in the future, and will therefore have no operational implications. 2018-19CS04 – As this saving could potentially be achieved by two different means, the proposal could affect one full time member of staff who would be at risk of redundancy, or a number of LA schools that currently receive free advice and support, who will be asked to make a financial contribution towards the cost of continuing to provide the service.
5. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

No specific evidence or information available in respect to what if any the impact of implementing these two savings might be on protected characteristics.

Stage 3: Assessing impact and analysis

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

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

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

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

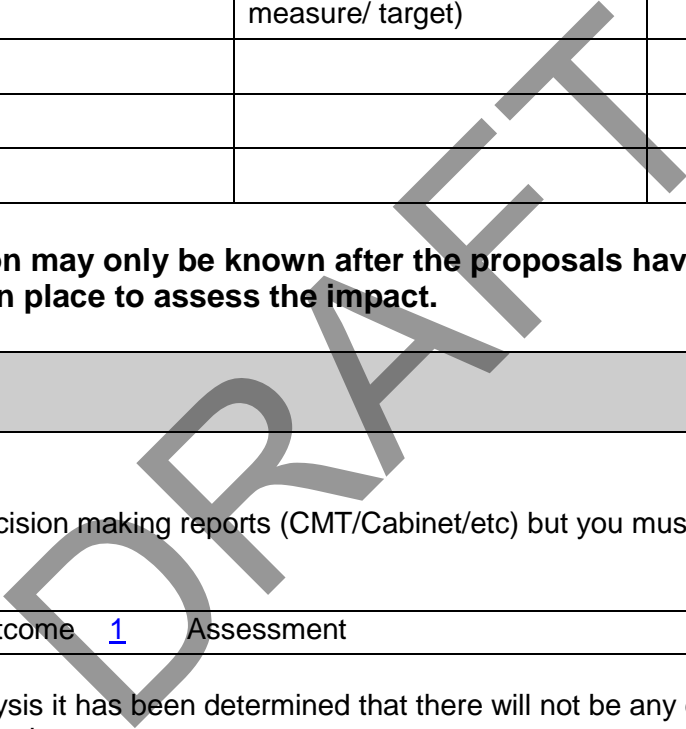
10. Summary of the equality analysis

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

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

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

Page 145



Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature: Mark Humphries	Date: 29/11/17
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

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Equality Analysis

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

What are the proposals being assessed?	Efficiencies emerging from our new financial system through increased automation.
Which Department/ Division has the responsibility for this?	Corporate Services – Resources 2018-19 CS05

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw, Interim AD Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Savings are expected efficiencies emerging from our new financial system through increased automation.
2. How does this contribute to the Council's corporate priorities?	Driving out efficiencies ie, same service for less cost.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	One individual post in Resources
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	NA

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).

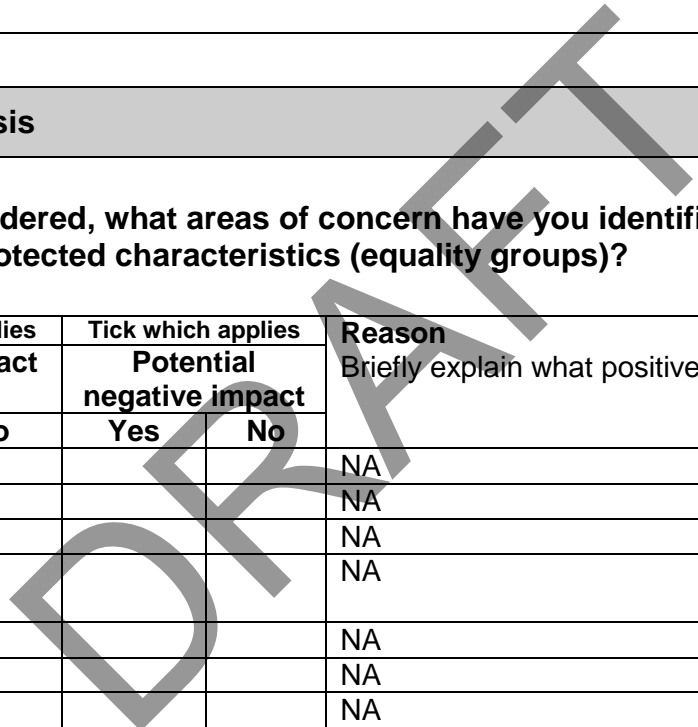
The extent to which our new system will enable automation.

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

Page 148



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?
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

Page 149

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw	Signature:	Date:20/11/17
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Re tendering the Insurance contract and miscellaneous non pay savings.
Which Department/ Division has the responsibility for this?	Corporate Services – Resources 2018-19CS06 and 2018-19CS07

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw, Interim AD Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Savings are expected from retendering the Insurance contract together with miscellaneous savings from non pay budgets.
2. How does this contribute to the council's corporate priorities?	Driving out efficiencies ie, same service for less cost.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	NA
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	NA

Stage 2: Collecting evidence/ data

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

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

Review of existing Insurance cover and risks lead us to believe savings are deliverable.

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

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?
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

Page 52

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw	Signature:	Date:20/11/17
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

Equality Analysis



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

What are the proposals being assessed?	Proposed budget savings for 2019 – 2022. These relate to income generation, reduction in divisional running costs and resource reduction. (Savings Ref. CS08, CS09, and CS10)
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cuniffe, 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)	<ul style="list-style-type: none"> Increase in income from Enforcement Service to be achieved through the increase in number of warrants being generated from ANPR contraventions. Rationalisation of supply budgets within Customer Contact Reduction in staffing within Revenues and Benefits (approximately 2 FTE).
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.	All of the above will have a limited impact on external customers. The proposals assist the Council with making a balanced budget.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
 Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

- Increase in income from Enforcement Service – following the implementation of ANPR there has been an increase in the number of warrants issued following road contraventions. No impact on external customers or protected characteristics.
- Concessionary Travel – audit recommendation following review of Blue Badge process and benchmark with neighboring Boroughs. Guidelines state a charge can be levied, up to a maximum of £10.00, for each successful application. Already stated on-line but charge not enforced. Limited impact as charge is minimal and covers each Blue Badge with a lifespan of 5 years. No impact on protected characteristics.
- Rationalisation of supply budgets within Customer Contact achieved through greater efficiency. No impact on external customers or protected characteristics.
- Reduction in staffing within Revenues & Benefits should be achieved through natural wastage with little impact on external customers as a result of implementation of Universal Credit.

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				No	None

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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?
Potential negative impact relating to disability, age, sex and race due to the staff affected	None as processes and procedures already exist and it is anticipated that the saving will be achieved through natural wastage or voluntary redundancies. The Managing Workforce Change Policy will be used to support staff	Achievement of saving	2019	Existing	Sean Cunniffe	Not required

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: Sean Cunniffe	Date: 16.11.17
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Stage 5: Sign off by Director/ Head of Service			
Improvement action plan signed off by Director/ Head of Service	David Kepler, Head of Revenues & Benefits	Signature: David Kepler	Date: 16.11.17

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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?	Efficiencies emerging from a restructure of our senior management tiers (2018-19CS11).
Which Department/ Division has the responsibility for this?	Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw, Interim AD Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Savings from the need to restructure management across Corporate Services to balance our budget. It will potentially require a reduction of between 5 and 6 FTE managers and will impact significantly on the level of support/service offered to our customers and could result in potential risks across the Council's services.
2. How does this contribute to the council's corporate priorities?	Delivering 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.	5/6 individual posts in Corporate Services
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	NA

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 potential impact on the overall workings of the Council (corporate clockwork) from losing 5/6 senior managers. This will affect the support provided to departments, attendance at meetings, frequency and timeliness of reports.

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

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?
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

Page 60

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw	Signature:	Date:20/11/17
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	2018-19 CS 12 – 50k reduction in legal capacity for enforcement work and litigation
Which Department/ Division has the responsibility for this?	Corporate governance

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To make a saving of 50k on legal spend by reducing the capacity available to carry out civil and criminal litigation. This will lead to a reduction in the number of prosecutions carried out by the council to enforce fly tipping, blue badge fraud and other discretionary enforcement actions. The reduction will be about 50% of the current resource level.
2. How does this contribute to the council's corporate priorities?	Combat fraud and enforcement activity to provide clean streets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Less support from the Councils environment team, reduced effect of enforcement threat to keep streets clean. The impact will be a reduction in about 2/3rds of a full time post.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The council regulatory services team will be affected with a reduced availability of legal support.

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 direct or indirect link with a protected group.

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 163

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul evans	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Paul Evans	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?	CS13 saving – Audit and Investigaion
Which Department/ Division has the responsibility for this?	Corporate Governance

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Further reduction in Audit and investigatory resource which will result in reduction of audit days available to the Council and ability to investigate fraud.
2. How does this contribute to the council's corporate priorities?	Risk assurance systems and combat fraud.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Council departments will have a reduced resource to provide required audit checks on service systems. The s151 officer will have less resource available to provide the required assurance on the effectiveness of council systems.
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 provided by staff employed by Richmond and Wandsworth councils.

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 disproportionate impact on service users. The effect of the saving will be an increased risk to council assurance on its internal systems.

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 66

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul evans	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Paul Evans	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?	Policy, Strategy & Partnerships Team - Reduce headcount from 4.6 to 3.6 (2018-19 CS15)
Which Department/ Division has the responsibility for this?	Business Improvement Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	John Dimmer
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To reduce the headcount within the Policy, Strategy & Partnerships Team from 4.6 to 3.6 through the deletion of a post.</p> <p>Some of the following services would need to cease/reduce - support to the organisation around equalities, engagement with faith groups, ethnic minorities, LGBT and disabled, support to the voluntary sector, development of the Merton Compact and the development of the strategic partner programme, Merton Partnership, community cohesion and PREVENT work and our corporate approach to the use of data to inform service development.</p> <p>The service will explore the introduction of generic working in order to mitigate service impact as far as possible.</p>
2. How does this contribute to the council's corporate priorities?	Corporate Capacity – less costly corporate support services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>.The impact would be two-fold as this proposal would reduce capacity to work with both external and internal customers. Firstly, The PSP team works with a number of external facing groups in particular those identified in the Equalities Act 2010 such as ethnic minorities, faith groups, LGBT and disabled people. It works closely with the voluntary sector and is the main point of contact for developing the relationship with the voluntary sector through the Merton Compact. It directly commissions the Strategic Partner programme that includes community advice through Citizens Advice and support to the voluntary sector as a whole through the CVS.</p> <p>Secondly, It works with internal customers to help them meet our statutory Equalities duties including</p>

	<p>supporting Equality Impact Assessments and supports corporate working in a number of strategic priority areas including the voluntary sector and volunteering strategy, the strategic use of data about our communities to inform decision making and service development, our strategic approach to equalities and community cohesion and working with the voluntary sector to support the sector and prepare it for the ongoing reductions in public sector services.</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>Not shared.</p>

DRAFT

Stage 2: Collecting evidence/ data

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

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

Staffing arrangements within the Policy & Partnership team.

Functions delivered by the Policy & Partnership team.

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 deletion of a post within a small team has significant potential to have a disproportionate effect on any of these groups. Given that there is no firm proposal at this stage on which specific posts might be affected or how the new arrangements would be structured, it is not possible to state with confidence what the impact on individual groups will be and therefore a fuller EA will be needed as part of the process.
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?
Deletion of a post is likely to have a disproportionate impact on a number of groups represented within a very small team.	A full, detailed EA will be undertaken as part of the development of more detailed proposals and all mitigating actions explored.	Business case setting out proposed changes to arrangements, including detailed EA.	2020/21	Existing	John Dimmer	Yes
The work of this team includes engaging with groups that fall within the protected characteristic definition of the Equality Act 2010 and working with Voluntary and Community Organisations whose client groups are disproportionately from these groups as well.	As above	As above	2020/21	Existing	John Dimmer	Yes

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:21/11/17
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

Equality Analysis

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

What are the proposals being assessed?	Proposed replacement budget savings for Infrastructure & Transactions division. Savings reference CSREP 2018-19 (1) and CSREP 2018-19 (2) replacement savings in 2018/19, which have all 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)	CSREP 2018-19 (1) – Is an increase in the level of income derived from the reprocurement of the corporate catering contract. CSREP 2018-19 (2) – Reduction in the operating cost of the corporate cleaning contract, which will be delivered through a review of the current specification and a reduction in the level and frequency of cleaning within the corporate buildings.
2. How does this contribute to the council's corporate priorities?	Reviewing the current divisional service delivery model and the associated corporate contracts to ensure that they provide an appropriate level of service and ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	No affect as this an increase in the level of income derived from the reprocurement of the corporate catering contract. No direct affect but likely that staff and visitors within the corporate buildings will notice the reduction in the level and frequency of cleaning as the specification is reduced.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

I&T12 – No specific evidence available, but historically the Council's corporate cleaning specification has always provided a very comprehensive and relatively high standard in comparison with other comparable organisations, and therefore any proposed reduction would bring the service in line with general standards.

Stage 3: Assessing impact and analysis

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

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

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

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature: Mark Humphries	Date: 14/11/17
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

DRAFT

Equality Analysis

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

What are the proposals being assessed?	Recharges to the Pensions fund and savings on non pay budgets
Which Department/ Division has the responsibility for this?	Corporate Services – Resources CSREP3 and CSREP4

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw, Interim AD Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To assess the work we do for the Pension fund and to reflect a more accurate charge for that work.
2. How does this contribute to the council's corporate priorities?	To ensure we a fair recompense for the services we provide. Driving out efficiencies ie, same service for less cost.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	NA
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	NA

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 believe from analysis that we are under charging the Pensions fund.

Stage 3: Assessing impact and analysis

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

Page
178

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

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?
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

Page 179

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw	Signature:	Date:20/11/17
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	CSREP 2018-19(5) Council tax and business rates credits
Which Department/ Division has the responsibility for this?	Corporate services

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw
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 ensure overpayments are taken to revenue after 6 years.
2. How does this contribute to the council's corporate priorities?	Accurate and timely accounting
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

Stage 2: Collecting evidence/ data

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

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

Legal position of taking overpayments to revenue has been considered

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason non identified as disproportionate impact
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					N/A
Disability					N/A
Gender Reassignment					N/A
N/A Marriage and Civil Partnership					N/A
Pregnancy and Maternity					N/A
Race					N/A
Religion/ belief					N/A
Sex (Gender)					N/A
Sexual orientation					N/A
Socio-economic status					N/A

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 82

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

What are the proposals being assessed?	CSREP 2018-19(8)
Which Department/ Division has the responsibility for this?	Corporate services

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw
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)	Dividend from CHAS 2013 Limited
2. How does this contribute to the council's corporate priorities?	To ensure profits from subsidiary company contributes to Council's budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

Stage 2: Collecting evidence/ data

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

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

Legal position of taking overpayments to revenue has been considered

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason non identified as disproportionate impact
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					N/A
Disability					N/A
Gender Reassignment					N/A
N/A Marriage and Civil Partnership					N/A
Pregnancy and Maternity					N/A
Race					N/A
Religion/ belief					N/A
Sex (Gender)					N/A
Sexual orientation					N/A
Socio-economic status					N/A

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 185

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

What are the proposals being assessed?	CSREP 2018-19 (9) replacement saving
Which Department/ Division has the responsibility for this?	Corporate Governance

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Take inflation uplift from budget of 11k in supplies and services budget committee Services No impact on budget or spend.
2. How does this contribute to the council's corporate priorities?	No effect
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	No effect on current provision
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

The budget adjustment figures

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 88

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

What are the proposals being assessed?	CSREP 2018-19(10)
Which Department/ Division has the responsibility for this?	Corporate Governance

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increase income from planning and property fees and charges for SLLP work
2. How does this contribute to the council's corporate priorities?	Delivers council property and planning function
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Those buying and selling property with the Council, applicants for planning permission which require s106 agreements, generally developers.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Functions carried out by the Councils property and planning teams. Legal services advise on fee level for carrying out legal function.

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).

Suggested fee levels are benchmarked against those operating in commercial environment with adjacent boroughs. Fee level will be adjusted to reflect those in operation elsewhere. An increase of 25% is suggested.

Stage 3: Assessing impact and analysis

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

Page 190

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason non identified as disproportionate impact
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status					

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 191

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Evans	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Paul evans	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	CSREP 2018-19 (11)
Which Department/ Division has the responsibility for this?	Corporate Governance

Stage 1: Overview	
Name and job title of lead officer	Paul Evans
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Take saving of 50k built into the shared audit and investigation service and taken on restructure of team in 15/16
2. How does this contribute to the council's corporate priorities?	Risk assurance and fraud initiatives
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There is no effect as saving already taken
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Service is hosted by Richmond Council. The funding level is already agreed at the reduced budget.

Stage 2: Collecting evidence/ data

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

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

n/a

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason n/a
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status					

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 94

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings for HR
Which Department/ Division has the responsibility for this?	Corporate Services – Human Resources (CSREP12)

Stage 1: Overview	
Name and job title of lead officer	Kim Brown HR Lead
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposals set out in (CSREP12) are to meet the savings required by the Council for 2018/19. The proposals will result in different ways of delivering the service. HR Services will have to be restructured to realise the proposed savings and will result in the deletion of 3.5 post –(2.5 vacant)
2. How does this contribute to the council's corporate priorities?	The proposal reflects the savings that need to be made in HR to balance the Council.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The HR Service provides advice and services to internal/external customers, partners and staff. The proposals will support the Council in meeting the required savings to balance the budget.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

Stage 2: Collecting evidence/ data

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

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

Impact on staff within HR – HR data

The proposed savings will have impact on gender (women) as 80% of the HR workforce are female so any changes/deletions of posts will have an impact on this protected characteristic.

66% of the HR workforce are in the age band 45 – 64 – any changes would have an impact on this group.

Managers and staff would be required to use more online and self-service options.

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)?

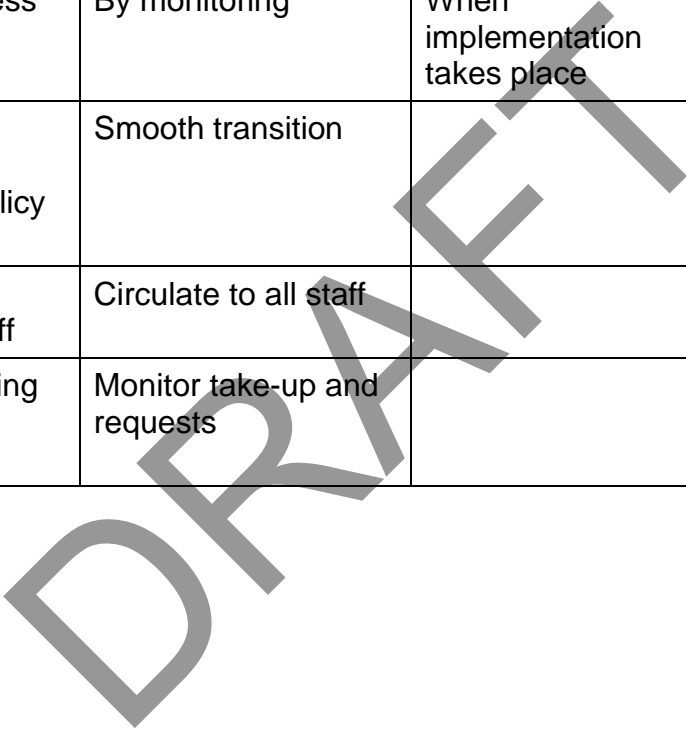
Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age			x	
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					80% of the HR workforce are female
Sexual orientation			x		
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?
Difficult to mitigate due to required savings	Ensure that process is fair	By monitoring	When implementation takes place	None identified	Kim Brown	No
	Following the Council's reorganisation policy and procedure	Smooth transition		N/A		
	Circulate EAP information to staff	Circulate to all staff		Existing resources		
	Provide interviewing skill training if appropriate	Monitor take-up and requests		Existing resources		

Page 197



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

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Equality Analysis

Please refer to the guidance for carrying out Equality 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?	Business Systems Team - Maintenance and Support reduction (BI01 17/18)
Which Department/ Division has the responsibility for this?	Business Improvement Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Clive Cooke
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduction in payments to third party providers for maintenance and support. This will most likely be achieved through decommissioning services and/or systems, though officers will also use procurement opportunities to review and reduce costs for maintenance and support wherever possible.
2. How does this contribute to the council's corporate priorities?	Corporate Capacity – the proposal aims to reduce as far as possible the costs associated with the external provision of maintenance and support arrangements for the council's line of business systems, ensuring the IT suite is as efficiently maintained as possible and that the council maximises opportunities within the market to secure best value for services provided.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The proposal will be delivered in line with the council's IT and Procurement strategies to minimise impact on businesses within the council and customers. Using the TOM exercise, Business Improvement will identify opportunities to retire business systems that duplicate functionality that can be offered elsewhere, or to introduce more efficient systems with more cost effective support arrangements.</p> <p>This will have an impact on services and staff using affected systems, who will need to adapt to new business systems and processes.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The proposal will require the support of the organisation in defining clearly their IT system requirements and being prudent in the purchase and implementation of new systems. Departments and services will need to engage early with the Business Systems team when considering new IT systems to ensure that we work together to secure the best possible value and utilise all existing systems to their full extent in order to reduce the ongoing support and maintenance costs associated with the council's IT suite.

Stage 2: Collecting evidence/ data

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

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

Review of the council's existing system architecture and the costs of maintenance and support associated with it.
 The changes made to the council's system architecture over the past 4 years and the impact this has had on staff, both in terms of the cost of transition (training, change management, implementation costs etc) and the reductions and increases these have resulted in for the council's system maintenance and support budget.
 Analysis of existing TOMs and future business demand for IT systems and process automation.
 Analysis of the extent to which full functionality within existing systems has been utilized.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		√		√	This proposal is not expected to impact either negatively or positively any of the groups.
Disability		√		√	
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√		√	
Religion/ belief		√		√	
Sex (Gender)		√		√	
Sexual orientation		√		√	
Socio-economic status		√		√	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 201

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:21/11/17
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
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What are the proposals being assessed?	Business Systems Team - M3 support to Richmond/Wandsworth (CSREP14 and CS2018-19CS17)
Which Department/ Division has the responsibility for this?	Business Improvement Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Clive Cooke
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>Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale.share an IT system support function with other boroughs to exploit economies of scale and introduce a more efficient, cost effective way of supporting one of the council's major IT systems.</p> <p>The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.</p> <p>The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existing work arrangements and establishment.</p>
2. How does this contribute to the council's corporate priorities?	Corporate Capacity – the proposal aims to share an IT system support function with other boroughs to exploit economies of scale and introduce a more efficient, cost effective way of supporting one of the council's major IT systems.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The E&R department for whom the system provides key functionality: a level of support will need to be established that is manageable within the capacity set out for the three boroughs. This will require that requirements and demands for support are carefully prioritised across the three boroughs within a collaborative approach.</p> <p>The Business Systems Team supporting M3: efficient measures for supporting the system and managing and controlling change carefully will need to be introduced, and effective clienting of the three boroughs put</p>

	<p>in place to enable the team to prioritise demand and respond within the reduced capacity. It is expected that economies of scale across the three boroughs will mean that priority demand will be met.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>The proposal will require the support of E&R within Merton and the boroughs of Richmond and Wandsworth in order to establish effective, efficient support arrangements and ensure that these are adhered to, with clear prioritisation of demand and effective change control.</p> <p>The responsibility for establishing and managing these arrangements will sit with the Head of IT Systems and the Business Systems Manager for E&R but will require the support of the Director of E&R and their Departmental Management Team as sponsors.</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).

Analysis of shared services provided elsewhere.
 Analysis of support arrangements for current/previous systems.
 Review of the characteristics of the staff affected by the proposal.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.
Disability			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.
Gender Reassignment				✓	
Marriage and Civil Partnership				✓	
Pregnancy and Maternity				✓	
Race			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.
Religion/ belief			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.

Sex (Gender)			√		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.
Sexual orientation				√	
Socio-economic status				√	

DRAFT

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Effect on staff within BI from transition to a shared support service.	<p>Ensure training and support is available.</p> <p>Ensure arrangements in place to prioritise demand</p> <p>Ensure effective change control measures are in place.</p> <p>BSM to introduce strong client management</p>	<p>Training and support plan</p> <p>Shared services proposal signed off by DMT</p> <p>Change control processes signed off by AD BI</p> <p>Client management and governance arrangements signed off by AD BI and Director E&R</p>	Sep 2018	No	Clive Cooke	Yes

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4



Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:21/11/17
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Business Systems Team - Street Naming and Numbering Fees/Charges Review (CSREP15)
Which Department/ Division has the responsibility for this?	Business Improvement Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Clive Cooke
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)	An increase in fees and charges associated with the Street Naming and Numbering function that brings them into line with neighbouring boroughs. This will seek to ensure that the council charges appropriately, particularly for larger scale developments.
2. How does this contribute to the council's corporate priorities?	Corporate Capacity – the proposal aims to ensure that as much of the cost of the function as possible is met through fees and charges as is reasonably possible, whilst taking into account the appropriate level of charges that should be levied on residents and developers within the borough
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Developers: the proposal will largely affect individuals and organisations developing properties within the borough. There will be a higher charge levied for functions such as naming a street, and naming or numbering a block, property etc. The street naming and numbering function is largely delivered within the context of new developments.</p> <p>Residents: where residents are requesting a change in the numbering or naming of their property, or where they are required by the duties the council holds to make such changes.</p> <p>There is no impact on staff.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The duty is discharged within Corporate Services, through the Business Improvement Division.

DRAFT

Stage 2: Collecting evidence/ data

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

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

Benchmarking with other boroughs of charge and fees for street naming and numbering.

Analysis of service requests.

Analysis of the cost of providing the service.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 211

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:21/11/17
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
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What are the proposals being assessed?	Proposed budget savings CSF2017-01
Which Department/ Division has the responsibility for this?	CSF/Cross Cutting

Stage 1: Overview	
Name and job title of lead officer	Yvette Stanley (Director of Children, Schools and Families)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Review of non-staffing budgets across the department. Further reduction in commissioning budgets due to combining of contracts realising some savings. We will continue to prioritise commissioning according to need vulnerability and risk. We have also reviewed our support budgets following service redesigns.
2. How does this contribute to the council's corporate priorities?	This contributes to corporate priorities by managing our resources to provide value for money. We are particularly determined to help those facing obstacles and challenges. By prioritising commissioning according to need vulnerability and risk.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be little negative impact of realising this saving, it has been reviewed and well planned for. With a review of all commissioned services to ensure those with the highest needs continue to receive appropriate levels of support.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

Stage 2: Collecting evidence/ data

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

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

We have undertaken a review of our commissioned services and prioritized our remaining budget on high need, vulnerability and risk.

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	*			*	We are prioritising commissioned services on need, vulnerability and risk, therefore, those in the protected characteristics equality groups will not be negatively impacted.
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?
All plans are set out in our TOM and in line with the revision of the C/YP Wellbeing Model						

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Carol Cammiss Business Partner CSF	Signature:	Date: 01.12.17
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:04-12-17
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Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings CSF2017-02
Which Department/ Division has the responsibility for this?	CSF/Cross Cutting

Stage 1: Overview	
Name and job title of lead officer	Carol Cammiss - Business Partner 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)	To reduce the central administration unit following departmental DMT restructure. Proposed reduction of 1 FTE post from a total of 4FTE, achieving a saving in 2018/19 of 33K, any deletion of posts, where not achieved through existing vacancies will be achieved through the use of the managing change process and in full consultation with HR and Staff Side.
2. How does this contribute to the council's corporate priorities?	This contributes to corporate priorities by managing our resources to provide value for money.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The central administration team will be affected directly and some minor changes to the workload allocations will be reviewed as part of the formal consultation process. This proposal follows on from the departmental TOM DMT restructure.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A.

Stage 2: Collecting evidence/ data

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

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

We have undertaken a review of the work allocations and prioritisation of tasks will form part of the formal consultation to ensure the right balance of work versus resourcing in in place following the proposed reduction in staffing levels

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			*		All HR policies will be applied.
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?
Reduction in staff	Applying HR policies as part of the process.					

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Carol Cammiss Business Partner CSF	Signature:	Date: 01/12/17
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:04/12/2017
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DRAFT

Equality Analysis

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What are the proposals being assessed?	Proposed budget savings CSF 2017 03/04 & CSF2017-05/06
Which Department/ Division has the responsibility for this?	CSF/Children's Social Care

Stage 1: Overview	
Name and job title of lead officer	Paul Angeli (AD Children's Social Care/Youth Inclusion)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CSF2017-05. The LA will buy into a Social Impact Bond (SIB) with 5 other boroughs. The SIB is designed to support delivery of service to keep children and young people out of the care system. This is in line with our TOM and our Children & Young People Well-Being Model. This will deliver 45K savings in 2018/19 & 45K savings in 2020/21. This work, however, takes place within a rising population demographic and increased complex needs.</p> <p>CSF2017-06. The South London Family Drug and Alcohol Court commissioning programme will enable more children to return home safely, thereby, reducing the costs of care placements. This is in line with our TOM and will deliver 45K savings in 2018/19 and 45K savings in 2020/21. This work, however, takes place within a rising population and increased complex needs.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports Healthy Merton and supports our most vulnerable children and young people getting the best start in life. It reflects our MSCB priorities of Early Help, Vulnerable Adolescents, Think Family and the cross cutting priority of tackling neglect.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This will benefit our most vulnerable clients. There are no staffing implications. The proposals benefit the council in terms of a potential to deliver future savings.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	These are commissioned services and will require ongoing investment to meet the savings targets.

Page 220

Stage 2: Collecting evidence/ data

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

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

We have rising population and an increase in complexity of need. List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

The impact of both increase in numbers and complexity requires the LA to consider a range of options to meet demand and need.

Stage 3: Assessing impact and analysis

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

DR

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	*				This proposal will increase access to all ages of Children & Y/P
Disability	*				The proposal will be effective across all children's services
Gender Reassignment		*			
Marriage and Civil Partnership		*			
Pregnancy and Maternity		*			
Race	*				
Religion/ belief	*				
Sex (Gender)	*				
Sexual orientation	*				
Socio-economic status	*				This work is with the most vulnerable groups.

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 222

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Carol Cammiss Business Partner CSF	Signature:	Date: 01.12.17
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date: 04.12.17

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Proposed budget saving CSF2017-07
Which Department/ Division has the responsibility for this?	CSF/Education Division

Stage 1: Overview	
Name and job title of lead officer	Jane McSherry (AD Education)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Review of school traded services offer and raise charges or consider ceasing certain services. This will entail a review of all current SLA's as well as de-delegated services with schools to ensure i) full cost recovery ii) that LBM charges are aligned with other providers. We will also explore future opportunities to trade with schools. If school are unwilling or unable to pay for core and enhanced services this will result in approximately 1.5- 2 posts being deleted in the relevant education service area. It will also potentially impact negatively on service volumes and children's outcomes as there may be an increase in escalations of referrals to child protection services from schools. This will deliver a saving of 60K in 2020/21.
2. How does this contribute to the Council's corporate priorities?	If additional funding is secured from schools then this proposal would enable work to continue under the 'Opportunity Merton' theme: our programme to improve education from nurse level to adult provision. CSF services support our most vulnerable children and young people getting the best start in life. We are particularly focused on those facing obstacles and challenges and how we 'narrow the gap' in outcomes between some children and their more advantaged peers.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Partners and (dependant on outcome) staff will be affected by this proposal. If schools agree to the raising of our charges and continue to buy back these services our children and young people will continue to benefit from the current offer.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	We require agreement from schools to deliver this savings (in the case of increases in charging). If this is not agreed the decision to cease certain services will require stakeholder engagement in agreeing priorities for delivery.

Stage 2: Collecting evidence/ data

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

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

We have comprehensive data and information in relation to costing models to review our current SLA's. we have comprehensive data in relations to schools and where need is more prevalent.

Stage 3: Assessing impact and analysis

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

Page 224

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	*		*		The proposal could impact in terms of schools not agreeing to increase in charging and therefore, certain current services would cease. Stakeholder engagement will be undertaken to prioritise these services.
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?
Plans will be outlined in the TOM refresh.	Stakeholder engagement will be undertaken					

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	Carol Cammiss Business Partner CSF	Signature:	Date: 01/12/17
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date: 04/12/17
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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?	Investigate potential commercial opportunities to generate income from provision of business advice. (Saving Ref. E1)
Which Department/ Division has the responsibility for this?	Regulatory Services Partnership (Public Protection Division E&R)

Stage 1: Overview	
Name and job title of lead officer	Paul Foster Head of RSP
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 development of commercial opportunities through the provision of expert business advice eg contaminated land; Trading Standards business advice.
2. How does this contribute to the council's corporate priorities?	Provides value for money services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Business' and residents operating in borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Partner authorities which are currently LB Wandsworth/Richmond

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).

Consideration of services where advice is currently provided for free or not provided at all.

Stage 3: Assessing impact and analysis

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

Page 228

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status				x	Possibility that smaller business' may not be able to so easily meet any charges for 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?
Smaller business' not so easily able to pay for advice.	Consider sliding scale of charges	Through assessment of take up of advice service offered at chargeable rates.	Ongoing	Existing	Paul Foster	Not at this stage

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

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	Paul Foster/Head of RSP	Signature: Paul Foster	Date: 23/11/2017
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	John Hill/AD Public Protection	Signature: 	Date:23/11/17
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Equality Analysis

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

What are the proposals being assessed?	Thermal treatment of wood waste (Savings Ref. E2)
Which Department/ Division has the responsibility for this?	E&R – Public Space - Waste Services

Stage 1: Overview	
Name and job title of lead officer	CHARLES BAKER – Commissioning manager Public Space
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To reduce the cost of waste disposal by the thermal treatment of wood delivered into the House hold Reuse and Recycling Centre (HRRC)
2. How does this contribute to the Council's corporate priorities?	Reduced service cost, by diverting high cost, high volume waste streams from recycling to cheaper alternative using thermal treatment.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Consultation will be required with the boroughs of the South London Waste partnership.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	South London waste Partnership in conjunction with our Phase A contractor Veolia.

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. Reduction in the recycling rate at the HRRC down to c44% (currently 70%)
2. Contract variation required with Veolia

Stage 3: Assessing impact and analysis

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

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

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

1.
N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment
 Please include here a summary of the key findings of your assessment.
 The scope of the proposal has ensured that there are no changes to the current service provision provided to residents at the HRRC.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date: 6 Dec 2017
Improvement action plan signed off by Director/ Head of Service	Graeme Kane	Signature:	Date:

DRAFT

Equality Analysis – (insert Ref No)

Leisure & Culture Development Team



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

What are the proposals being assessed?	Reduction in Core Arts Grants to Polka Theatre (Note: 'proposal' includes a policy, service, function, strategy, project, procedure and restructure) (Savings Ref. E3)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Public Space Division
Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve savings Aims: To reduce core voluntary arts grant Proposals:</p> <ol style="list-style-type: none"> 1) Reduce the remaining budget of £60k core arts grant to Polka Theatre by £30,000 in 20/21 in return for £150,000 of capital/section 106 investment into the redevelopment of the Polka Theatre site. <p>What are you proposing and what are they designed to deliver?</p>
2. How does this contribute to the council's corporate priorities?	<p>Achieves savings Insert information as to how your proposals support the corporate priorities.</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>Polka Theatre is a key cultural partner with international credentials. It is our only Arts Council Core Funded client. They are also a local business that adds to the local economy in the creative sector and are carrying out major regeneration plans supporting improvements in Wimbledon Broadway.</p> <p>Local people, schoolchildren, older people, and other service areas make use of Polka Theatre to address other social agendas and achieve their specific outcomes / outputs.</p> <p>Other funding partners, such as the Arts Council, only significantly fund Polka Theatre because Merton Council also make an annual contribution. By removing 50% of their annual grant the council will still continue to support the theatre with a grant of £30k per annum.</p> <p>Polka Theatre is aware of the proposed savings and the capital investment into their regeneration project. They are a key partner in the council's London Borough of Culture bid for 2019 and will provide one of the three spectaculars, during the time that they are homeless whilst the new development is constructed. For this reason our savings are scheduled to come into effect from 2020/2021 so that Polka can continue to operate as fully as possible in outreach programmes during their development.</p> <p>This will best support Polka to return to better and improved services for local people in years to come whilst also accepting this saving from the councils grants to them</p> <p>Who are your customers (staff, service users, stakeholders, partners etc)? Who will your proposals benefit? How will your proposals benefit the council?</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?</p>	<p>No. Other departments and services may also commission Polka and by working with Polka to make the savings we will ensure that others will not be hampered in their efforts to commission them the future.</p> <p>State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and voluntary sector involved in the delivery of this function.</p>

Stage2: Collecting evidence/data

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

Type of evidence

Type of evidence**Reduce core grant to Polka Theatre**

As a local theatre, Polka serve their local community whilst each year developing a wide-ranging programme to primarily engage children, schools and families. Polka also has an outreach arm that targets families and groups residing in low-income areas of the borough. The venue is not simply a performance space as the theatre doubles as a community resource where adults can bring their children to play for free. This element brings families together under the banner of community, which means the theatre's client group is ultimately diverse and largely representative of the borough. Local organisations can hire spaces at the theatre at discounted rates.

In addition to the full programme of theatrical and educational workshops that attract over 80,000 attendees each year, there are other specific projects that aim to further widen the client base of Polka.

The improvements to their built facilities will increase the ability to have increased range and diversity of products; increased capacity; create greater financial sustainability for the theatre; etc.

Stage 3: Assessing impact and analysis

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age	√			√	The existing users of the theatres include young and older people
Disability	√			√	The existing users will include disabled people
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race	√			√	The existing users will include people of different ethnic origins.
Religion/ belief	√			√	The existing users will include people of different religions / beliefs

Sex	√			√	
Sexual orientation		√		√	
Socio-economic status	√			√	Some of the users will be from a lower socio-economic status.

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

There are no explicit negative issues in making this saving since the saving is being made on the back of a capital investment by the council into the redeveloped Polka Theatre and a business model that seeks to gain greater financial sustainability.
 There will be a period of disturbance to the theatre and the users of that resource, but this saving is not due to come into effect until after that time, so that the theatre can deliver outreach work during that time.

Stage4: Decision

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

Outcome 1- ✓	Outcome 2 -	Outcome 3 -	Outcome 4 -
Outcome 1 – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.		Outcome 3 - Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.	

<p>Outcome 2 – Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>
<p>Outcome 3 – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>	<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>
<p>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it must be removed or changed.</p>
<p>Note: If your EA is assessed as outcome 3, explain your justification with full reasoning to continue with your proposals?</p>	<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>

Stage 5: Making adjustments – Improvement Action Plan

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



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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Audience / users displaced during developments	Continue to fund until 2019/2020 to support outreach work during this development time.	Funding provided. Outreach programmes delivered Community engaged	Mar 2020	Existing resources	Christine Parsloe	Polka aware of proposals and timescales

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

These will be included in future service and savings plans as well as the teams TOM.

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

We will happily share any learning from this as and when it occurs and required

Stage 6: Monitoring

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

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

We monitor the number of participants using Polka Theatre as one of our core indicators within our service plan and on the Council's dashboard. We will continue to do this.

How often will you do this?

We will continue to monitor monthly during development and beyond.

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

- Page 21/22
- What are the key impacts – both negative and positive?
 - What course of action are you advising as a result of this assessment?
 - Are there any particular groups affected more than others?
- Do you suggest to proceeding with your proposals although a negative impact has been identified?

Summary of the key findings:

- The proposal is to reduce the core arts grant to Polka Theatre in 2020/21
- Officers will work with Polka Theatre to invest £150k of capital / section 106 into the redevelopment of the theatre site
- The outcome and impact of this saving will be monitored through monthly monitoring of participation at the theatre.

Stage 8: Sign off by Head of Service

Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 06 Dec 2017
Improvement action plan signed off by Head of Service	Graeme Kane Assistant Director, Public Space Division	Signature: G Kane	Date: 06 Dec 2017
Department	Environment & Regeneration		

Equality Analysis

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

What are the proposals being assessed?	Income from Merantun Developments for service provided by LBM (Finance, procurement, human resources, accommodation). (Savings Ref. E4)
Which Department/ Division has the responsibility for this?	Environment and Regeneration/Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Chris Lee, Director of Environment and Regeneration
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)	Merantun Developments, through a series of service level agreements will receive services from the council's finance, procurement, human resources and facilities management services through a recharge to Merantun Developments for these services. The cost of staff seconded from the council to Merantun Developments will be recharged and the income will be received by the Environment and Regeneration department.
2. How does this contribute to the Council's corporate priorities?	The council's corporate objectives of utilising its assets more effectively will result in income from its land assets being received from Merantun Developments through income for the provision of services to the company.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will result in long term revenue income to the council from the recharges from its wholly owned property development company, Merantun Developments.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merantun Development Limited will receive services from the corporate services department of the council through a series of service level agreements for services as outline above.

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 income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Disability		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Gender Reassignment		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Marriage and Civil Partnership		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Pregnancy and Maternity		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Race		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Religion/ belief		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Sex (Gender)		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Sexual orientation		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Socio-economic status		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.

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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

Page 246

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	James McGinlay/ AD Sustainable Communities	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Chris Lee/ Director	Signature:	Date:

Equality Analysis

Letting of vacant facilities in Greenspaces

What are the proposals being assessed?	Budget savings (Savings Ref. E5)
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Public Spaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The letting of currently vacant, imminently vacant and under-utilised properties within the Greenspaces portfolio to secure additional income of £50k per annum
2. How does this contribute to the Council's corporate priorities?	Increased income that will mitigate budget savings pressures
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will primarily benefit the Council through increased income from its assets and the new tenants/leaseholders of the properties concerned, anticipated to be mainly local small businesses
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Overall responsibility for this proposal lies with the Council's Greenspaces team, with some shared responsibility lying with the Council's Strategic Property and Facilities Management teams, and the prospective tenants & leaseholders of the properties in question

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 are no specific, identifiable impacts on equality groups arising from this proposal at the current time

Stage 3: Assessing impact and analysis

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

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

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

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

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

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 249

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 06/12/2017
Improvement action plan signed off by Director/ Head of Service	Graeme Kane, Assistant Director, PSSC	Signature:	Date:

Equality Analysis

Increased tenancy income in Greenspaces

What are the proposals being assessed?	Budget savings (Savings Ref. E6)
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Public Spaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increased tenancy income from the Greenspaces property portfolio to the value of £40k per annum, achieved primarily through the renegotiation of existing, mainly commercial tenancies/leases to achieve the current market rate
2. How does this contribute to the Council's corporate priorities?	Increased income that will mitigate budget savings pressures
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will primarily benefit the Council through increased income from its existing assets and tenancies
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Overall responsibility for this proposal lies with the Council's Greenspaces team, with some shared responsibility lying with the Council's Strategic Property and Facilities Management teams, and the existing tenants & leaseholders of the properties in question

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 are no specific, identifiable impacts on equality groups arising from this proposal at the current time

Stage 3: Assessing impact and analysis

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

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

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

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

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

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 252

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 06/12/2017
Improvement action plan signed off by Director/ Head of Service	Graeme Kane, Assistant Director, PSSC	Signature:	Date:

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH71 Transport: moving commissioned taxis to direct payments.
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To provide service users with the same transport levels, but with an improved choice of taxi provider, which will mean service users can purchase taxi journeys more cheaply.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's 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.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Adult Social Care service users who utilise ASC commissioned taxis and commissioned taxi providers.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

Page 2532

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).

Many clients living in their own homes and / or in our Supported Living Service already book taxis directly themselves, often securing a cheaper price per journey. Experience shows that clients tend to use the same companies for their journeys, which often results in the use of regular drivers.

DRAFT

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	✓			✓	Service users will be able to choose their own taxi provider appropriate to their needs.
Disability	✓			✓	As above.
Gender Reassignment	✓			✓	As above.
Marriage and Civil Partnership	✓			✓	As above.
Pregnancy and Maternity	✓			✓	As above.
Race	✓			✓	As above.
Religion/ belief	✓			✓	As above.
Sex (Gender)	✓			✓	As above.
Sexual orientation	✓			✓	As above.
Socio-economic status	✓			✓	As above.

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

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

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

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	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	N/A	Signature: N/A	Date: N/A

DRAFT

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH72 Reviewing transport arrangements for in-house units
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care Direct Provision

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To review the transport arrangements for in-house day centre units, to link transport more directly to the provision. This may mean that transport arrangements for day centre users may change as day centres will have more flexibility in the use of vehicles. Those who can travel by other means may no longer be offered council transport and the arrangements for others may change.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's 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.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Day Centre service users, mainly older clients and people with learning disabilities.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	Environment and Regeneration, Transport Services as ASC may need to withdraw from the transport pool.

Page 258

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 made a number of changes to transport arrangements in the last few years, including using staff from day services as drivers and escorts to bring people from home to their day service. These changes have been well received by clients and carers and have not changed the basic premise, which is a safe and well managed journey from home to the day centre.

As the service users will either be elderly or have a learning or physical disability, consultation with them, or their representatives, will be as part of our usual engagement process and on-going throughout the development of this proposal.

DRAFT

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	✓		✓		Some service users may need some time to adjust to any new method of transport to their day services. However, the improvements to the service will impact positively on those service users that cannot organise their own transport.
Disability	✓		✓		Some service users may need some time to adjust to any new method of transport to their day services. However, the improvements to the service will impact positively on those service users that cannot organise their own transport.
Gender Reassignment	N/A	N/A	N/A	N/A	
Marriage and Civil Partnership	N/A	N/A	N/A	N/A	
Pregnancy and Maternity	N/A	N/A	N/A	N/A	
Race	N/A	N/A	N/A	N/A	
Religion/ belief	N/A	N/A	N/A	N/A	
Sex (Gender)	N/A	N/A	N/A	N/A	
Sexual orientation	N/A	N/A	N/A	N/A	
Socio-economic status	N/A	N/A	N/A	N/A	

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

Negative impact / gap in information identified in the Equality Analysis	Some service users may need some time to adjust to any new method of transport to their day services.
Action required to mitigate	All service users will be kept informed of any changes to the service provision and supported to find alternative methods of transport.
How will you know this is achieved? e.g. performance measure /	Number of service users using new provision.

target	
By when	Starting from April 2018.
Existing or additional resources?	N/A
Lead Officer	Andy Ottaway-Searle
Action added to divisional / team plan?	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.

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

Page 262

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Andy Ottaway-Searle, Head of Direct Provision	Signature: Andy Ottaway-Searle	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 1 December 2017

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH73 Staffing – reduction in staffing to be achieved by decreased use of agency staff
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>A reduced reliance on agency staff should result in a more stable workforce committed to the aims of the service. However, there could be reduced / delayed services and it may lead to a less responsive service with increased waiting times for service users.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's 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.	Agency staff and service users with mental health issues.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	The Mental Health Trust. HR input will be required.

Page 263

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 learning from the previous re-structure (May 2016) and review (Feb 2017) of Adult Social Care has informed this proposal, specifically the need to ensure that any changes to the staffing structure ensure there is sufficient staffing to fulfil statutory obligations.

Consideration has been given to bringing the line management of this service back into the council, to address the somewhat artificial separation between which work is directed to this team and which work is carried by the teams based within the council. This should enable management efficiencies, closer working relationships between social care staff and more consistent outcomes for service users.

DRAFT

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		✓	✓		Service users may receive a less responsive service with increased waiting times.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

Negative impact / gap in information identified in the Equality Analysis	Service users may receive a less responsive service with increased waiting times.
Action required to mitigate	<p>Review staffing structure to reduce reliance on agency staff which should result in a more stable workforce committed to the aims of the service.</p> <p>Consideration has been given to bringing the line management of this service back into the council, to address the somewhat artificial separation between which work is directed to this team and which work is carried by the teams based within the council. This should enable management efficiencies, closer working relationships between social care staff, enabling a more resilient staffing structure, to mitigate against any potential reduction in responsiveness of service.</p> <p>Clear communication will be undertaken with staff and if applicable, the Framework for Managing Organisational</p>

	Change will be followed which will ensure the fair treatment of staff.
How will you know this is achieved? e.g. performance measure / target	Reduced reliance on agency staff.
By when	April 2018.
Existing or additional resources?	N/A
Lead Officer	John Morgan, Assistant Director Adult Social Care.
Action added to divisional / team plan?	Project 4 in the 2018/19 Adult Social Care service plan.

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

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

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	Signature: Interim Head of Commissioning	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 1 December 2017

DRAFT

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH74 Income maximisation
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The implementation of the MOSAIC social care system has identified the scope to improve the identification of service users who should contribute to the costs of their care and assess them sooner, thus increasing client income.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's 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.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users eligible to pay for, or contribute to, their own care costs.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This may impact on the Transactions team.

Page 268

Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

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

As assessing eligibility for contributing or paying for care services is part of the statutory requirement of the Care Act 2014, all those service users who should be contributing, or paying, for their care, should be charged accordingly, in line with the council's Fairer Contributions Policy.

DRAFT

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		✓	✓		Payment for services is based on a nationally set means test, so although service users, by definition, will fall in to protected characteristics, this proposal affects all.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

Negative impact / gap in information identified in the Equality Analysis	Yes
Action required to mitigate	Application of the council's Fairer Charging Policy which will ensure customers will receive a personal budget for their social care based upon their assessed needs and will be expected to contribute to their budget according to their ability to pay. Contributions are calculated following a financial assessment. Customers whose income is below basic levels of Income Support plus a 25% buffer will not be expected to make a contribution. We will carry out a welfare benefit check on every customer at the time of assessment.
How will you know this is achieved? e.g. performance measure / target	All identified service users assessed in line with the council's Fairer Charging Policy.

By when	March 2018
Existing or additional resources?	N/A
Lead Officer	John Morgan
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.

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

Page 27/28

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Head of Commissioning	Signature: Richard Ellis	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 1 December 2017

DRAFT

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH75 Public Health: health related services in other budgets
Which Department/ Division has the responsibility for this?	Community and Housing, Public Health

Stage 1: Overview	
Name and job title of lead officer	Dagmar Zeuner, Director of Public Health
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To reduce the activity in non-statutory and lower priority programmes.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Public Health Target Operating Model (TOM) vision and goals are to 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 whilst fulfilling our statutory Public Health duties.</p>
How does this contribute to the Council's corporate priorities?	The Public Health 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.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A.

Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

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

Public Health has a wealth of national benchmarking and best practice to consider and in line with this and reduced funding, the only options available are to reduce activity in non-statutory and low priority programmes.

DRAFT

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		✓	✓		Reduced level of interventions and access to services.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

Negative impact / gap in information identified in the Equality Analysis	Yes.
Action required to mitigate	Develop plans to look at transforming and embedding services to minimise any negative impact on service users.
How will you know this is achieved? e.g. performance measure / target	Programmes delivered.
By when	March 2018.
Existing or additional resources?	N/A.
Lead Officer	Dagmar Zeuner

Action added to divisional / team plan?

The projects in the Public Health service plan will support this proposal.

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

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

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	Dagmar Zeuner, Director of Public Health	Signature: Dagmar Zeuner	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	Hannah Doody, Director of Community and Housing	Signature: Hannah Doody	Date: 1 December 2017

DRAFT

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH81 Public Health funding
Which Department/ Division has the responsibility for this?	Community and Housing, Public Health

Stage 1: Overview	
Name and job title of lead officer	Dagmar Zeuner, Director of Public Health
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To review the role and focus of Public Health in the light of ending of Public Health grant, which may result in a change in the Public Health offer. The ring fenced Public Health Grant ends in March 2020, when funding becomes part of the Business Rate funding settlement. It is not known what will happen to mandation of PH services and what 100% BBR will mean for the funding of the council as a whole. The review of PH funding will have to take into consideration its impact on other services.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Public Health Target Operating Model (TOM) vision and goals are to 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 whilst fulfilling our statutory Public Health duties.</p>
2. How does this contribute to the council's corporate priorities?	The Public Health 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.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Any substantial change in PH services is likely to impact on service provision and may reduce commissioning capacity, impacting on Community and Housing and Children, Schools and Families.</p> <p>Public Health focusses on population health improvement as well as reduction of health inequalities so there any impact will be on those residents of Merton, with the poorest health outcomes. However, it is envisaged that through more joined up commissioning of services, they can be better targeted to those in most need.</p>
4. Is the responsibility shared with another department, authority or	Community and Housing, Children, Schools and Families and the CCG.

Page 278

organisation? If so, who are the partners and who has overall responsibility?	
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Stage 2: Collecting evidence/ data

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

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

National work on the Fair Funding Review is ongoing to develop an improved and simplified method of determining individual LA needs that can be applied in the BRR regime. It is expected that this will include PH as a significant factor. PH need, including the influence of demographic changes and deprivation could be informed by the ACRA formula (revised as necessary), the proposed 5 yearly DCLG general resets, as well as policy decisions on pace of change etc. A consultation on the design of the reformed funding system closed in May 17 but the outcome has not yet been reported.

Public Health services have recently been redesigned and re-commissioned according to PH TOM signed off in March 17, with a reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG). There is now little scope for further team reduction but scope for efficiency through the further development of joint commissioning roles.

An ongoing review of the range and scope of PH services has been commissioned.

The Managing Organisational Change Framework will be followed for any impact on staffing.

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		✓	✓		People with the poorest health outcomes may receive less help. However, it is envisaged that through more joined up commissioning of services, they can be better targeted to those in most need.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

Negative impact / gap in information identified in the Equality Analysis	Yes.
Action required to mitigate	Develop the plans to ensure commissioning of services provides the best outcomes and targets those most in need, to minimise any negative impact on service users.
How will you know this is achieved? e.g. performance measure / target	Revised commissioning structure.
By when	March 2019.
Existing or additional resources?	N/A.

Lead Officer	Dagmar Zeuner
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.

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

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	Dagmar Zeuner, Director of Public Health	Signature: Dagmar Zeuner	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	Hannah Doody, Director of Community and Housing	Signature: Hannah Doody	Date: 1 December 2017

Page 28 of 28

DRAFT

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH82 Older People's social care (Mental Health)
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Creating a fully integrated Older People's (OP) services, combining OP social work teams, OPMH teams with community health services to create a 'one stop shop' for supporting the most vulnerable older people, removing the barriers between health and social care. Integrating support for physical and mental health issues. This will make it easier for the most unwell and most frail to access the support they need, and for us to respond in the most effective ways, and thus maximising any potential for recovery of independence.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's 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.	Older Peoples & Physical Disability teams and Mental Health teams staff and older service users..
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	The Mental Health Trust and community health services. HR input will be required.

Page 283

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).

Best practice throughout the industry promotes the use of multi-disciplinary care models to provide a single point of access for service users to enable a quicker and more focussed response to service user needs.

DRAFT

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This proposal will make it easier for service users to access the support they need.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Religion/ belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Sex (Gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.
Socio-economic status	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above.

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

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

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.

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

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	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	N/A	Signature: N/A	Date: N/A

DRAFT

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH83 Adult Mental Health
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>A fundamental review of adult mental health services and staffing.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
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.	Mental Health staff and service users with mental health issues.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Mental Health Trust. HR input will be required.

Page 288

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 learning from the previous re-structure (May 2016) and review (Feb 2017) of Adult Social Care has informed this proposal, specifically the need to ensure that any changes to the staffing structure ensure there is sufficient staffing to fulfil statutory obligations.

Consideration has been given to bringing the line management of this service back into the council, to address the somewhat artificial separation between which work is directed to this team and which work is carried by the teams based within the council. This should enable management efficiencies, closer working relationships between social care staff and more consistent outcomes for service users.

DRAFT

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		✓	✓		Service users may receive a less responsive service with increased waiting times, but it is envisaged the more resilient staffing structure will mitigate against any potential increase in waiting times.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

Negative impact / gap in information identified in the Equality Analysis	Service users may receive a less responsive service with increased waiting times.
Action required to mitigate	<p>A fundamental review of adult mental health services and staffing, including consideration has been given to bringing the line management of this service back into the council, to address the somewhat artificial separation between which work is directed to this team and which work is carried by the teams based within the council. This should enable management efficiencies, closer working relationships between social care staff, enabling a more resilient staffing structure, to mitigate against any potential reduction in responsiveness of service.</p> <p>Clear communication will be undertaken with staff and if applicable, the Framework for Managing Organisational Change will be followed which will ensure the fair treatment of staff.</p>
How will you know this is	Revised structure and savings achieved.

achieved? e.g. performance measure / target	
By when	March 2019.
Existing or additional resources?	N/A
Lead Officer	John Morgan, Assistant Director Adult Social Care.
Action added to divisional / team plan?	Project 4 in the 2018/19 Adult Social Care service plan.

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

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

Page 292

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Interim Head of Commissioning	Signature: Interim Head of Commissioning	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	John Morgan, Assistant Director of Adult Social Care	Signature: John Morgan	Date: 1 December 2017

DRAFT

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH84 Public Health
Which Department/ Division has the responsibility for this?	Community and Housing, Public Health

Stage 1: Overview	
Name and job title of lead officer	Dagmar Zeuner, Director of Public Health
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To review the role and focus of Public Health in the light of ending of Public Health grant, which may result in a change in the Public Health offer.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Public Health Target Operating Model (TOM) vision and goals are to 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 whilst fulfilling our statutory Public Health duties.</p>
How does this contribute to the Council's corporate priorities?	The Public Health 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.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A.

Page 293

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 consultation on the design of the reformed funding system closed in May 17 but the outcome has not yet been reported.

National work on the Fair Funding Review is ongoing to develop an improved and simplified method of determining individual LA needs that can be applied in the BRR regime. It is expected that this will include PH as a significant factor. PH need, including the influence of demographic changes and deprivation could be informed by the ACRA formula (revised as necessary), the proposed 5 yearly DCLG general resets, as well as policy decisions on pace of change etc.

DRAFT

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		✓	✓		Reduced level of interventions and access to services.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

Negative impact / gap in information identified in the Equality Analysis	Yes.
Action required to mitigate	Develop plans to look at transforming and embedding services to minimise any negative impact on service users.
How will you know this is achieved? e.g. performance measure / target	Programmes delivered.
By when	March 2020.
Existing or additional resources?	N/A.
Lead Officer	Dagmar Zeuner

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.

DRAFT

Stage 4: Conclusion of the Equality Analysis

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

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	Dagmar Zeuner, Director of Public Health	Signature: Dagmar Zeuner	Date: 1 December 2017
Improvement action plan signed off by Director/ Head of Service	Hannah Doody, Director of Community and Housing	Signature: Hannah Doody	Date: 1 December 2017

DRAFT

Autumn Budget 2017 and Economic Outlook

The Autumn Budget 2017 was published on 22 November 2017 and used as its economic basis the November 2017 Economic and Fiscal Outlook by the Office for Budget Responsibility (OBR) also published the same day. In its outlook the OBR noted that “The UK economy has slowed this year as households’ real incomes and spending have been squeezed by higher inflation. GDP growth has been a little weaker than we expected in March, but once again we have been more surprised by the strength of employment growth and the corresponding weakness of productivity growth. The persistence of weak productivity growth does not bode well for the UK’s growth potential in the years ahead.”

Furthermore, the OBR believes that:-

“The outlook for the economy over the next five years looks weaker than we forecast in March, primarily because we see less scope for productivity growth.”

The OBR now expects to see slower GDP growth over the forecast period, mainly reflecting a change in its forecast for productivity growth. It has revised down its forecast for GDP growth by 0.5 percentage points to 1.5% in 2017, then growth slows in 2018 and 2019, before rising to 1.6% in 2022.

Inflation- The value of sterling is little changed compared to Spring Budget 2017 in trade-weighted terms, but is around 10% below the level seen in the first half of 2016. This has fuelled an increase in inflation over the past year. Consumer Prices Index (CPI) inflation has risen from 0.9% in October 2016 to 3.0% in October this year and stands above the ten-year average of 2.4%. The increase has primarily been driven by a rise in goods price inflation, which has increased from -0.4% to 3.3% over the past year. In contrast, services price inflation has not increased materially, and remains below its long-run average.

Key Economic & Fiscal Indicators

	2016	2017	2018	2019	2020	2021	2022
Gross domestic product (GDP) (%)	1.8	1.5	1.4	1.3	1.3	1.5	1.6
Public sector net borrowing (£bn)	45.7	49.9	39.5	34.7	32.8	30.1	25.6
Public sector net borrowing (deficit % of GDP)	2.3	2.4	1.9	1.6	1.5	1.3	1.1
Public sector net debt (% of GDP)	85.8	86.5	86.4	86.1	83.1	79.3	79.1
LFS unemployment (% rate)	4.9	4.4	4.3	4.4	4.6	4.6	4.6
Employment (millions)	31.7	32.1	32.3	32.4	32.5	32.6	32.7
CPI Inflation (%)	0.7	2.7	2.4	1.9	2.0	2.0	2.0

Source: H.M.Treasury – Autumn Statement 2017; OBR - Economic & Fiscal Outlook, November 2017

Announcements in the Budget 2017 with Public Sector Implications

Business rates –

- bringing forward to 1 April 2018 the planned switch in indexation from RPI to the main measure of inflation (currently CPI)
- legislating retrospectively to address the so-called “staircase tax”. Affected businesses will be able to ask the Valuation Office Agency (VOA) to recalculate valuations so that bills are based on previous practice backdated to April 2010 – including those who lost Small Business Rate Relief as a result of the Court judgement. The government will publish draft legislation shortly
- continuing the £1,000 business rate discount for public houses with a rateable value of up to £100,000, subject to state aid limits for businesses with multiple properties, for one year from 1 April 2018
- increasing the frequency with which the VOA revalues non-domestic properties by moving to revaluations every three years following the next revaluation, currently due in 2022. To enable this, ratepayers will be required to provide regular information to the VOA on who is responsible for business rates and property characteristics including use and rent.

The government will consult on the implementation of these changes in the spring. Local government will be fully compensated for the loss of income as a result of these measures.

100% Business Rates Retention - The government has agreed a pilot of 100% business rates retention in London in 2018-19. The Greater London Authority (GLA) and London boroughs will come together to form a pool and invest revenue growth strategically on a pan- London basis.

Council Tax

- Empty homes premium – The government is keen to encourage owners of empty homes to bring their properties back into use. To help achieve this, local authorities will be able to increase the council tax premium from 50% to 100%.

Housing Investment

The Budget announced a package aimed to raise housing supply by the end of this Parliament to 300,000 per year, through:

- making available £15.3 billion of new financial support for housing over the next five years
- introducing planning reforms that will ensure more land is available for housing, and that maximises the potential in cities and towns for new homes while protecting the Green Belt

The Budget also announced further support for those aiming to get on the housing ladder now. The government will permanently exempt first time buyers from stamp duty for properties up to £300,000, with purchasers benefiting on homes up to £500,000.

Local Housing Allowance

- The government will increase the Targeted Affordability Fund by £125 million (£40 million in 2018-19 and £85 million in 2019-20) in areas of greatest pressure.

Right to Buy

- Government will proceed with a £200 million largescale regional pilot of the Right to Buy for housing association tenants in the Midlands.

Homelessness

- Government will provide £20 million of funding for schemes to support people at risk of homelessness to access and sustain tenancies in the private rented sector.

NHS and Health

The government will provide the NHS with £2.8 billion of additional resource funding in England. This will help it get back on track to meet its performance targets on waiting times both in A&E and after patients are referred to treatment:

- £335 million of this will be provided this year, to help the NHS to increase capacity over winter
- £1.6 billion will be provided in 2018-19
- £900 million will be provided in 2019-20, to help address future pressures
- Disabled Facilities Grant – The government will provide an additional £42 million for the Disabled Facilities Grant in 2017-18

NHS Pay

- The government is committing to funding pay awards for NHS staff on the Agenda for Change contract that are agreed as part of a pay deal to improve productivity, recruitment and retention.
- To protect frontline services in the NHS, the government is also committing to fund pay awards as part of a pay deal for NHS staff on the Agenda for Change contract, including nurses, midwives and paramedics. Any pay deal will be on the condition that the pay award enables improved productivity in the NHS, and is justified on recruitment and retention grounds. This does not prejudge the role of the independent NHS Pay Review Body in recommending the level of pay award that these staff should receive.

Public sector pay

- In 2018-19, for those workforces covered by an independent Pay Review Body (PRB), the relevant Secretary of State will shortly write to the PRB Chair to initiate the 2018-19 pay round, before later submitting detailed evidence outlining recruitment and retention data and reflecting the different characteristics and circumstances of their workforce. Each PRB will then make its recommendations in the spring or summer, based on the submitted evidence. Secretaries of State will make final decisions on pay awards, taking into account their affordability, once the independent PRBs report.

Not addressed in the Budget

Adult Social Care – there was nothing to address the growing funding pressures on this service. It had previously been announced that publication of the Adult Social Care Green paper has been pushed back to Summer 2018.

Children's Social Care – there was nothing to address the growing funding pressures on this service.

On these two issues the Local Government Association commented:-

“It is hugely disappointing that the Budget offered nothing to ease the financial crisis facing local services. Funding gaps and rising demand for our adult social care and children's services are threatening the vital services which care for our elderly and disabled, protect children and support families. This is also having a huge knock-on effect on other services our communities rely on....The Chancellor has recognised the financial challenges facing the NHS. However, the best way to reduce pressures on the NHS is to tackle the chronic underfunding of care and support services, and to prevent people presenting at A&E in the first place. We therefore call on the Government to ensure that spending plans for the new funding are agreed with local government.”

Unemployment is also at its lowest rate since 1975.

In 2017 growth has remained solid, but slowed slightly at the start of the year. The UK economy is forecast to grow by 1.5% in 2017. It will then grow at a slightly slower rate in the next three years, before picking up in 2021 and 2022.

Inflation is forecast to peak at 3% in the final months of this year, as measured by the Consumer Prices Index (CPI). It will then fall towards the target of 2% over the next year.

2. Borrowing has fallen by three quarters since 2010, but debt is still high

In 2009-10 the UK borrowed £1 in every £4 that was spent. Last year it was £1 in every £16.

The fall in borrowing means we are adding less to our debt every year. However the UK still has a debt of over £1.7 trillion – around £65,000 for every household in the country.

3. An extra £3 billion to prepare for Brexit over the next two years

The money will make sure the government is ready on day 1 of exit. It will include funding to prepare the border, the future immigration system and new trade relationships.

4. £6.3 billion of new funding for the NHS

£3.5 billion will be invested in upgrading NHS buildings and improving care.

£2.8 billion will go towards improving A&E performance, reducing waiting times for patients, and treating more people this winter.

5. Abolishing stamp duty land tax (SDLT) on homes under £300,000 for first-time buyers from 22 November

95% of first-time buyers who pay stamp duty will benefit.

First-time buyers of homes worth between £300,000 and £500,000 will not pay stamp duty on the first £300,000. They will pay the normal rates of stamp duty on the price above that. This will save £1,660 on the average first-time buyer property.

80% of people buying their first home will pay no stamp duty.

There will be no relief for those buying properties over £500,000.

6. 300,000 new homes a year, an amount not achieved since 1970

£15.3 billion new financial support for house building over the next five years – taking the total to at least £44 billion. This includes £1.2 billion for the government to buy land to build more homes, and £2.7 billion for infrastructure that will support housing.

The government will also create 5 new ‘garden’ towns.

Changes to the planning system will encourage better use of land in cities and towns. This means more homes can be built while protecting the green belt.

7. The National Living Wage and the National Minimum Wage will increase from April 2018

The National Living Wage for those aged 25 and over will increase from £7.50 per hour to £7.83 per hour from April 2018. Over 2 million people are expected to benefit. For a full-time worker, it represents a pay rise of over £600 a year.

The National Minimum Wage will also increase:

21 to 24 year olds 18 to 20 year olds 16 and 17 year olds Apprentices

£7.38 per hour £5.90 per hour £4.20 per hour £3.70 per hour

8. The tax-free personal allowance will rise with inflation to £11,850 from April 2018

The personal allowance – the amount you earn before you start paying income tax – will rise from £11,500 to £11,850. This means that in 2018-19, a typical taxpayer will pay £1,075 less income tax than in 2010-11.

9. Fuel duty will remain frozen for an eighth year

In 2018, fuel duty will remain frozen for the eighth year in a row, saving drivers £160 a year on average.

14. Households applying for Universal Credit will get more upfront support

Households in need who qualify for Universal Credit will be able to access a month's worth of support within five days, via an interest-free advance, from January 2018. This can be repaid over 12 months.

Claimants will be eligible for Universal Credit from the day they apply, rather than after seven days. Housing Benefit will continue to be paid for two weeks after a Universal Credit claim.

Low-income households in areas where private rents have been rising fastest will receive an extra £280 on average in Housing Benefit or Universal Credit.

17. More investment in maths and science in schools

Schools will get £600 for every extra pupil who takes A level or Core maths.

£27 million will help improve how maths is taught in 3,000 schools. £49 million will go towards helping students resitting GCSE maths.

£350,000 of extra funding a year will be given to every specialist maths school that is set up across the country. The number of fully-qualified computer science teachers will also rise from 4,000 to 12,000.

18. £64 million for construction and digital training courses

£34 million will go towards teaching construction skills like bricklaying and plastering. £30 million will go towards digital courses using AI.

This funding is provided in advance of launching a National Retraining Scheme that will help people get new skills. It will be overseen by the government, the Trades Union Congress (TUC) and the Confederation of British Industry (CBI). They will decide on other areas of the economy where new skills and training courses are needed.

19. A £220 million Clean Air Fund for local areas with the highest air pollution

Local authorities will be able to use this money to help people adapt as steps are taken to reduce air pollution. Possible ways the money could be spent include reducing the cost of public transport for those on low incomes or modernising buses with more energy efficient technology.

The money will come from a temporary rise in Company Car Tax and Vehicle Excise Duty on new diesel cars.

21. Business rates will switch to being increased by the Consumer Price Index (CPI) 2 years earlier than planned

Business Rates will rise by CPI from April 2018. Business rates currently rise by the Retail Price Index (RPI), a different way of measuring inflation which tends to be higher than the CPI.

Business rates revaluations will take place every 3 years, rather than every 5 years, starting after the next revaluation, currently due in 2022.

22. Pubs in England will continue to receive a £1,000 business rates discount next year

The discount applies to pubs with a rateable value of up to £100,000.

25. Funding for transport across England

£1.7 billion will go towards improving transport in English cities. Half will be given to Combined Authorities with Mayors, and the rest allocated by a competition.

Office for Budget Responsibility (OBR) – Economic and Fiscal Outlook 22 November 2017

The OBR published its latest update of its forecasts on the 22 November 2017 in the November 2017 Economic and fiscal outlook.

“The UK economy has slowed this year as households’ real incomes and spending have been squeezed by higher inflation. GDP growth has been a little weaker than we expected in March, but once again we have been more surprised by the strength of employment growth and the corresponding weakness of productivity growth. The persistence of weak productivity growth does not bode well for the UK’s growth potential in the years ahead.”

“The outlook for the economy over the next five years looks weaker than we forecast in March, primarily because we see less scope for productivity growth.”



London Business Rates Pilot Pool 2018-19 Final Prospectus – November 2017

Introduction

1. Earlier draft versions of this prospectus were circulated to Leaders in July and September asking all boroughs, the City of London and the GLA to consider the issues involved in establishing a pilot pool ahead of the Leaders' Committee and Congress of Leaders and the Mayor on 10 October.
2. At that meeting Leaders' Committee and the Mayor agreed in principle to pool business rates in a London pilot of 100% retention in 2018-19. Leaders' Committee delegated authority to the 5 elected officers of London Councils (the Chair, Deputy Chair, and three Vice Chairs) to take the in principle agreement forward to arrive at a core proposition for the operation of the pool and to continue discussions with both the Mayor and ministers on this. The elected officers discussed this in October and agreed a final distribution option on 1 November following discussions via the party groups, which was subsequently taken forward.
3. The Government formally confirmed its commitment to establishing a 100% business rate retention pilot in London in April 2018 in the Autumn Budget. This was agreed by a memorandum of understanding (MOU) signed by the Chair of London Councils, the Mayor of London, the Minister for London and the Secretary of State for Communities and Local Government.
4. This final prospectus sets out how the London Business Rates pilot pool will work in practice, were the 32 boroughs, the City of London Corporation and the Mayor of London to form a pool in 2018-19.

Pilot principles

5. The MOU between London Government and the Government on the London 100% business rates retention pilot agrees that:
 - The 100% business rates retention pilot in London will be voluntary, but will be a pool comprising all 32 London boroughs, the Corporation of the City of London and the Greater London Authority.
 - From 1 April 2018 the London authorities will retain 100% of their non-domestic rating income¹. London will not retain 100% of total rates collected, as it will continue to pay an aggregate tariff to government. The overall level of collected rates that will be retained is around 64% after the tariff is paid.
 - London authorities will also receive section 31 grants in respect of Government changes to the business rates system which reduce the level of business rates income. Section 31 grant will amount to 100% of the value of the lost income. Tariffs and top-ups will be adjusted to ensure cost neutrality.
 - The London pool will retain 100% of any growth in business rate income above baselines, and will pay no levy on that growth.

¹ As defined by DCLG.

- In moving to 100% rates retention, the Department for Communities and Local Government will no longer pay Revenue Support Grant (RSG) to the London authorities in 2018/19. Funding baselines will be increased by the equivalent amount to reflect this transfer of RSG, which overall amounts to £775 million in 2018/19 (the full boroughs breakdown can be found at Appendix A).
- London authorities will not be subject to more onerous rules or constraints under the 100% rates retention pilot, than they would have been if they had remained subject to the existing “67% scheme” in place in 2017/18.
- No “new burdens” will be transferred to London and participation in the pilot will not affect the development or implementation of the Fair Funding Review.
- In the event that London’s business rates income fell, the pool will have a higher “safety net” threshold – 97% rather than 92.5% of the overall baseline funding level – than in the existing system, reflecting the greater reliance local authorities will have on business rates within the pilot.
- The piloted approach is to be without detriment to the resources that would have been available collectively to the 34 London authorities under the current local government finance regime, over the four year settlement period². This “no detriment” guarantee will ensure that the pool, as a whole, cannot be worse off than the participating authorities would have been collectively if they had not entered the pilot pool. In the unlikely event of this arising (the current forecast is for collected rates to 6% above baselines), the government would intervene to provide additional resources.

Pooling principles

6. The MOU with the Government establishes the terms of the 100% retention pilot, but the London business rates pool must be set up following the same process as all other business rates pools. Following legal advice, the detailed pooling agreement that establishes the terms by which the pool will operate will be by an MOU between the 34 pooling authorities – as is the case for the vast majority of business rates pools.
7. The key principles that underpin the London pooling agreement are that:
 - **The pool in 2018-19 would not bind boroughs or the Mayor indefinitely** – the founding agreement includes notice provisions for authorities to withdraw provided notice is given by 31 August each year. Were the pool to continue beyond 2018/19, unanimous agreement would be required to reconfirm a pool from 2020/21 onwards (the expected year in which funding baselines will be update as a result of the Fair Funding Review).
 - **No authority can be worse off as a result of participating** - where authorities anticipate a decline in business rates, the first call on any additional resources generated by the pool would be used to ensure each borough and the GLA receives at least the same amount as it would have without entering the pool (this would include the equivalent of a safety net payment were it eligible for one individually under the

² This includes current 67% scheme growth retained under the retention pilot, and reflects Enterprise Zones and “designated areas” where the designations made by the Secretary of State came into force on or before 1 April 2018, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London Corporation.

current 67% system). Where authorities expect to grow, they will continue to retain at least as much of that income as they would under the current system, plus a potential share of the aggregate benefits of pooling assuming the pools grows (see paragraphs 14 and 18). Where the pool overall has less income than would have been available collectively under the 67% system, the funding provided by the Government as part of the “no detriment” guarantee would be used to ensure that no individual authority is worse off than it would have been otherwise. Existing Enterprise Zones and “designated areas”, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London Corporation, will be taken into account in calculating the level of resources below which the guarantee would operate. For boroughs in an existing pool, DCLG have also indicated that the basis of comparison would include the income due from that pool³.

- **All members will receive some share of any net benefits arising from the pilot pool** – recognising that growing London’s economy is a collective endeavour in which all boroughs make some contribution to the success of the whole, all members of the pool will receive at least some financial benefit, were the pool to generate additional resources.

Lead authority

8. As in other existing pools, it is a statutory requirement that a “lead authority” acts as the accountable body to government and is responsible for the administration of the pooled fund. The City of London has agreed to be the lead authority for the London business rates pool.
9. The lead authority’s standard responsibilities will include, but not be limited, to:
 - all accounting for the finances of the pool including payments to and from the Government;
 - management of the pool's collection fund;
 - all audit requirements in relation to the pool;
 - production of an annual report of the pool's activity following final allocation of funds for the year;
 - the administration of the dissolution of the pool;
 - all communications with the DCLG including year-end reconciliations; and
 - the collation and submission of information required for planning and monitoring purposes.
10. It will be for the Lead Authority for the pool to determine the distribution of revenues between members of the pool and also pay the net tariff payment to the Government during the year. In practice, this will mean some authorities will receive net payments from the pool in instalments during the 2018-19 financial year and others will make net payments into the pool depending on their top up and tariff positions and estimated business rates income. These transfers through the pool will also incorporate the GLA's share.
11. Under a delegation arrangement, the GLA will manage treasury management issues and monetary transfers between billing authorities on behalf of the lead authority. This reflects the

³ Of the 33 London authorities in 2017-18 this includes Barking & Dagenham, Havering and Croydon

fact that the GLA already has the systems in place to manage payment flows to and from billing authorities for business rates retention as well as council tax and the BRS.

12. It is likely that the resources required to perform this function would be 1 FTE post, which would likely be a senior accountant with considerable experience and understanding of collection fund accounting and the business rates retention scheme.
13. In the case of the London pilot pool, the lead authority will have an additional role in formally taking decisions over the allocation of the Strategic Investment Pot following consultation with all participating authorities (as described in paragraphs 21 to 23 below).

Distributing the benefits of pooling

14. The net financial benefit of pooling consists of retaining 100% of growth (rather than 67% across London under the current scheme), and in not paying a levy on that growth (which tariff authorities and tariff pools currently pay). The principle would mean that *any aggregate growth* in the pool overall – because of the increased retention level – would generate additional resources to share, with each pooling member to benefit to some extent.
15. The net financial benefit to participating in the pool in 2018-19 is currently estimated to be in the region of £240 million, based on London Councils' modelling using boroughs' own forecasts. A more accurate forecast will be expected in February 2018 following the completion of individual forecasts for 2018-19.
16. The pooling agreement sets out the principles and method for distributing any net financial benefits that may be generated. The principles are based on four objectives agreed by Leaders and the Mayor:
 - **incentivising growth** (by allowing those boroughs where growth occurs to keep some proportion of the additional resources retained as a result of the pool)
 - **recognising the contribution of all boroughs** (through a per capita allocation)
 - **recognising need** (through the needs assessment formula); and
 - **facilitating collective investment** (through an investment pot designed to promote economic growth and lever additional investment funding from other sources).
17. The final agreed distribution method recognises all four of these objectives with 15% of any net financial benefit set aside as a "Strategic Investment Pot" (see paragraphs 19 to 23 below); and the resources not top-sliced for the investment pot being shared between the GLA and the 33 billing authorities (the 32 boroughs and the Corporation of London) in the ratio 36:64, in accordance with the principle previously agreed by London Councils and the GLA in the joint business rate devolution proposals to Government in September 2016. Estimated boroughs shares of the estimated £240 million net benefit to the pool and the above distribution weightings are set out in Appendix B.
18. The Mayor of London has committed that the GLA's share of any additional net financial benefit from the pilot will be spent on strategic investment projects. It is therefore anticipated that approximately 50% of net additional benefits arising from the pilot pool will be spent on strategic investment projects. Decisions on the allocation of the GLA's share will be made by

the Mayor of London. Examples of the kinds of projects the Mayor will seek to support with the GLA's share include supporting the delivery of housing through infrastructure investment and the provision of skills and training to further support housing delivery.

Strategic investment pot and pool governance

19. The joint Strategic Investment Pot (SIP) - representing 15% of the total additional net benefit - will be spent on projects that meet each of the following requirements:
- contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
 - leverage additional investment funding from other private or public sources; and
 - have broad support across London government in accordance with the proposed governance process.
20. For these purposes, "strategic investment" is defined as projects that will contribute to the sustainable growth of London's economy which lead to an increase in London's overall business rate income.
21. Following legal advice regarding the form of the governance mechanism for taking decisions regarding the SIP, decisions will be taken formally by the City of London - as the lead authority - in consultation with all member authorities, reflecting voting principles designed to protect Mayoral, borough and sub-regional interests⁴, previously endorsed by Leaders and the Mayor in the London Finance Commission (both 2013 and 2017), and set out in London Government's detailed proposition on 100% business rates in September 2016. These are that:
- both the Mayor and a clear majority of the boroughs would have to agree;
 - a majority would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the City of London), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved; and
 - if no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision making round.
22. The lead authority will oversee the methodology for the allocation of resources and prepare reports on proposals for the SIP, supported by London Councils and the GLA, in accordance with the agreed criteria. Decisions on allocating the strategic investment pot will be taken bi-annually with the lead authority reporting back on decisions, following consultation with all participating authorities, at each meeting of the Congress of Leaders and the Mayor of London.
23. The Lead Authority will prepare reports with proposed recommendations as to SIP allocations and shall circulate the reports to the Participating Authorities for consultation in advance of Congress meetings and each Participating Authority will decide, in accordance with its own governance process and scheme of delegation, whether that Participating Authority wishes to

⁴ For these purposes, the sub-regions would be defined as the Central, West, South and Local London sub-regions as defined for devolved employment support arrangements and illustrated in the map at Appendix C. If in the future, boroughs wished to change the initial groupings that could be achieved by agreement of the pool member authorities.

recommend to the lead authority that a strategic investment project is supported or rejected and if rejected together with its reasons for such recommendation.

Future of the pilot

24. The Government will undertake a qualitative evaluation of the progress of the pilot based on the current research programme for the existing business rate retention pilots, with additional focus on the governance mechanism and decision making process, and the scale of resources dedicated to strategic investment.
25. The MOU between London Government and the Government only commits to the pilot operating for one year. However, subject to the evaluation of the pilot, it also commits the Government to working with London authorities to explore: future options for grants including, but not limited to, Public Health Grant and the Improved Better Care Fund; the potential for transferring properties on the central list in London to the local list where appropriate; and legislative changes needed to develop a Joint Committee model for future governance of a London pool.

Designated areas

26. Enterprise Zones and “designated areas” effectively hypothecate future business rate revenues to support investment. Under current arrangements, these are subject to agreement between the government and the boroughs directly involved, in consultation with the GLA, whose revenues are also affected.
27. The Government is not actively encouraging further such arrangements. However, if, during the lifetime of a pilot pool, new “designated areas” or Enterprise Zones were to be created, this could – depending on the nature of the individual scheme – impact on the potential future revenues of all members of the pool and will need to be considered in establishing the pool and framework.
28. It is not proposed that consideration or decision-making in respect of new designated areas be a matter for the pool. However, depending on the nature of individual schemes, such decisions would have to be taken by the relevant local authority after appropriate consultation with those affected.

Accounting and reporting

29. In order that a the lead authority can fulfil its functions and meet its obligations as the accountable body, each member authority will need to provide timely information to the lead authority as well as making timely payments to an agreed schedule.
30. Forecast (NNDR1) and outturn (NNDR3) figures will still be required as per the existing NDR Regulations 2013, in order to enable budget processes to be complete and for the schedule of payments from the lead authority and to government to be determined during the course of the year. The pool would use NNDR1 returns to establish the schedule of payments to be made to the lead authority and for the calculation of any notional levy savings to be made. However, it would not be until the outturn position is known (the NNDR3 form) that actual reconciliation would be made and the final growth/decline for the pool as a whole, and

individual pool members, would be known. This will be in September 2019 after accounts have been audited for the financial year 2018-19.

31. The forecast NDR income figures in the NNDR1 forms determine the growth/decline for that year and it is this figure that would determine the amount to be shared between pool members or between local authorities and central government in the current system.
32. Variances against forecast in the non-domestic rating income are reflected in the forecast surplus or deficit of the collection fund at the start of the following year (information which is collected as part of NNDR1). Appeals provisions impact each year on the calculation of the NNDR income figure: a higher provision in a year, everything else being equal, reduces the NNDR income figure determining growth/decline for that year.
33. A separate pooled collection fund would be required to be established that would sit with the lead authority. A key issue will be the treatment of Collection Fund surpluses and appeals provisions within the pool. The key principle pooling authorities would have to agree is that the benefits (or costs) of actions undertaken by the authorities prior to entering the pool should remain with the authority so that no authority can be worse off than they would have been under the 67% scheme. So – for example – if a provision established in 2013-14 proves not to be necessary and is released during 2018-19, the authority should receive at least as much as it would have under the existing 67% scheme, plus its share of any additional retained revenues.
34. The pool's collection fund account would have to continue beyond the life of the pool until all appeals relating to the pool period were resolved. Provisions released after the operation of the pilot would be distributed on the basis of the pool's founding agreement – i.e. the authority where the provisions originated would receive at least as much as it would under the 67% retention system, with any additional resources being shared according to the pool's agreed distribution mechanism. There would therefore be no "gaming" benefits to individual authorities of setting higher (or lower) provisions. The lead authority would be responsible for administering this.
35. Further work is being undertaken to set out how the accounting and reporting requirements would work in practice, which may require an additional "London pool" form to be administered by the lead authority. This will be confirmed following the Provisional Local Government Finance Settlement in December.

Next steps - Local decisions required to establish the pool

36. Establishing a pilot pool will require two separate decisions to be made by each participating authority:
 - the agreement to accept the designation order by government to form the pool; and
 - agreement between the boroughs, the City of London and the GLA by which London Government collectively decides how to operate the pool and distribute the financial benefits (the pooling MOU).
37. With regard to the former, the Government has prepared a draft "designation order" establishing a London pilot pool that will be sent out by DCLG alongside in the Provisional

Local Government Finance Settlement in December (a draft of the designation order letter will be circulated alongside this final prospectus). If any authority decides to opt out within the following 28 days – that is, by 28 days after the Provisional Local Government Finance Settlement – the pool would not proceed.

38. The pooling agreement MOU between the 34 London authorities will be circulated by Friday 1 December, to be signed by each Leader of the 32 London boroughs, the Chairman of the Policy and Resources Committee of the City of London and the Mayor of London, and.
39. Each authority will need to take the relevant decisions regarding the pooling agreement and designation order, through its own constitutional decision-making arrangements in time for the resulting business rate and funding baselines to be incorporated within the Final Local Government Finance Report in February.
40. In order to facilitate and support authorities in taking these decisions, advice on the legal framework and governance options for the pool has been circulated to Chief Executives and Finance Directors, along with other supporting material to help facilitate those local decisions including:
 - draft resolutions to support boroughs in drafting any cabinet/committee/council reports
 - an FAQs document to answer any legal queries in relation to the pool
 - a further legal note on executive decisions
 - this final prospectus.
41. The timeline to make the pool operational is as follows:
 - Government publishing draft baseline figures in the provisional settlement (Mid-December).
 - Boroughs taking formal decisions to participate in the pool and the framework for its operation within 28 days of the Provisional Settlement (by mid-January 2018).
 - Final baselines published in final LGF Settlement (February 2018).
 - Pool goes live (April 1 2018).

Appendix A – Revenue Support Grant amounts to be rolled in to the funding baselines as part of the London 100% BRR pilot

The amount of Revenue Support Grant (RSG) to be ‘rolled-in’ to 100% rates retention for 2018/19 for each authority is set out below. This is in addition to the sums rolled in in 2017-18 in respect of the Transport for London investment grant and the Greater London Authority’s RSG under the GLA’s partial pilot.

	Amount (£m) for 2018/19
Barking & Dagenham	23.3
Barnet	14.9
Bexley	8.5
Brent	33.7
Bromley	4.3
Camden	31.9
City of London	7.5
Croydon	23.3
Ealing	26.2
Enfield	25.7
Greenwich	33.3
Hackney	45.0
Hammersmith & Fulham	23.4
Haringey	30.2
Harrow	7.3
Havering	6.8
Hillingdon	13.1
Hounslow	15.7
Islington	32.6
Kensington & Chelsea	16.3
Kingston upon Thames	1.5
Lambeth	42.8
Lewisham	36.9
Merton	10.1
Newham	46.4
Redbridge	16.8
Richmond upon Thames	0.0
Southwark	47.0
Sutton	11.8
Tower Hamlets	43.8
Waltham Forest	26.1
Wandsworth	30.2
Westminster	38.1

NB: Provisional baselines and tariffs and top-ups will be circulated following the Provisional Local Government Finance Settlement in December.

Appendix B – Forecast shares of net financial benefit in 2018/19 based on £240 million estimate

The figures below represent the estimated shares of the overall net financial benefit currently forecast from the London pool in 2018/19 (£240m), applying the distribution methodology set out in paragraph 17, which applies the following weightings (15% incentives; 35% population; 35% SFA; 15% Strategic Investment Pot).

Table B1 - Breakdown of estimated total net benefit

	£m	%
<i>Incentives pot (boroughs' share)</i>	23.0	9.6%
<i>SFA pot (boroughs' share)</i>	53.7	22.3%
<i>Population pot (boroughs' share)</i>	53.7	22.3%
London Boroughs total	130.3	54.2%
GLA total	73.9	30.8%
Boroughs/GLA total	204.3	85.0%
Strategic Investment Pot	36.0	15.0%
London Total	240.3	100.0%

Note: The GLA's total is comprised of 36% of each of the incentives, SFA and population pots

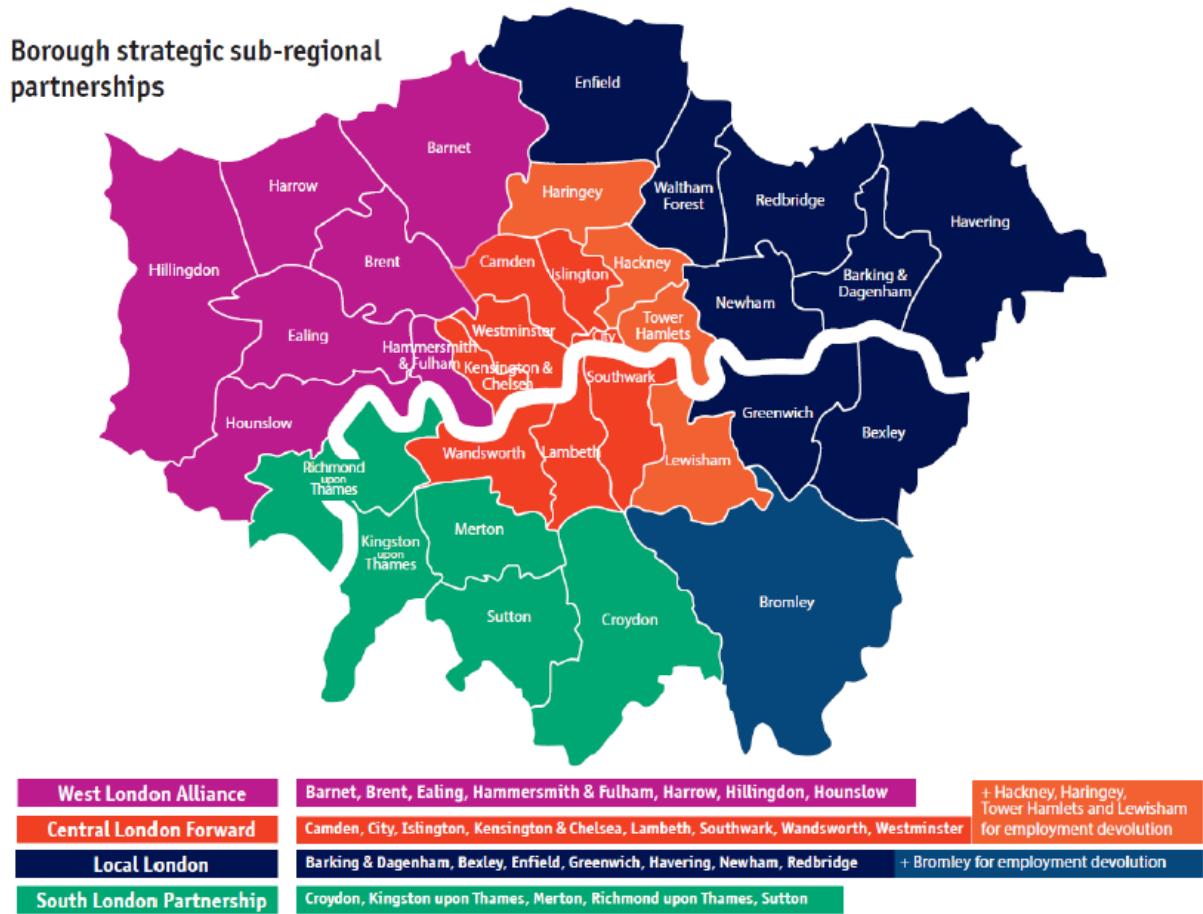
Table B2 – Borough breakdown of estimated net benefit in 2018/19

	£m
Barking & Dagenham	2.8
Barnet	3.7
Bexley	2.8
Brent	4.9
Bromley	2.9
Camden	5.7
City of London	8.2
Croydon	4.3
Ealing	4.4
Enfield	4.2
Greenwich	3.9
Hackney	4.6
Hammersmith & Fulham	2.6
Haringey	3.7
Harrow	2.4
Havering	2.5
Hillingdon	5.4
Hounslow	3.4
Islington	3.8
Kensington & Chelsea	2.2
Kingston upon Thames	1.7
Lambeth	5.3
Lewisham	4.3
Merton	2.4
Newham	6.2
Redbridge	3.2
Richmond upon Thames	1.7

Southwark	6.0
Sutton	2.1
Tower Hamlets	8.0
Waltham Forest	3.4
Wandsworth	3.9
Westminster	3.8
London Boroughs total	130.3
GLA total	73.9
Boroughs/GLA total	204.3
Strategic Investment Pot	36.0
London Boroughs total	240.3

Note: These figures should be treated with caution and are only indicative. They are based on modelling which uses boroughs' own estimates from a survey of London Treasurers in May 2017. Where boroughs did not respond, the 2017-18 forecast figures were used.

Appendix C - Illustrative sub-regional groupings for the purposes of the “sub-regional veto” in respective of Strategic Investment Pot decisions



Memorandum of Understanding on the London 100% business rates retention pilot 2018-19



Department for
Communities and
Local Government



MAYOR OF LONDON

.....

Rt Hon Sajid Javid MP
Secretary of State for Communities and
Local government

.....

Sadiq Khan
Mayor of London

.....

Rt Hon Greg Hands MP
Minister for London

.....

Cllr Claire Kober
Chair, London Councils



100% Business Rates Retention Pilot 2018-19 Agreement for London

Introduction

1. In the Spring Budget 2017, the London Devolution Memorandum of Understanding¹ included a commitment to exploring options for granting London government greater powers and flexibilities over the administration of business rates, including supporting the voluntary pooling of business rates within London, subject to appropriate governance structures being agreed.
2. This Memorandum of Understanding confirms the commitment by the Government, the Mayor of London and London local government to pilot the principles of 100% business rates retention in 2018-19 through a pan-London business rates pool. It sets out the terms by which the local authorities listed at **Annex A** will pilot 100% business rates retention.
3. This agreement comes into effect from 1 April 2018 and expires on 31 March 2019.

Pilot principles

4. The pilot pool will be voluntary, but will include all 32 London boroughs, the Corporation of the City of London and the Greater London Authority [“the London authorities”].
5. From 1 April 2018 the London authorities will retain 100% of their non-domestic rating income². They will also receive section 31 grants in respect of Government changes to the business rates system which reduce the level of business rates income. Section 31 grant will amount to 100% of the value of the lost income. Tariffs and top-ups will be adjusted to ensure cost neutrality.
6. In moving to 100% rates retention, the Department for Communities and Local Government will no longer pay Revenue Support Grant to the London authorities in 2018/19. The value of these grants in 2018/19 is set out in **Annex B**.
7. The London authorities will not be subject to more onerous rules or constraints under the 100% rates retention pilot, than they would have been if they had remained subject to the 67% scheme in place in 2017-18 reflecting the

¹ <https://www.gov.uk/government/publications/memorandum-of-understanding-on-further-devolution-to-london>

² As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

incremental impact of the Greater London Authority's partial pilot as a result of the rolling in of its revenue support grant and the Transport for London investment grant. No "new burdens" will be transferred to London and participation in the pilot will not affect the development or implementation of the Fair Funding Review.

8. Levy and safety net payments due from/to the London business rates pool will be calculated, in accordance with the Non-Domestic Rating (Levy and Safety Net) Regulations 2013 (SI 2013/737) (as amended), as if the London authorities were not 100% pilots, but instead were operating under the 50% rates retention scheme adjusted for the GLA's partial pilot for 2017-18 which is continuing as part of the pool and increased the locally retained share to 67%.
9. However, notwithstanding the calculation of levy and safety net payments under the Regulations, the Government will calculate levy and safety net payments due from/to the London business rates pool on the basis that it has a "zero" levy rate and "safety net threshold" of 97%, and that the London authorities will be retaining 100% of London's business rates income. The difference between any sums due under this calculation and the levy/safety net due under SI 2013/737 will be paid to the London business rates pool via a section 31 grant.
10. The piloted approach is to be without detriment to the resources that would have been available collectively to the 34 London authorities under the current local government finance regime, over the four year settlement period. This includes current 67% scheme growth retained under the retention pilot, and reflects Enterprise Zones and "designated areas" where the designations made by the Secretary of State came into force on or before 1 April 2018, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London Corporation.

Distribution of any financial benefit

11. The 34 London authorities will prepare a framework agreement for the operation of a pilot pool in which:
 - each authority will receive at least as much from the pool as they would have individually under the existing 67% retention scheme;
 - 15% of any net financial benefit will be set aside as a "Strategic Investment Pot" (see paragraphs 13 and 14); and
 - the resources not top-sliced for the investment pot will be shared between the GLA and the 33 billing authorities (the 32 boroughs and the Corporation of London) in the ratio 36:64, in accordance with the principle previously

agreed by London Councils and the GLA in the joint business rate devolution proposals to Government in September 2016.

Strategic investment

12. The Mayor of London commits that the GLA's share of any additional net financial benefit from the pilot will be spent on strategic investment projects. Decisions on the allocation of the GLA's share will be made by the Mayor of London.
13. For this purpose, and for the separate joint strategic investment pot, "strategic investment" is defined as projects that will contribute to the sustainable growth of London's economy which lead to an increase in London's overall business rate income. Examples of the kinds of projects the Mayor will seek to support with the GLA's share include supporting the delivery of housing through infrastructure investment and the provision of skills and training to further support housing delivery.
14. The joint strategic investment pot will be spent on projects that meet each of the following requirements:
 - contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
 - leverage additional investment funding from other private or public sources; and
 - have broad support across London government in accordance with the proposed governance process (see paragraph 16).
15. It is anticipated that approximately 50% of net additional benefits arising from the pilot pool will be spent on strategic investment projects.

Governance

16. Decisions regarding the Strategic Investment Pot will be taken formally by the Corporation of the City of London - as the lead authority - in consultation with all member authorities, reflecting voting principles designed to protect Mayoral, borough and sub-regional interests, previously endorsed by Leaders and the Mayor in the London Finance Commission (both 2013 and 2017), and set out in London Government's detailed proposition on 100% business rates in September 2016. These are that:
 - both the Mayor and a clear majority of the boroughs would have to agree;

- a majority would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the Corporation of the City of London), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved;
- if no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision making round.

17. It is envisaged that decisions will be taken bi-annually to coincide with meetings of the Congress of Leaders and the Mayor of London.

Evaluation

18. The Government will undertake a qualitative evaluation the progress of the pilot based on the current research programme for the existing business rate retention pilots, with additional focus on the governance mechanism and decision making process, and the scale of resources dedicated to strategic investment.

Next steps

19. As specified in paragraph 3, the pilot will operate for one year. The Government is committed to giving local government greater control over the revenues they raise. Subject to the evaluation of the pilot, the Government will work with London authorities to explore: the options for grants including, but not limited to, Public Health Grant and the Improved Better Care Fund; the potential for transferring properties on the central list in London to the local list where appropriate; and legislative changes needed to develop a Joint Committee model for future governance of a London pool.

20. The Government will prepare a “designation order” establishing a London pilot pool and reflect this in the Provisional Local Government Finance Settlement in December. If any authority decides to opt out within the following 28 days – that is, by 28 days after the Provisional Local Government Finance Settlement – the pool would not proceed.

21. London Government will draft a pooling agreement between the 34 London authorities by which London Government collectively decides how to operate the pool and distribute the financial benefits. Each authority will be required to take the relevant decisions through its own constitutional decision-making arrangements.

Annex A

Authorities in the London Pilot

Barking & Dagenham
Barnet
Bexley
Brent
Bromley
Camden
City of London
Croydon
Ealing
Enfield
Greenwich
Hackney
Hammersmith & Fulham
Haringey
Harrow
Havering
Hillingdon
Hounslow
Islington
Kensington & Chelsea
Kingston upon Thames
Lambeth
Lewisham
Merton
Newham
Redbridge
Richmond upon Thames
Southwark
Sutton
Tower Hamlets
Waltham Forest
Wandsworth
Westminster
Greater London Authority

Annex B

Grants

The amount of Revenue Support Grant (RSG) to be 'rolled-in' to 100% rates retention for 2018/19 for each authority is set out below. This is in addition to the sums rolled in in 2017-18 in respect of the Transport for London investment grant and the Greater London Authority's RSG under the GLA's partial pilot.

RSG	Amount (£m) for 2018/19
Barking & Dagenham	23.3
Barnet	14.9
Bexley	8.5
Brent	33.7
Bromley	4.3
Camden	31.9
City of London	7.5
Croydon	23.3
Ealing	26.2
Enfield	25.7
Greenwich	33.3
Hackney	45.0
Hammersmith & Fulham	23.4
Haringey	30.2
Harrow	7.3
Havering	6.8
Hillingdon	13.1
Hounslow	15.7
Islington	32.6
Kensington & Chelsea	16.3
Kingston upon Thames	1.5
Lambeth	42.8
Lewisham	36.9
Merton	10.1
Newham	46.4
Redbridge	16.8
Richmond upon Thames	0.0
Southwark	47.0
Sutton	11.8
Tower Hamlets	43.8
Waltham Forest	26.1
Wandsworth	30.2
Westminster	38.1

London Councils

London Business Rates Pooling Pilot

Suggested Sample Draft Resolutions for Participating Authorities

(Note: these are samples and can be combined or condensed to suit individual authorities' own normal styles)

Establishment of Governance Arrangements:

That the [Council/Cabinet/Mayor/Committee] resolves to:

- 1 approve and accept the designation by the Secretary of State as an authority within the London Business Rates Pilot Pool pursuant to 34(7)(1) of Schedule 7B Local Government Finance Act 1988;
- 2 participate in the London Business Rates Pilot Pool with effect from 1 April 2018 [to 31 March 2019];
- 3 delegate the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013, [GLA only and to delegate the administrative functions as a major precepting authority pursuant to s39(1)(aa) of the Local Government Finance Act 1992] to the City of London Corporation ("COLC") acting as the Lead Authority;
- 4 authorise the Lead Authority to sub-contract certain ancillary administrative functions [regarding the financial transactions [payment of tariffs and top-ups] within the Pool to the GLA as it considers expedient];

Entry into the Memorandum of Understanding:

- 5 delegate authority to the Chief Finance Officer [in consultation with the [Cabinet] Member for Finance,] to agree the operational details of the pooling arrangements with the participating authorities;

[Either

- 6(a) enter into such Memorandum of Understanding with the participating authorities as may be necessary to implement and/or regulate the pool and to delegate authority to the Chief Finance Officer [in consultation with the Head of Legal Services] to negotiate, finalise and execute the same on behalf of the authority;]

[Or alternatively

- 6(b) authorise the Chief Finance Officer, [in consultation with the Head of Legal Services] to make any amendments to [the Memorandum of Understanding, attached at Appendix [] to the report,] as may be required by the Secretary of State, and to enter into the final Memorandum of Understanding on behalf of the authority;]

Operation of the Pool:

- 7 to authorise [elected member eg in his/her official capacity as Leader/directly elected Mayor] to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool consultative as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding;

- 8 delegate to [Senior Executive Member/Officer/Committee] the authority to consider such consultative reports as the Lead Authority may circulate and to respond on behalf of the authority with regard to any recommendations and in particular, proposals for projects to be approved for funding from the Strategic Investment Pot.

(Optional as these issues will be covered in the Memorandum of Understanding);

- 9 delegate to the Lead Authority the functions of assessment, due consultation and approval of projects eligible for funding from the Pool's Strategic Investment Pot following consultation with the participating authorities (provided that at least two thirds of such participating London Boroughs are (including the City of London Corporation) in favour of the relevant recommendation as well as the Mayor of London, and that no entire sub-region is in disagreement with the decision) on such terms and conditions as shall ensure value for money and compliance with the law.

(Optional as these issues will be covered in the Memorandum of Understanding.)

Trowers & Hamlins LLP

Ref: HZR

14 November 2017

London Councils

Greater London Business Rates Pooling Pilot Arrangement

Legal Questions and Answers

(This document supplements London Business Rates 100% Retention Pilot 2018 - "Some Questions and Answers" issued by London Councils)

1 What power does a local authority have to enter into a pooling arrangement for business rates?

The Secretary of State has the power to designate two or more "relevant authorities" as a pool of authorities for the purposes of the provisions of Schedule 7B of the Local Government Finance Act 1988 (as amended by the Local Government Finance Act 2012).

Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as a billing authority in England, or a major precepting authority in England. The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs¹ as billing authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

2 What power does a local authority have to enter into a Memorandum of Understanding or Inter Authority Agreement in relation to a business rates pooling arrangement?

In relation to the project, the participating local authorities have implicit powers to enter into arrangements with each other for the purposes of fulfilling the requirements of Schedule 7B for obtaining an order of the Secretary of State authorising the establishment of a business rate pool.

A Memorandum of Understanding (**MOU**) is generally not contractually binding.

Local authorities have a power to enter into arrangements between them including under section 111 of the LGA 1972: "*Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions*". If the MOU is succeeded by a more detailed Inter Authority Agreement (**IAA**) this could be a legally binding contract. If so then the relevant power would be s111, LGA 1972 in conjunction with section 1(1) of the Local Government (Contracts) Act 1997 "*for the provision or making available of ... Services for the purposes of, or in connection with the discharge of the function of the local authority*". In the context of establishing a business rate pooling arrangement, the relevant "functions" are those of a billing authority or a major precepting authority.

3 What decisions will be required to establish the pool by local authorities with executive arrangements?

On the assumption Option 2 is chosen, then it will initially involve:

- (a) a resolution to participate in the pool and accept the Secretary of State's designations of the pool;
- (b) delegation of administrative functions by your Executive to the lead authority;

¹ For the purposes of this note, the term "London Borough" should be deemed to include the City of London Corporation.

- (c) a decision on the MOU/IAA to be agreed between the members of the pool – including distribution, and the basis of the strategic investment pot (**SIP**).

Subsequently, it will involve receiving reports from the Lead Authority with recommendations as to the proposed allocations of the Strategic Investment Pot to projects and your authority making a decision on how to respond with regard to the Lead Authority's recommendation.

Your authority's Senior Executive Member or a member to whom the Senior Executive Member and Cabinet delegates authority will attend twice yearly meetings to be informed as to the outcome of the Lead Authority's decisions regarding allocation of the SIP for an investment project. It is anticipated that this will be incorporated within the existing system of meetings of the Congress of Leaders and the Mayor of London.

The Lead Authority's decisions regarding SIP projects will be made on the basis of three consultation tests: (i) the GLA and the London Boroughs agree; (ii) London Boroughs' agreement will require two-thirds support; and (iii) support is subject to a sub-regional veto whereby, if all the London Boroughs in a sub-region were to oppose a proposal then it could not be agreed (the sub-regions for this purpose were defined in the London Councils Leader Committee report October 2017). The SIP projects will have been assessed by the Lead Authority against pre-agreed transparent and objective criteria.

4 What decisions will be required to establish the pool by authorities not operating executive arrangements?

Initially, this will involve:

- (a) a resolution to participate in the pool and accept the Secretary of State's designation of the pool;
- (b) then it will involve a decision regarding delegation of the administrative functions involved in running the pool pursuant to s101, LGA 1972 by your Council or a duly authorised committee to the lead authority; and
- (c) a decision on the MOU/IAA to be agreed between the members of the pool – including distribution, and the basis of the strategic investment pot (**SIP**).

Your authority's subsequent decisions as to its view like to decide its views in respect of the Lead Authority's recommendation regarding allocation of the SIP will need to be made by the duly authorised committee on the basis of a report which will be provided by the Lead Authority in advance for this purpose.

Your authority's chosen elected member representative (e.g. the Leader) will attend twice yearly meetings to be informed on the Lead Authority's decision(s) regarding allocation of the SIP. It is anticipated that this will be incorporated within the existing system of meetings of the Congress of Leaders and the Mayor of London.

The Lead Authority's decisions regarding SIP projects will be made on the basis of three consultation tests: (i) GLA and London Boroughs agree; (ii) London Boroughs' agreement will require two-thirds support; and (iii) support is subject to a sub-regional veto whereby, if all the London Boroughs in a sub-region oppose the proposal then it cannot be agreed (the sub-regions for this purpose were defined in the London Councils Leaders' Committee report October 2017). The SIP projects will have been assessed by the Lead Authority against pre-agreed transparent and objective criteria.

5 What will the Memorandum of Understanding/Inter Authority Agreement involve?

This will be based on the DCLG's Standard Template for the anticipated 2018/19 business rate pilots. It will be expressed to last for 1 year from 1 April 2018 to 31 March 2019. It will guarantee that the participating authorities will be no worse off than they would have been had they stayed within existing arrangements and that the authorities will not be subject to more onerous rules or constraints than they would have been if they had chosen not to participate in the pool. It will also set out the Lead Authority's administrative and accountable body responsibilities; the rationale for the pool; the principles and basis of allocation of resources; the decision-making arrangements for the Strategic Investment Pot; reviews; dispute resolution and notice arrangements. If it is an MOU it will not be contractually binding but it will express the intention to co-operate and collaborate. If there is a contractually binding IAA this will include more detailed provisions including the exit mechanism.

6 Will this arrangement have any implications with regard to public procurement law?

No. There is an exemption under Regulation 12 (7) of the Public Contracts Regulations 2015 for an MOU/IAA given that it is likely to comprise a contract which is concluded exclusively between two or more contracting authorities and which fulfils all of the following conditions:

- (a) the contract establishes or implements the cooperation between the participating contracting authorities with the aim of ensuring that public services they have to perform are provided with a view to achieving objectives they have in common;
- (b) the implementation of that co-operation is governed solely by considerations relating to the public interest; and
- (c) the participating contracting authorities perform on the open market less than 20% of the activities concerned by the corporation the co-operation-not applicable.

However, any works, services or supply contract executed in order to implement the individual projects using the funds in the SIP may well need to be competitively tendered under public procurement law depending on the nature and value of the contract. It is understood that such compliance will be a condition of allocation/project approval.

7 Will the business rates pool have any implications for state aid?

State aid is prohibited by Article 107(1) of the TFEU, which sets out that "*save as otherwise provided in the Treaties, any aid granted by a Member State or through State resources in any form whatsoever which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods shall, in so far as it affects trade between Member States, be incompatible with the internal market*", the pooling arrangement will not affect the amount of business rates that an undertaking will have to pay. However, any projects implemented through use of funds from the Strategic Investment Pot will need to comply with the then current principles of state aid which it is understood will be a condition of allocation/project approval.

8 Is the business rates pooling arrangement likely to have any implications in far as employment law is concerned?

No, not for most participating authorities. It is currently anticipated that only a minimal number of staff will need to service the administration of the business rates pooling arrangement within COLC, the lead authority who may sub-contract certain administrative functions of the Pool to the GLA and who will be made available to COLC (as these are similar to activities the GLA already carries out as a precepting authority) to collect its share of retained rates from London Boroughs and the City of London Corporation subject to an arrangement under section 113 of the Local Government Act 1972. On the basis of current estimates, in the order of one full-time equivalent member of staff is likely to

be required to service the administration of the London business rates pooling arrangement within the City of London Corporation and the GLA.

9 Under paragraph 38 (2) of Schedule 7B of the Local Government Finance Act 1988 there is a potential joint and several liability for local authorities entering into a business rates pool in the event the Secretary of State requires them to make a payment, how can this be reconciled with a local authority's common law fiduciary duty to obtain value for money?

During its lifetime, the Pool will make regular payments to the government, as it will have an aggregate tariff of well over £2 billion pa. It is one of the functions of the Lead Authority to manage those payments on behalf of pool members. The "no detriment guarantee" ensures that the pool cannot be worse off than the sum of the authorities would have been in the existing system and has the advantage that no one participating authority is worse off.

If the Pool ceases to operate, other than as a residual body accounting for the resolution of outstanding appeals, it is theoretically possible that the Pool may have distributed more money than it should have done (if appeals that turn out to be successful prove to have been under-provided for).

This liability is only likely to arise in the event the authorities had underprovided in aggregate in respect of pending appeals and the liabilities were to exceed the collected funds after the Pool was dissolved. This risk is to be managed (as is currently the case) through professional financial management and making appropriate relevant provision. This can also be addressed through contractual provisions in the MOU/IAA.

10 What consultation has been undertaken to date and do we need to undertake any further consultation before deciding to enter into this arrangement?

All local authorities must consent to the pooling arrangement. London Councils' discussion and consultation process to date has involved reports to London Councils Leaders' Committee on:

- 11 October 2016²;
- 21 March³;
- 11 July 2017⁴ (this included the first "draft prospectus" for each borough to consider and consult upon internally over the summer);
- 10 October 2017⁵ (this included a revised draft prospectus).

The legislation does not prescribe any public consultation and the pooling arrangement will not change the amounts that ratepayers will have to pay. However, we recognise that some participating authorities may operate their own standard consultation practices and you will need to build these within the constraints of the government's timetable.

11 Has a public sector equality impact assessment been undertaken to satisfy the public sector equality duty (PSED)?

None has been necessary yet as the PSED is not engaged. However, it is anticipated the PSED may be engaged on individual projects funded by the SIP where EIAs will be a condition of project approval/allocation.

² <http://www.londoncouncils.gov.uk/download/file/fid/19337>

³ <http://www.londoncouncils.gov.uk/download/file/fid/20294>

⁴ <http://www.londoncouncils.gov.uk/download/file/fid/20709>

⁵ <http://www.londoncouncils.gov.uk/download/file/fid/21341>

12 **Will Brexit have any legal implications for the Greater London business rates pooling arrangement?**

Not as currently anticipated but this will be monitored.

15 November 2017
Trowers & Hamlins
Ref: HZR



Dated 15 November 2017

London Councils

Pooling Business Rates in London

Advice on the legal framework and governance options

Trowers & Hamblins LLP has produced this advice solely for the benefit of London Councils and does not assume any responsibility or liability to any third party in respect of the contents or accuracy of this advice.

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1 Executive Summary

- 1.1 This note outlines the potential governance options for the proposed London Business Rates 100% retention pilot pool for 2018/19.
- 1.2 Most of the functions associated with the pool will be administrative and would be performed by a lead authority and accountable body.
- 1.3 It is proposed that a portion of some of the net gain from the pooling arrangement would be retained as a strategic investment pot (**SIP**) which could be used to fund projects that will deliver economic growth.
- 1.4 This note suggests alternative governance options for oversight of project funding approvals from the SIP.
- 1.5 The three most pragmatic forms of governance for the business rates pooling arrangement appear to be:
- 1.5.1 a joint committee (**Option 1**); or
 - 1.5.2 a quasi-contractual approach involving a lead authority in consultation with participating authorities (**Option 2**); or
 - 1.5.3 a lead authority with a decision-making meeting of duly authorised officers (**Option 3**).
- 1.6 Of these three options, it would appear that Option 2 would be the most appropriate as it affords more flexibility and would appear to have the most support based on discussions held to date via London Councils.
- 1.7 Option 2 would be documented in a non-legally binding Memorandum of Understanding. It would involve the individual local authorities delegating authority to the City of London Corporation (COLC), as the Lead Authority, to take decisions on the allocation of the SIP, in consultation with the other 33 participating authorities. As some London Boroughs and COLC do not currently operate executive arrangements, those authorities cannot lawfully delegate decisions to single elected members. Therefore a meeting comprising elected members would need to be consultative in nature to enable all participating authorities to participate in the same way.
- 1.8 The Lead Authority would consult all individual participating London authorities including the GLA (the **Participating Authorities**) before making any decisions to allocate funds from the SIP to projects. The Lead Authority would only decide to approve projects for SIP funding where both the GLA and two thirds or more of the other Participating Authorities had, assuming no sub-region unanimously disagreed, already voted in favour of a project.
- 1.9 Currently, the only governance model which could incorporate this level of approval and enable all Participating Authorities' elected members to participate in the same way, whilst accommodating Participating Authorities' diverse constitutional structures, would constitute a consultative meeting of Participating Authorities (Option 2).
- 1.10 Other options for a governance model for the Pool have been considered but none would appear to be suitable or offer the flexibility or potential appeal of Option 2. Under current legislation, a joint committee structure could not accommodate voting other than by simple majority. A decision-making forum of Participating Authorities' officers would disenfranchise elected members from due consideration and involvement in the decisions of the pool regarding the allocation of the SIP to individual projects. An Economic Prosperity Board (EPB) model would not appear to be viable at this stage as it would require an order from the Secretary of State and its area would overlap with the existing

West London EPB. Nor would an incorporated structure as it has no precedent and may take too long to agree within the limited timescale.

- 1.11 While the initial pooling agreement will be for 2018/19 only, there is a possibility that the pilot will be extended by government and the pool may therefore continue for a further year in 2019/20. The Pool's operation, including this governance model, will be evaluated by London Councils, the GLA and government and could allow for potential adjustments to the governance model if agreed as expedient, were pooling to continue beyond the first two years.
- 1.12 We recommend that each authority's decision to participate in the Pool should confirm the allocation of business rates between the collecting authorities, the GLA and the SIP and form part of the terms of reference for the Pool.

2 Background

- 2.1 We have been instructed by London Councils to provide legal advice in connection with a proposal to establish a business rates pooling arrangement involving the COLC, all of the London Boroughs¹ and the Greater London Authority (**GLA**).
- 2.2 This advice note considers:
- 2.2.1 The powers of the London Boroughs to participate in a business rate pooling arrangement with each other and the GLA and any limitations or restrictions which need to be addressed;
 - 2.2.2 The principal options for the form of governance arrangement for the pooling arrangements including the mechanism for allocating funds comprising the SIP.
- 2.3 The preferred model for the pilot pool would include the following features:
- 2.3.1 No participating authority would suffer financial detriment as a result of its involvement in the pooling arrangement;
 - 2.3.2 The pooling arrangement should include three categories of distribution as follows:
 - (a) a percentage of the fund for distribution by the GLA/Mayor;
 - (b) a percentage of the fund which will be returned to each London Borough; and
 - (c) a percentage of the fund which will be included in the SIP to be allocated to projects by the Lead Authority taking into account the responses of the Participating Authorities.
 - 2.3.3 The governance of the SIP should permit the Lead Authority to make decisions on the use of resources within the SIP where both the GLA and at least two thirds of the London Boroughs are in favour (subject to no participating authorities in one sub-region² unanimously disagreeing with the decision).

3 Powers to establish a Business Rate Pooling Arrangement

- 3.1 The Secretary of State has the power to designate two or more "relevant authorities" as a pool of authorities for the purposes of the provisions of Schedule 7B of the Local Government Finance Act 1988³.
- 3.2 Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as:
- 3.2.1 a billing authority in England, or
 - 3.2.2 a major precepting authority in England.
- 3.3 The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs as billing

¹ Henceforth, for the purposes of this advice note, any reference to "London Boroughs" should be deemed to include COLC acting in its capacity as a local authority.

² London Councils' link to the map of sub regions: <http://www.londoncouncils.gov.uk/download/file/21341>. The Lead Authority can make decisions where consultation indicates the GLA and London Boroughs are in favour, and London Borough support is defined as two-thirds majority subject to sub-regional veto – as defined in the London Councils; prospectus.

³ As amended by the Local Government Finance Act 2012.

authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

- 3.4 Schedule 7B, Part 9 imposes a number of requirements with regard to the designation of a pool including:
- 3.4.1 The authorities covered by the designation must be notified by the Secretary of State as per Part 9, paragraph 34 (7);
 - 3.4.2 Timing requirements regarding notification before making the local government finance report under paragraph 12 (2);
 - 3.4.3 A condition requiring the authorities to which the pooling designation relates to appoint a lead authority to exercise the functions specified in the condition⁴;
 - 3.4.4 Such other condition(s) as the Secretary of State thinks fit⁵;
 - 3.4.5 Any regulations with regard to levy payments and safety net payments on account may treat the pool as a "relevant authority" for the purposes of the regulations; and
 - 3.4.6 Furthermore, where a pool of authorities is required to make a payment to the Secretary of State, each authority in the pool is jointly and severally liable to make that payment⁶ and where the Secretary of State is required to make a payment to pool authorities, the payment must be made to the lead authority appointed in accordance with conditions under paragraph 35 (1)⁷.
- 3.5 As far as we have been able to ascertain, there is nothing in legislation (except insofar as may be included within a condition by the Secretary of State pursuant to the relevant Designation Order) which would require a pooling arrangement to assume a particular legal structure or corporate form.
- 3.6 In light of our understanding of discussions which have taken place to date, there are in our view theoretically five principal options which might be available to the GLA and the London Boroughs for the administration of the proposed pooling of business rates in London. These are as follows:
- 3.6.1 A joint committee (**Option 1**)⁸; or
 - 3.6.2 A lead authority consulting the participating authorities in advance and, within their authority's own constitutional arrangements, decide their authority's view on proposals for the allocation of funds to individual projects from the SIP (**Option 2**);
 - 3.6.3 A lead authority with a meeting of duly authorised officers with delegated authority from their Participating Authorities to make decisions at meetings on allocations of SIP funds (**Option 3**);
 - 3.6.4 The Participating Authorities each becoming members of a separate corporate vehicle, (such as a limited company) for the purpose of operating the pooling arrangement (**Option 4**); and

⁴ Paragraph 35(1)(A)

⁵ Paragraph 35(2).

⁶ Paragraph 38(2) the potential risk associated with this issue can be mitigated contractually – see later at page 12

⁷ Paragraph 38(3)

⁸ Pursuant to the Local Government Act 1972, section 101 (5) (**Joint Committee Option**) and in respect of the GLA pursuant to section 39 of the Greater London Authority Act 1999.

3.6.5 The establishment of an Economic Prosperity Board (**EPB**) (**Option 5**).

3.7 Given the constraints of the timetable for implementation of the London pooling proposal, we do not propose to explore at present Options 4 or 5 for the following pragmatic reasons.

3.8 We would suggest a corporate vehicle (**Option 4**) would not be appropriate in these circumstances given this form has no precedent within other authorities' pooling arrangements; and that it would be ambitious to expect resolution by all the stakeholders of the requisite fundamental issues and documentation (for example, a shareholders or members agreement) to form a company within the timescale is for what is intended to be a two year pilot arrangement. The legal powers to found such a proposal would also require more detailed consideration.

3.9 An EPB (**Option 5**) we suggest would similarly not be feasible in the short term both because it would require an order from the Secretary of State and it would overlap with the current West London EPB area.

4 **"Proper Purpose"**

4.1 Given that local authorities and any pooling arrangement designated by the Secretary of State are generally⁹ "creatures of statute", as a matter of public law, the relevant authorities must exercise the powers available to them for a "proper purpose" when deciding which form of governance the pooling arrangement should take. For example, the authorities should not seek to adopt a particular form of governance as an artificial device with the main purpose of circumventing legislation that might otherwise be applicable in order to avoid controls¹⁰.

4.2 However, the authorities are entitled to identify and follow a legitimate route to a legitimate end by reference to the relative operational and financial advantages and disadvantages which will follow from the potential different options available to them.

4.3 By way of example, a decision to choose the lead authority and consultative members model (Option 2) rather than a joint committee (Option 1) because Option 2 would afford more opportunities for consultation with and consideration by the Participating Authorities would be an exercise of powers for a "proper" purpose. Whereas a decision to choose Option 2 with the sole motive of circumventing the statutory controls on voting applicable to Option 1 (referred to in paragraph 5.11 below) might arguably be regarded as an exercise of the relevant power for an "improper" purpose.

4.4 A potential improper purpose argument is an intrinsic risk of any innovative arrangement involving local government and the likelihood of challenge will diminish with the passage of time. In this context, it should be borne in mind that this arrangement will apply to a one or two year pilot and will be evaluated by London Councils and the government before any extension of pooling arrangements in London.

"Wednesbury Reasonableness"

4.5 The Participating Authorities will need to take into account the usual "Wednesbury" principles in making the decision as to which option to adopt. This will involve the authorities paying due regard to any relevant considerations (such as efficiency) and disregarding irrelevant considerations (such as purely political motives to secure re-election).

⁹ Although the COLC is not strictly a creature of statute, COLC must exercise the local authority powers and functions conferred upon it having regard to the same considerations.

¹⁰ *Credit Suisse v Allerdale BC* [1996] 4 All E.R. 129

- 4.6 The Participating Authorities should also act in a fairly business-like manner with reasonable care, skill and caution, and with a "due and alert regard" to the interests of their ratepayers¹¹. It is our current understanding that the choice of governance structure the pooling arrangement alone will not directly affect ratepayers in London.

¹¹ *Bromley LBC v Greater London Council* [1983] 1 A.C. 768; *Roberts v Hopwood* [1925] A.C. 578; *Prescott v Birmingham Corporation* [1955] Ch. 210

5 The Most Viable Governance Options

5.1 Joint Committee (Option 1)

Powers

5.2 The London Boroughs will be familiar with their powers to establish a joint committee which also underpin the London Councils Leaders' Committee Governing Agreement 2001 (as amended).

5.3 In summary, the legislative basis is contained in sections 101 and 102 of the Local Government Act 1972 (**LGA 1972**), restated here for convenience:

5.4 *"101 (1) Subject to any express provision contained in this Act or any Act passed after this Act, a local authority may arrange for the discharge of any of their functions:*

(a) by a committee, a sub-committee or an officer of the authority; or

(b) by any other local authority."

102 (1) For the purpose of discharging any functions in pursuance of arrangements made under section 101 above:

(b) two or more local authorities may appoint a joint committee of those authorities."

5.5 Executive functions are not to be delegated under section 101 of the LGA 1972 but can be delegated under similar provisions to those set out above pursuant to sections 9E and 9EA (formerly section 19) of the LGA 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

5.6 For the purposes of sections 101 and 102 of the LGA 1972, each London Borough and the GLA are "relevant local authorities".

5.7 The GLA is not a participating member of the London Councils Leaders' Committee and accordingly, if a joint committee were the preferred governance model for the business rate pooling arrangement, it would be necessary to establish a further joint committee involving all of the London Boroughs and the GLA.

Governance issues concerning joint committees

5.8 A joint committee has no separate legal identity and no corporate status and so cannot own property and where it purports to employ staff or enter into contracts in effect such arrangements are enforceable against each of the individual authorities. Therefore any agreement will need to address such issues with one authority acting as a "lead" (which is also a requirement under paragraph 35(1) of Schedule 7B of the Local Government Finance Act 1988). In relation to the business rates pooling arrangement, the authorities have identified the City of London Corporation as the proposed lead authority.

5.9 There is a degree of flexibility in relation to the terms of any delegation and authorities may specify the manner in which the delegated functions may be exercised (e.g. by reference to geography, service, or financial parameters).

- 5.10 Authorities can agree joint arrangements where certain closely specified types of decisions taken by a joint committee might be able to be the subject of a review by any of the Participating Authorities, following certain procedural steps (perhaps including a "cooling off" period before any decisions of the joint committee could be acted upon). These issues, together with the constitutional set up of the joint committee (e.g. numbers of members each authority may appoint; their terms of office; designation and role of COLC as lead authority; allocation of running costs and so on would need to be addressed in a formal agreement between all authorities involved).
- 5.11 Voting rights for joint committees are prescribed by paragraphs 39 to 44 of Schedule 12 (Meetings and Proceedings of Local Authorities) of the LGA 1972. Paragraph 39 requires that *"all questions coming or arising before a local authority shall be decided by a majority of the members of the authority present and voting thereon at a meeting of the authority"*. It is possible that this legislation could be amended and this issue has been raised with government but currently, given the timescales it is unlikely that any such legislative amendments would be made in time for the pilot to start next financial year.
- 5.12 As a formal committee of the Participating Authorities, a joint committee would of course be subject to the political balance requirements¹² in the Local Government and Housing Act 1989 (LGHA) Schedule 1 and the Local Government (Committees and Political Groups) Regulations 1990. Although we are given to understand, this is unlikely to be an issue in this case as each of the Participating Authorities' leaders would be involved in such an arrangement.

Advantages/What would be possible

Option 1, a joint committee, could offer the following principal advantages:

- 5.13 it is a model that has been used many times across the country for other functions and the Leeds City Region Business Rates Pool operates through a joint committee;
- 5.14 it is legally one of the more straightforward entities to set up, and has clear statutory authority;
- 5.15 it maintains direct democratic oversight of the functions in question;
- 5.16 it is possible to delegate statutory functions to it directly;
- 5.17 it would be possible to frame the terms of the delegations to incorporate a framework for decision making on the allocation of funds; and

Disadvantages/What would not be possible

However, there are a number of potential disadvantages associated with this model:

¹² Section 15(5) LGHA states that the seats on any body which fall to be filled by appointments made by any relevant authority or committee of a relevant authority must have regard to the following principles of political balance: (a) that not all of the seats on the body may be allocated to the same political group; (b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership; (c) subject to (a) and (b), the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority; and (d) subject to (a) and (c) the number of the seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

- 5.18 from an operational viewpoint, the establishment of a new joint committee will require and engage the associated administrative machinery including compliance with formal requirements of advance publication of agenda papers, voting and publicity. On the one hand, this could be perceived as an advantage in terms of added visibility, transparency and accountability. On the other hand, this could be perceived as involving perhaps slightly more administrative resources. This is a matter for consideration and discussion by the authorities;
- 5.19 a joint committee has no separate legal personality and would need to operate through a lead authority;
- 5.20 the statutory restrictions on voting arrangements mean that the preferred governance arrangements addressing the principles for governance prepared by the London Finance Commission and reflected in the draft prospectus for the pilot pool considered by Leaders Committee and the Mayor (see footnote 13 for summary¹³) could not be applied;
- 5.21 each participating authority will need to ensure that it has obtained the required authorisations under its constitution to enter into the arrangements;
- 5.22 there are also specific provisions in section 13 LGHA with regard to the status of a person who is not an elected member of any of the authorities but is appointed a member of the joint committee. The disadvantage of a joint committee in this case is that a person who is appointed as a member of the joint committee but who is not an elected member of one of the Participating Authorities would not have a vote¹⁴.

6 **Lead Authority and Consultation of Elected Member Representatives** (Option 2)

Powers

- 6.1 Local authorities have a power to delegate decisions to other authorities as referred to in paragraphs 5.4 and 5.5 above.
- 6.2 A pooling arrangement can be operated by agreement between the relevant authorities, whether as a non-legally binding memorandum of understanding (**MOU**); a more detailed formal legally binding contract or possibly, a hybrid arrangement where some provisions are expressed to be legally/contractually binding and others are included as expressions of general intent as to the protocols to be followed. Given the constrained timescale we consider an MOU is the most realistic option for documenting the governance arrangements and it also has precedent in other pools.
- 6.3 Local authorities have the power to enter into a Memorandum of Understanding to record the governing arrangements between them including under section 111 of the Local Government Act (**LGA**) 1972: "*Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the*

¹³ In summary: each element of London government should have a stake; no exclusion from the benefits of London's success or be disempowered from addressing local needs; no overriding of the Mayor's interests by the London local authorities, and vice versa; decision-making arrangements must provide for the prevention or breaking of any deadlock; the system must enforce binding decisions which reflect a clear consensus; the system must be simple and clear in the processes and parties' responsibilities; stability by retaining existing responsibilities where possible; there should be scope to respond to other relevant reforms; decision-making should reflect the roles of the authorities (the London Boroughs) and the GLA/Mayor; and the political arrangements should be supported by a formal officer group to provide standing technical advice and support.

¹⁴ Section 13(1) LGHA 1989

discharge of any of their functions". If a contractually binding Inter Authority Agreement were deployed then the relevant powers include section 1(1) of the Local Government (Contracts) Act 1997 "for the provision or making available of services for the purposes of, or in connection with the discharge of the functions of the local authority". In this context the relevant "functions" are those of a billing authority or a major precepting authority.

- 6.4 In relation to the London Business Rates Pooling arrangement, the Participating Authorities would have implicit powers to enter into arrangements with each other for the purposes of fulfilling the requirements of Schedule 7B for obtaining an order of the Secretary of State authorising the establishment of a business rate pool.

Governance issues

- 6.5 By and large, the governance and distribution arrangements would be set out within the terms of the MOU.
- 6.6 This could either involve a lead authority arrangement with authorities resolving to delegate certain clearly defined administrative functions to a single lead authority with a meeting of elected members who are consulted regarding allocations for the SIP (**Option 2**) or it could involve a lead authority supported by a decision-making forum of authority officer representatives who have delegated authority to make decisions (**Option 3**). The potential mechanics and responsibilities of the lead authority are explained in more detail below.

Lead Authority

- 6.7 The Participating Authorities could delegate most administrative functions to COLC as the lead authority who would then be responsible for administering the pool and could provide a secretariat with the GLA and London Councils for assessing and preparing reports to the Participating Authorities' applications for the SIP against pre-agreed criteria. We understand that it is currently proposed that the GLA may provide the transactional support role.

MOU

- 6.8 For this arrangement, the Lead Authority's role would (in addition to its normal responsibilities) cover:
- 6.8.1 Maintenance and support of the Pool's governance arrangements and the methodology for the allocation of resources;
- 6.8.2 Assessment and preparation of reports on applications for the SIP in accordance with the agreed criteria.
- 6.9 The MOU could be expressed not to be legally binding and would not (in the absence of consideration or being expressed as a deed) be a contract. In due course for example if the pilot were deemed to be successful and were continued then, the arrangement in the MOU could be re-expressed as a legally binding Inter Authority Agreement and hence potentially enforceable as a contract between the authorities in part or as a whole.
- 6.10 As the arrangement under Option 2 or Option 3 would be an unincorporated association, the representatives will be able to operate bespoke voting arrangements (subject to the proviso above regarding a "proper purpose") according to the provisions of the MOU or Inter Authority Agreement.

Option 2 – Consultative Elected Member Representatives

- 6.11 With regard to the approval of allocations of the SIP for individual projects, the Lead Authority would take decisions following consultation with Participating Authorities. This could involve the Lead Authority preparing reports with proposed recommendations as to SIP allocations and circulating the report to the Participating Authorities for prior consultation and a decision as to which way the relevant authority will vote. The consultative representatives could then meet but decisions would not be made at that meeting.
- 6.12 If the representatives are to comprise elected members of the authorities, then care will need to be taken by each individual participating authority to ensure their appointments fit with their particular authority's constitution/governance model and scheme of delegation. Authorities which have a Mayor and Cabinet Executive or Leader and Cabinet Executive would be able to appoint the Senior Executive Member (Mayor or Leader) or another executive member as their appointed representative.
- 6.13 The elected members from authorities with non-executive arrangements (committees) would need to have the decision as to how to respond made in a duly constituted committee or subcommittee meeting of their authority.
- 6.14 In making decisions regarding allocations of the SIP it will be important that all Participating Authorities take lawful and valid decisions. Given the diversity of constitutional arrangements in London local government, (e.g. elected Mayors and Executives; Leader and Executives; and Committee forms of governance) the only way that all Participating Authorities can be engaged through their elected members on a two thirds response basis would be for each participating authority to take an individual view on the recommendations in a report prepared by the Lead Authority and then communicate their decision to the Lead Authority. This would need to ensure reports were circulated by the Lead Authority at least one month in advance of a meeting of the representatives to allow the individual authorities time to consider and make their decision within their own governance timetables (including scrutiny and call-in). The Lead Authority would then aggregate the individual Participating Authorities' responses and make the decisions regarding the allocation of the SIP to individual projects on the basis of the consultation principles and agreed thresholds. The decision-making process would be scheduled to take place bi-annually to allow the Lead Authority to report the outcome to the Congress of Leaders and the Mayor of London

Option 3 - Officer representatives

- 6.15 Alternatively, an officer representative arrangement could involve each Participating Authority delegating authority to its own authorised officer representative and the representatives which can respond to SIP allocation decisions. The representative(s) could all be officers¹⁵ (duly authorised and delegated with the authority to exercise the relevant functions by their authority), depending on what the individual authority's particular constitutional/governance arrangements¹⁶ and scheme of delegation allow, with

¹⁵ There is a general power to local authorities to discharge their functions through officers under section 101(1) Local Government Act 1972. Local authorities can delegate to officers as long as decisions are not effectively being made by a member(s) through an officer (*R v Port Talbot BC* [1988] 2 All E.R. 207; *Fraser v SoS for the Environment and the Kensington and Chelsea RLBC* (1987) 56 P. & C.R. 386). However, if a power is delegated to an officer acting in consultation with an executive member(s) then a decision without consulting the member(s) would be ultra vires.

¹⁶ If the relevant authorities have executive arrangements and to the extent executive functions as set out in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) are involved, then this would need to comply with the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012) where authorities have a committee system or prescribed arrangements.

those officer delegates then being duly empowered to make decisions at the duly constituted representatives meeting.

- 6.16 The extent of the terms governing the lead authority and consultative members' arrangement could similarly be comprised in a MOU or a more detailed Inter Authority Agreement.

Advantages of Options 2 and 3

- 6.17 Options 2 and 3 have the advantage of familiarity to DCLG and the Secretary of State: All of the established business pool agreements we have reviewed have been based on MOUs signed by the relevant s151 Officers of the authorities involved whether or not there is a combined authority or joint committee as well.
- 6.18 Simplicity – in the context of achieving agreement between the Participating Authorities within the time constraints, it may be easier for the Participating Authorities to reach agreement on a shorter MOU than on a more detailed contract, joint committee or corporate shareholding arrangements.
- 6.19 Voting rights – the statutory requirements regarding voting which apply to joint committees do not apply to the arrangements described in Option 2 or 3. Whilst most of the current MOUs for operational business pooling arrangements do provide for decisions by a simple majority, a number require unanimity (which indicates that the Secretary of State is prepared to agree bespoke voting rights where agreed by the Participating Authorities).
- 6.20 A contractual arrangement in the form of Option 2 or Option 3 could accommodate the features summarised at paragraph 2.3 of the Background section above.
- 6.21 Flexibility – the terms of the MOU can specify whether particular provisions are intended to be legally binding between the parties, allowing the Participating Authorities to clarify their legal rights and obligations to one another.
- 6.22 It should be borne in mind that either Option 2 or 3 could later transition to a joint committee arrangement if the factors mitigating against the latter option (e.g. restrictions on voting rights) were to be resolved by legislation or otherwise.

Disadvantages associated with Options 2 and 3

- 6.23 Whilst existing MOUs indicate that the Secretary of State is willing to approve bespoke voting arrangements, none include the degree of detail required by the Participating Authorities in this project.

7 Distribution arrangements – key issues

Authorities' decisions to enter into arrangements/terms of reference

- 7.1 Whichever governance form the Participating Authorities adopt to govern the pooling arrangement it will be necessary for each of them to approve those arrangements formally.
- 7.2 Confidence that the conditions which the authority leaders set out in their "in principle" agreement to participate is likely to be underpinned if each authority's formal decision to participate includes a condition which confirms the allocation of business rates between the collecting authorities, the GLA and the SIP. Further, this condition could with other terms be mandated as terms of reference for both the pooling arrangement and decisions to allocate funding to SIP initiatives.
- 7.3 The terms of reference/conditions which are likely to underpin confidence in the proposals appear to us to include:

- 7.3.1 That no authority should be financially worse off compared to their position if they had not participated in the pooling arrangement - we see this as being of particular importance in order to reassure s151 Officers that the authorities could not be in breach of their common law fiduciary duty to their ratepayers given the potential joint and several liability provision under Schedule 7B, Part 9, paragraph 35(1);
- 7.3.2 The allocation to each authority and the share allocated to the SIP;
- 7.3.3 The factors which are to be applied in the allocation of funds from the SIP to individual projects - including:
- (a) a requirement to make SIP allocations (within each financial year) with a requirement to seek to do this to meet specified targets;
 - (b) specified broad economic/growth criteria which must be satisfied to enable an initiative to qualify for funding – we appreciate this will have to be approved by DCLG – existing criteria used by central government business growth funds might be applicable or capable of adaptation;
 - (c) that the pooling arrangement is time limited unless all of the authorities and government approve an extension;
 - (d) a mechanism to deal with and distribute either income above that projected or income less than projected;
 - (e) a liability distribution provision to deal with claw-back on an equitable basis in the event income is subsequently reduced (through rating appeals) after the pool is dissolved; and
 - (f) a sub-regional right to veto a project for funding.
- 7.3.4 The report underlying the decision of each authority is likely to consist of a part common to all of them but should also include a part which addresses any particular implications for that individual authority.
- 7.3.5 Our expectation is that the 'governance arrangement' will in each year approve projected business rate income and subsequently review/reconcile the actual income. With notional allocations being made and a subsequent review to ensure notional allocations had been paid/committed with a process to deal/reallocate any underspent amounts.
- 7.3.6 If the Participating Authorities decide to appoint one of their members as the lead authority, the MOU or Inter Authority Agreement will need to recognise this. The lead authority will need protection that the consequences of certain actions taken in its name are shared (e.g. through indemnities and financial compensation mechanisms) and conversely, the other authorities will need to be protected from the unauthorised actions of the lead authority, the issue of joint and several liability and will want reassurance that should any payments be made by the Secretary of State to the lead authority under Schedule 7B paragraph 38(3) that these are equitably redistributed.

8 Conclusion

- 8.1 We would recommend either Option 2 or 3 involving a designated lead authority delegated with the role of undertaking the bulk of administrative decisions and supported by a meeting of representatives.

- 8.2 If Option 2 were adopted then it should be borne in mind that the elected member representatives could not validly take decisions at the bi-annual meetings, hence they would be consulted in advance.
- 8.3 If Option 3 were pursued then the officer representatives could be delegated with authority to make decisions on behalf of their authorities.
- 8.4 Meetings could be convened biannually during the financial year. The pilot arrangement would be documented in a MOU and then in due course in an Inter Authority Agreement if felt advantageous to do so.

Trowers & Hamlins LLP
Ref: HZR
15 November 2017



Dated 16 November 2017

London Councils

Business Rates Pilot Pool

Legal Note on Executive Functions

Trowers & Hamblins LLP has produced this advice solely for the benefit of London Councils and does not assume any responsibility or liability to any third party in respect of the contents or accuracy of this advice.

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Circulation Draft dated 16 November 2017

1 **Query: is participation in a business rates pool in pilot and entry into a Memorandum of Understanding an executive function?**

1.1 The relevant functions¹ are:

1.1.1 administrative functions as a billing authority² pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013, [and GLA only], administrative functions as a major precepting authority pursuant to s.39(1)(aa) of the Local Government Finance Act 1992];

1.1.2 entry into the Memorandum of Understanding (**MOU**) as ancillary and incidental to those functions pursuant to s.111 Local Government Act 1972³;

1.1.3 appointment of a representative for consultative purposes.

1.2 With regards to the administrative functions and the entry into the MOU, the Secretary of State has not made any regulations under s.9D(3) Local Government Act 2000 (**LGA 2000**). Therefore by default, the above functions fall to be the responsibility of the executive of the local authority under executive arrangements pursuant to s.9D(2) LGA 2000. Nor are the above functions listed in The Local Authorities (Functions and Responsibilities) (England) Regulations 2000. Hence under s.9DA(2) LGA 2000 the above functions are exercisable by the executive.

1.3 Moreover, pursuant to s.9E LGA 2000, any functions which under the arrangements are the responsibility of "*(a) a mayor and cabinet executive, or (b) a leader and cabinet executive (England), are to be discharged in accordance with this section*"⁴. The "*senior executive member - (a) may discharge any of those functions, or may arrange for the discharge of any of those functions - (i) by the executive, (ii) by another member of the executive, (iii) by a committee of the executive, (iv) by an area committee, or (v) by an officer of the authority*"⁵. Therefore, if operating executive arrangements, the decision with regard to the participation in the business rates pool and signature of the MOU can be made by the mayor and cabinet executive, or the leader and cabinet executive, or senior executive member, or by any other duly empowered individual or meeting in accordance with s.9E LGA 2000 and the authority's scheme of delegation.

¹ "Function" means a function of any nature, whether conferred or otherwise arising before, on or after the passing of this Act: LGA 2000 Act s.9D(9). Any reference in Pt 1A to the discharge of any functions includes a reference to the doing of anything which is calculated to facilitate, or is conducive or incidental to, the discharge of those functions: 2000 Act s.9R(5): see *Champion v North Norfolk DC* [2013] EWHC 1065 (Admin) (para.1-36) (Cross on Local Government Law (2017, Sweet & Maxwell))

² Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as a billing authority in England, or a major precepting authority in England. The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs² as billing authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

³ Local authorities have a power to enter into arrangements between them including under section 111 of the LGA 1972: "*Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions*". If the MOU is succeeded by a more detailed Inter Authority Agreement (**IAA**) this could be a legally binding contract. If so then the relevant power would be s111, LGA 1972 in conjunction with section 1(1) of the Local Government (Contracts) Act 1997 "*for the provision or making available of ... Services for the purposes of, or in connection with the discharge of the function of the local authority*".

⁴ s.9E(1)(a), (b) Local Government Act 2000

⁵ s.9E(2) Local Government Act 2000

- 1.4 The resolution also involves "appointment of a representative for the purposes of consultation". It is our view that this can similarly be regarded an "executive function" as it:
- 1.4.1 Will not involve the appointment to an external body per se; and
- 1.4.2 Provided the appointment does not constitute a change of "office",
- 1.5 Then the resolution to delegate this consultative role does not fall within Schedule 2 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000, 'Functions which may be (but need not be) the responsibility of an authority's executive'.
- 1.6 However, whether a change of office is triggered (thus engaging paragraph 19⁶ of Schedule 2) will depend upon the authority's own scheme of delegation and the terms of the relevant individual's current official mandate.
- 1.7 It is anticipated that the Leaders' Congress will be informed as to the outcome of the Lead Authority's decisions regarding SIP allocation to projects under the London Business rates pool but the Leaders' Congress will not be making decisions on this issue.⁷.

Trowers & Hamlins LLP

Ref: HZR

16 November 2017

⁶ Schedule 2 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 'Functions which may be (but need not be) the responsibility of an Authority's Executive'

⁷ "the appointment of any individual - (a) to any office other than an office in which he is employed by the authority; (b) to any body other than – (i) the authority; (ii) a joint committee of two or more authorities; or (c) to any committee or sub-committee of such body, and the revocation of any such appointment" may be (but need not be) the responsibility of an authority's executive"-Paragraph 19 of Schedule 2 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

London Business Rates Pooling Pilot

Draft Resolutions for Participating Authorities

That Cabinet resolves to:

With respect to Establishment of Governance Arrangements:

1. approve and accept the designation by the Secretary of State as an authority within the London Business Rates Pilot Pool pursuant to 34(7)(1) of Schedule 7B Local Government Finance Act 1988;
2. participate in the London Business Rates Pilot Pool with effect from 1 April 2018 to 31 March 2019;
3. delegate the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 to the City of London Corporation ("**COLC**") acting as the Lead Authority;
4. authorise the Lead Authority to sub-contract certain ancillary administrative functions [regarding the financial transactions [payment of tariffs and top-ups] within the Pool to the GLA as it considers expedient];

With respect to Entry into the Memorandum of Understanding:

5. delegate authority to the Chief Finance Officer [in consultation with the Deputy Leader and Cabinet Member for Finance] to agree the operational details of the pooling arrangements with the participating authorities;
6. enter into such Memorandum of Understanding with the participating authorities as may be necessary to implement and/or regulate the pool and to delegate authority to the Chief Finance Officer [in consultation with the Head of Legal Services] to negotiate, finalise and execute the same on behalf of the authority;]

With respect to Operation of the Pool:

7. to authorise the Leader of Merton Borough Council to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool consultative as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding;

8. delegate to [Senior Executive Member/Officer/Committee] the authority to consider such consultative reports as the Lead Authority may circulate and to respond on behalf of the authority with regard to any recommendations and in particular, proposals for projects to be approved for funding from the Strategic Investment Pot.

(Optional as these issues will be covered in the Memorandum of Understanding);

9. delegate to the Lead Authority the functions of assessment, due consultation and approval of projects eligible for funding from the Pool's Strategic Investment Pot following consultation with the participating authorities (provided that at least two thirds of such participating London Boroughs are (including the City of London Corporation) in favour of the relevant recommendation as well as the Mayor of London, and that no entire sub-region is in disagreement with the decision) on such terms and conditions as shall ensure value for money and compliance with the law.

(Optional as these issues will be covered in the Memorandum of Understanding.)

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Cabinet

Date: 11 December November 2017

Subject: Financial Report 2017/18 – October 2017

Lead officer: Roger Kershaw

Lead member: Mark Allison

Reason for urgency: The Chair has approved the submission of this report as a matter of urgency as it provides the latest available monitoring information for 2017/18. This requires consideration as it has implications for current and future years' budget monitoring and management.

Recommendations:

- A. That Cabinet note the financial reporting data relating to revenue budgetary control, showing a forecast net overspend at year end of £1.4million, 0.3% of the gross budget.
- B. That Cabinet note the adjustments to the Capital Programme contained in Appendix 5b

That Cabinet approve the following adjustments to the Capital Programme

Scheme	2017/18 Budget	2018/19 Budget	Funding/Re-profiling
<u>Community & Housing</u>	£	£	
Libraries I.T	(100,000)	100,000	Re-profiled in accordance with tender progress
<u>Environment & Regeneration</u>			
Morden TFL	(200,000)	0	It is envisaged that this allocation will form part of later years funding still to be approved by TFL
Total	(300,000)	100,000	

Please note: Colliers Wood Finance Lease was presented to Council for approval on 22/11/17 so will only require to be noted by Cabinet.

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This is the financial monitoring report for period 7, 31st October 2017 presented in line with the financial reporting timetable.

This financial monitoring report provides:-

- The income and expenditure at period 7 and a full year forecast projection.
- An update on the capital programme and detailed monitoring information;
- An update on Corporate Items in the budget 2017/18;
- Progress on the delivery of the 2017/18 revenue savings

2. THE FINANCIAL REPORTING PROCESS

- 2.1 The budget monitoring process in 2017/18 will continue to focus on adult social care and children's social care as these areas overspent in 2016/17 and continue to have budget pressures.
- 2.2 Chief Officers, together with budget managers and Service Financial Advisers are responsible for keeping budgets under close scrutiny and ensuring that expenditure within budgets which are overspending is being actively and vigorously controlled and where budgets are underspent, these underspends are retained until year end. Any final overall overspend on the General Fund will result in a call on balances as has been the case for the last two financial years, however this action is not sustainable longer term.

2.3 2017/18 FORECAST OUTTURN BASED UPON LATEST AVAILABLE DATA

Executive summary – At period 7 to 31st October 2017, the year end forecast is a net £1.4m overspend compared to the current budget or 0.3% of the gross budget.

Summary Position as at 31st October 2017

	Current Budget 2017/18	Full Year Forecast (Oct)	Forecast Variance at year end (Oct)	Forecast Variance at year end (Sept)	Outturn variance 2016/17
	£000s	£000s	£000s	£000s	£000s
Department					
3A. Corporate Services	11,582	11,199	(383)	(217)	(1,287)
3B. Children, Schools and Families	53,915	55,473	1,558	1,138	1,154
3C. Community and Housing	64,424	65,847	1,423	1,372	10,124
3D. Public Health	0	(20)	(20)	(25)	16
3E. Environment & Regeneration	23,380	22,860	(520)	(299)	1,011
Overheads	0	0	0	0	12
NET SERVICE EXPENDITURE	153,301	155,360	2,058	1,969	11,030
3E. Corporate Items					
Impact of Capital on revenue budget	13,415	13,265	(150)	(150)	193
Other Central budgets	(21,571)	(22,035)	(464)	(231)	(8,329)
Levies	933	933	0	0	0
TOTAL CORPORATE PROVISIONS	(7,223)	(7,837)	(614)	(381)	(8,136)
TOTAL GENERAL FUND	146,078	147,522	1,444	1,588	2,894
FUNDING					
Revenue Support Grant	(15,520)	(15,520)	0	0	0
Business Rates	(35,483)	(35,483)	0	0	0
Other Grants	(10,733)	(10,733)	0	0	(537)
Council Tax and Collection Fund	(84,329)	(84,329)	0	0	0
FUNDING	(146,065)	(146,065)	0	0	(537)
					0
NET	13	1,457	1,444	1,588	2,357

The current level of GF balances is £12.778m and the minimum level reported to Council for this is £12.27m. This means that another reserve or further savings will need to be found to offset the remaining £0.9m overspend.

Chart 1 below shows the forecast year end variance for departmental expenditure with a comparison against prior years.

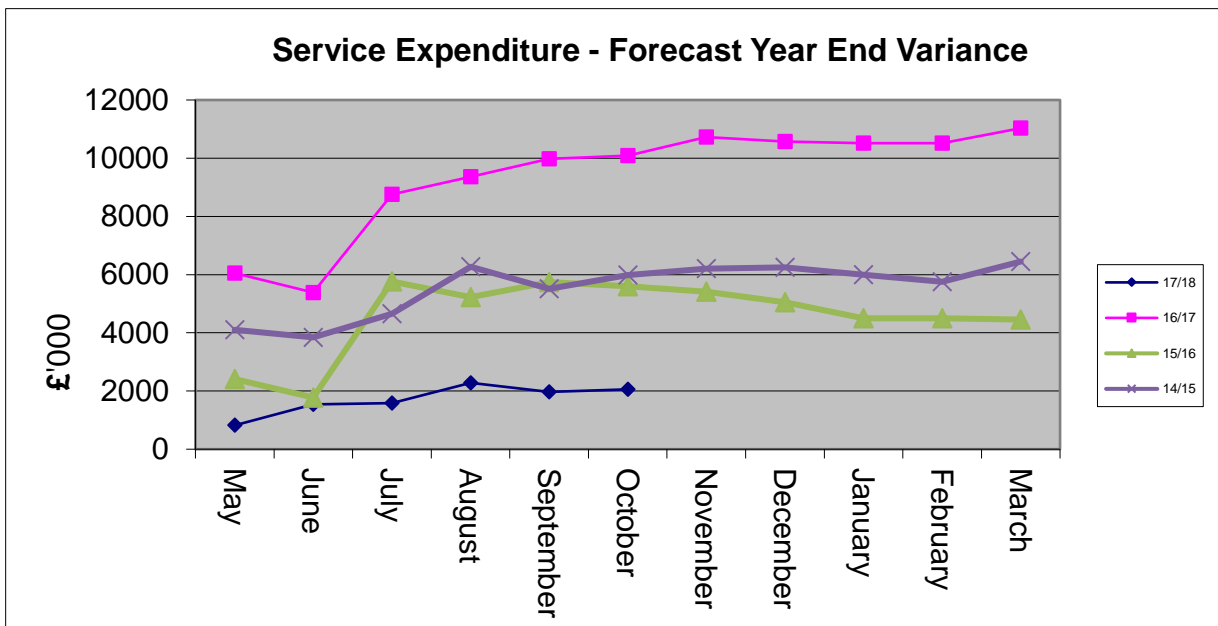
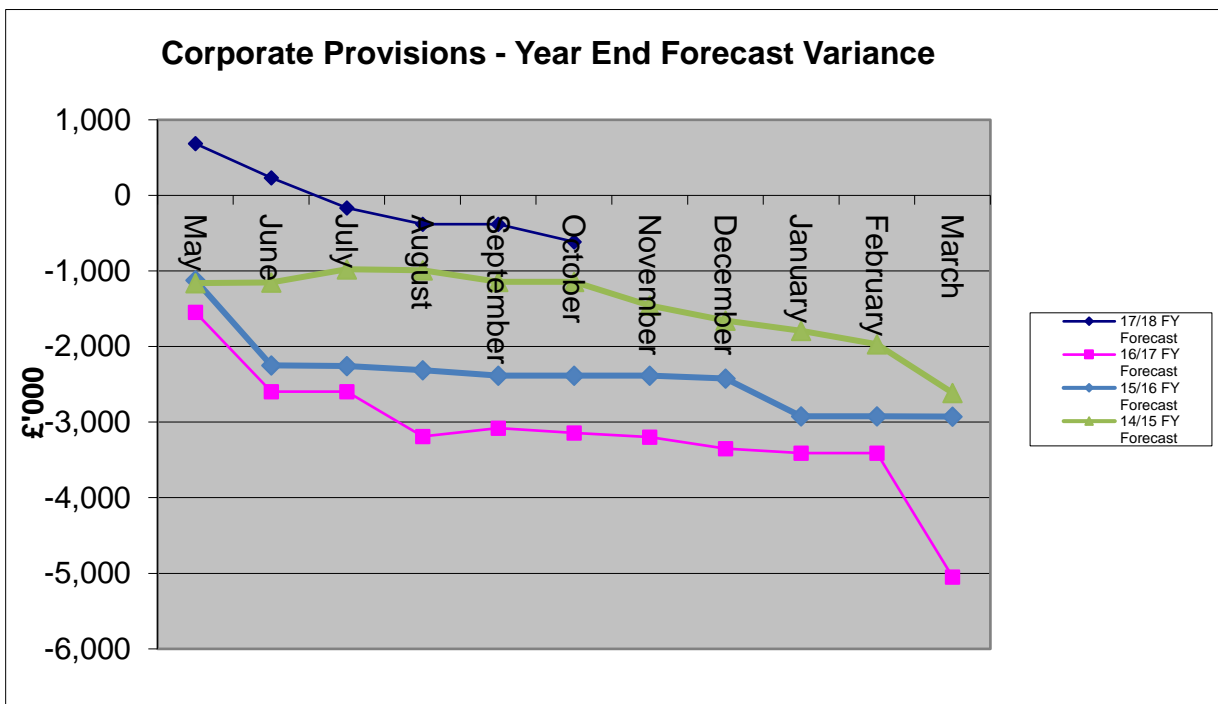


Chart 2 shows the forecast year end variance for corporate provisions with a comparison against prior years.



3. DEPARTMENTAL SUMMARY OF CURRENT POSITION

Corporate Services

	2017/18 Current Budget	Full year Forecast October	Forecast variance at year end October	Forecast variance at year end September	2016/17 Outturn Variance
	£000	£000	£000	£000	£000
Business Improvement	3,129	3,074	-55	13	-54
Infrastructure & Transactions	9,544	9,601	57	67	-431
Resources	6,496	6,718	221	129	-314
Human Resources	1,948	1,945	-3	-118	-34
Corporate Governance	2,491	2,398	-94	-92	-330
Customer Services	2,328	2,108	-221	-196	-164
Corporate Items including redundancy costs	1,002	712	-290	-20	40
Total (controllable)	26,939	26,556	-383	-217	-1,287

Overview

At the end period 7 (October) the Corporate Services (CS) department is forecasting an underspend of £383k at year end

Business Improvement - £55k under

The systems and projects team is forecasting an underspend of £103k. This is due to vacant posts and recharges to CHAS. There are some increased costs on Mosaic which will be recharged to the CSF and C&H department but the split is yet to be agreed. This underspend is offset by a projected shortfall on saving CSD42 which is not expected to be fully achieved in 17/18.

Infrastructure & Transactions - £57k over

There are budget pressures in several teams.

The professional development centre (Chaucer Centre) is expected to under-achieve on income by £110k. Bookings year to date are lower than previous years. As budgets are reduced, customers are choosing the Civic Centre non-chargeable rooms over the Chaucer Centre's chargeable rooms. Rental income is also lower and there is a delay with agreed office renters now not taking residence at the centre until November.

The transactional services team are forecasting an overspend of £90k mainly because saving CS70 which is to charge for paper copies of invoices is unachievable due to delays in the implementation of e5, SharePoint and EDRMS.

The Garth Road income target is forecast to under-achieve by approximately £60k and there is a projected overspend in the Commercial Services team on staffing costs of £90k. This team is currently being restructured and therefore agency staff are in post until the

vacant posts are recruited into. This team essential in driving and delivering procurement savings across the Council.

These forecast overspends are partly offset by over-achievement of income on printing and the new rental agreement with CHAS 2013 Limited for occupancy of half of the 14th floor in the Civic Centre.

Resources - £221k over

The division is forecasting to overspend due to staffing, including one case of long term sickness. There are ongoing additional staffing costs of e5 being funded within the division as system changes are identified and implemented. Some additional support days were necessary from the provider for system changes. The bank reconciliation function has also had additional consultancy days from the provider to increase automation.

There were some additional costs for the external audit which were due to the implementation of the new financial system, as discussed at the Standards & General Purposes Committee in September.

The closing of accounts process for 2016/17 and the external audit have highlighted a few areas of concern in meeting the early closure deadlines for next year. Some additional resources are required to address these issues and a project plan is being developed.

Human Resources – £3k under

The forecast cost of the payroll service with Agilisys has increased by 30% (approx. £90k) since Richmond left the shared service. This is being offset by a number of vacant posts within the division. There is an expected shortfall on schools buy back income of £78k.

Corporate Governance - £94k under

The forecast underspend is partly due to a £27k underspend in Internal Audit and £23k in Benefits Investigation where a 18/19 saving has been captured early.

There are other forecast underspends on non salary budgets across the division.

The South London legal partnership (SLLp) has budget pressures on staffing costs but this is being recovered by hard charging to the five boroughs in the partnership. There are numerous agency staff as recruitment is becoming increasingly difficult in certain teams. This will be closely monitored and is reported to all partnership boroughs.

Customer Services - £221k under

The Merton Bailiff Service is forecasting over-achieving income by £345k but this is offset by a forecast £70k under-achievement of income in the Shared Bailiff Service.

The Communications Service is under-achieving on advertising the income target which is partially offset by underspends elsewhere in the service. The team are working to address the likely failure to achieve income targets through a review of the strategy. A task and finish group has been established to take this forward with the aim of a refreshed strategy and agreed targets being drafted by the year end.

Corporate Items - £290k under

Redundancy costs are forecast to be approximately £400k over budget based on year to date actuals.

This is being offset by a reduction in the housing benefit provision.

£60k forecast spend is projected to address cyber security issues following recent security threats. Credit card charges which are currently passed on to customers will also cease in

January 2018 and the forecast part year costs are approx. £25k. The additional cost of Microsoft Enterprise licenses of £140k is also being met from this budget.

The budget monitoring process will focus on pressures to ensure remedial action is taken and underspends can be held to offset any overspends.

Environment & Regeneration

Environment & Regeneration	2017/18 Current Budget	Full year Forecast (October)	Forecast Variance at year end (October)	Forecast Variance at year end (Sept)	2016/17 Outturn Variance
	£000	£000	£000	£000	£000
Public Protection	(10,514)	(11,955)	(1,441)	(1,279)	1,290
Public Space	15,232	15,897	665	591	510
Senior Management	1,015	1,003	(12)	(7)	(44)
Sustainable Communities	12,221	12,489	268	396	(745)
Total (Controllable)	17,954	17,434	(520)	(299)	1,011

Description	2017/18 Current Budget	Forecast Variance at year end (October)	Forecast Variance at year end (Sept)	2016/17 Variance at year end
	£000	£000	£000	£000
Overspend within Regulatory Services	627	210	205	(34)
Underspend within Parking & CCTV Services	(11,617)	(1,616)	(1,447)	1,442
Underspend within Safer Merton	476	(35)	(37)	(118)
Total for Public Protection	(10,514)	(1,441)	(1,279)	1,290
Overspend within Waste Services	13,979	365	331	168
Underspend within Leisure & Culture	898	(89)	(89)	(72)
Overspend within Greenspaces	1,307	214	154	206
Overspend within Transport Services	(952)	175	195	342
Total for Public Space	15,232	665	591	510
Underspend within Senior Management & Support	1,015	(12)	(7)	(44)
Total for Senior Management	1,015	(12)	(7)	(44)
Underspend within Property Management	(2,604)	(149)	(58)	(564)
Overspend within Building & Development Control	(332)	452	447	(157)
Underspend within Future Merton	15,157	(35)	7	(158)
Total for Sustainable Communities	12,221	268	396	(789)
Total Excluding Overheads	17,954	(520)	(299)	1,011

Overview

The department is currently forecasting an underspend of £520k at year end. The main areas of variance are Regulatory Services, Parking Services, Waste Services, Greenspaces, Transport Services, Property Management, and Building & Development Control.

Public Protection

Regulatory Services overspend of £210k

The forecast overspend is as a result of a few factors. Firstly, a 2017/18 saving (E&R14) of £100k relating to further expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth, will not be achieved this year, as it is expected that the expansion will not commence until April 2018. Secondly, it was necessary for the Partnership to engage the services of a project manager to develop the expanded Shared service business model. The funding of this is split between the participating authorities and Merton's share of this is expected to be around £33k. Thirdly, an underachievement of Licensing income of £79k is forecast, which is associated with a 2016/17 saving (E&R13) of £50k. Finally, the section is liable for any Mortuary costs, which is not within their control. An overspend of £27k related to this service is being forecast.

Parking & CCTV Services underspend of £1,616k

The underspend is mainly as a result of the protracted timeframe for the implementation of the ANPR system across the borough. The section did not have a fully functional system until February 2017, but the necessary upgrades and camera performance reviews conducted by the contractor and officers from the team have now been completed. The positive effects of this fully functional system e.g. improved traffic flow are expected to be realised during the year. The later start of the ANPR enforcement has resulted in a delay in motorist compliance with traffic regulations and the revenue generated reflecting this. It is difficult to predict when compliance will begin to set in and how this will affect revenue but this will be closely monitored and future forecasts amended accordingly.

Included within this forecast is an employee related overspend of c£328k due to a combination of savings not yet implemented and increased demand. Due to the implementation of the diesel surcharge and the delay in fully implementing ANPR the section has been forced to delay implementing certain savings, whilst needing to recruit additional agency staff to manage PCN and permit demands. This pressure is being offset by an over-recovery in permit revenue (£355k).

Public Space

Waste Services overspend of £365k

The forecast overspend relates mainly to the Phase C contract (£594k), which has been rolled out successfully delivering in excess of £1.3m savings. However, as part of the approved MTFS savings, the budget has been reduced by in excess of £1.9m. This budget pressure is mitigated next year when the new wheelie bin service is rolled out along with reduced frequency of collection, which will deliver additional savings in the contract cost for the service.

An update report was provided to Sustainable Communities O&S Panel on 4th July with a further update in November. Robust contract management is in place ensuring full contractual compliance.

This overspend is being partially mitigated from in-year underspends on disposal costs (£237k).

Greenspaces overspend of £214k

Although significant savings have already been realised, the section is forecasting to overspend on its Phase C contract by around £95k. This overspend is not expected to repeat next year.

In addition, arboriculture is forecast to overspend by £169k as a result of work required on the borough's trees in order to avoid accidents or damage. The team is undertaking a review of work to ensure only essential work is completed for the remainder of the year. From April next year, this

work is expected to be carried out by IDVerde and will benefit from the lower rates available through the Phase C arrangements.

The section is also currently forecasting to underachieve on its income expectations in the following areas. Firstly, on events related income (£79k), whereby related savings of £170k have been implemented in the last two years, and whilst one event boosted the income, work continues to identify how income from events in parks, including developing working partnerships with external event production companies, can be generated.

Secondly, due to a delay in the implementation of 2016/17 saving E&R26 (£60k) i.e. P&D within certain parks. This is due to be partially implemented this autumn leading to an expectation that only £5k of the associated saving will be achieved this year. The revised income figure is, in part, a consequence of the outcome of the formal consultation on the parking scheme that occurred during summer 2017. The consequence of this consultation was that the parking charge proposals at one location, and at all other locations on Saturdays, were dropped by the Council, meaning that the initial income expectations of £60k thereby became unrealistic.

These forecast overspends are being partially mitigated from other grants and contributions.

Transport services overspend of 175k

The overspend relates to the Operations and Workshop side of the section. Within Transport Operations, an employee overspend of £55k is forecast mainly as a result of additional agency and overtime requirements due to covering sick leave and vacancies. This also causes a knock on effect for covering core routes, whereby, the only option on occasions is to utilise third party transport providers to cover the routes, which results in further unrecoverable costs (£54k).

Within the Workshop section, the overspend (£70k) relates to invoices for payment relating to good/services received prior to 1st April, at which point the workshop was transferred to Veolia.

Sustainable Communities

Property Management underspend of £149k

The main reason for the forecast underspend is as a result of exceeding their commercial rental income expectations by £284k mainly due to conducting the back log of rent reviews in line with the tenancy agreements. £192k relates to ongoing rental income but £92k is back rent due this year only.

This overachievement of income is being partially offset by an overspend within Employees (£31k), buildings R&M (£36k), and supplies & services (£67k).

Building & Development Control overspend of £452k

The section is forecasting to underachieve on income by £529k, in particular within building Control. This reflects the continued reduction in the Authority's market share. This downward trend has also impacted on the section's ability to meet some of its associated 2017/18 savings, notably ENV20, D&BC1, D&BC2, D&BC3, D&BC5, and D&BC6 i.e. Increased income from building control services, fast tracking of householder applications, commercialisation of the service, and removal of the Planning Duty service. Replacement savings have been agreed by Cabinet that will help mitigate this pressure from 2018/19.

The section is also forecasting a reduction, when compared to 2016/17, in development control income of around £452k due to a downturn of around 10% in planning applications and fewer planning performance agreements being secured so far this year. This results in only an underachievement against budget of £66k, but is a considerable decrease in expected income levels.

Children Schools and Families

Children, Schools and Families	2017/18 Current Budget £000	Full year Forecast (Oct) £000	Forecast Variance at year end (Oct) £000	Forecast Variance at year end (Sep) £000	2016/17 Variance at year end £000
Education	16,431	15,795	(636)	(596)	(874)
Social Care and Youth Inclusion	20,752	23,293	2,541	1,978	3,259
Cross Department budgets	1,668	1,632	(36)	(64)	(271)
PFI	7,916	7,760	(156)	(180)	(549)
Redundancy costs	2,083	1,928	(155)	0	(411)
Total (controllable)	48,850	50,408	1,558	1,138	1,154

Overview

At the end of October Children Schools and Families had a forecast overspend of £1.659m on local authority funded services. Although the department received £1m growth which was allocated against placement budgets, there were pressures over and above the growth allocated to the department some of which were offset by planned underspends and management action in year. Whilst some planned underspends continued, the majority of the underspend used to offset cost pressures last year were either non-recurrent management action or one-off windfalls which are not guaranteed or expected in the current financial year.

The forecast overspend also includes the cost for agency staff (£480k) which was funded from the Corporate Contingency for the last three years to enable the department to maintain safe caseloads as part of our agreed approach and service model.

Due to the volatile nature of placement and SEN transport budgets and the current volume of CSC activity and EHCP requests we are exercising appropriate demand management balancing our education and social care statutory duties with careful and considered oversight of spend.

Local Authority Funded Services

Significant cost pressures and underspends identified to date are detailed below:

Description	Budget £000	Oct £000	Sep £000	2016/17 £000
Procurement & School organisation	592	(366)	(419)	(448)
SEN transport	4,131	396	396	394
Early achievement of savings	200	(200)	(200)	0
SEN statement support team	394	(80)	(80)	(7)
My futures team	517	(101)	(99)	(35)
Staffing underspends across Early Years services	1,477	(102)	(49)	(333)
Other small over and underspends	9,120	(183)	(145)	(445)
Subtotal Education	16,431	(636)	(596)	(874)
Fostering and residential placements (ART)	5,226	288	93	611
Supported lodgings/housing	1,645	154	(5)	1,110
Un-accompanied asylum seeking children (UASC)	534	831	682	579
No Recourse to Public Funds (NRPF)	21	347	385	484
Social Work staffing	4,714	672	662	282
Family and Adolescent Services	43	17	17	0
MOSAIC implementation support	0	63	63	0
Other small over and underspends	8,569	169	81	288
Subtotal Children's Social Care and Youth Inclusion	20,752	2,541	1,978	3,259

Education Division

Procurement and school organisation budgets are forecast to underspend by £366k as a result of lower spend on re-venueisation budgets. This budget relates to construction projects that cannot be classified as capital. The majority of this is required for temporary classrooms due to rising pupil demand when it is not viable to provide permanent buildings.

The SEN transport budget is forecasting to overspend by £396k at the end of the financial year. Despite initiatives such as travel training, personal budgets and ensuring the buses are used as efficiently as possible, the number of SEN children requiring transport by taxi continues to rise. We have seen a 15% increase with 216 children using taxis in September 2016 and 249 in November 2017. Half the routes have been re-tendered since the dynamic purchasing system commenced, most of which were this summer. This has produced average savings of 15-19% per route. Further re-tendering is more problematic due to the specific needs of the children, but we are continuing to consider these opportunities. A detailed report looking at the cost of increased numbers compared to reduced costs realised through re-tendering is expected in December/January.

Education savings was brought forward by a year which will result in a one-off in-year underspend of £200k.

The SEN support team is forecasting a £80k underspend on staffing due to difficulties in recruiting appropriate staff to vacancies. The underspend has reduced since last month because our recruitment drive moved staff from within the department enabling us not to have a big lag in time waiting for them to take up the posts. Recruitment continues to ensure we can meet our statutory duties in relation to EHCP timeliness.

The My Futures team is estimated to underspend by £101k due to vacancies held during the year while team was restructured.

As part of management action, where possible, recruitment to vacancies in some areas was delayed with the aim to reduce the overall in-year departmental overspend. This is estimated to result in an overall underspend of £102k.

There are various other small over and underspends forecast across the division netting to a £183k underspend. These combine with the items described above to arrive at the total reported divisional underspend of £636k.

Children's Social Care and Youth Inclusion Division

While the numbers of Looked after Children (LAC) remain relatively stable, and indeed Merton maintains relatively low levels of children in care, the complexity of a significant proportion of cases is causing cost pressures as detailed below. Placement costs are reviewed on a monthly basis and assumptions reviewed quarterly to ensure that projections of spend are as accurate as possible.

Service	Budget £000	Forecast spend £000	Variance		Placements	
			Oct £000	Sep £000	Oct Nr	Sep Nr
Residential Placements	2,239	2,116	(123)	(237)	16	16
Independent Agency Fostering	1,789	1,902	113	60	48	46
In-house Fostering	964	1,171	207	245	57	55
Secure accommodation	134	0	(134)	(134)	0	0
Mother and baby	100	325	225	159	2	0
Total	5,226	5,514	288	93	124	117

The ART service seeks to make placements with in-house foster carers wherever possible and in line with presenting needs, however, the needs of some looked after children mean that placements with residential care providers or independent fostering agencies are required. Some specific provision is mandated by the courts.

- The residential placement expenditure is forecast to underspend by £123k. This change from last month is due to an additional young person moving into a children’s home. One young person moved on but this reduction in cost was predicted in last month’s budget return.
- The agency fostering placement expenditure is expected to overspend by £113k. This is due to net of 5 new placements (two placements ended and one moved to different budget (UASC)). This is a very volatile budget and therefore subject to fluctuation during the year.
- The in-house foster carer expenditure is forecast to overspend by £207k. We had 11 new placements. Six placements have ended and three have moved to a different budget.
- There has been a short term remand into secure accommodation. Information about costs was received too late for this budget return and will be included in the November forecast.
- There are two new Mother and Baby placement for October.

The budget for semi-independent and supported lodgings/housing placements are estimated to overspend by £154k. The change is due to 6 new placements including three mother and baby placements of which one mother has three children. This budget is used to finance placements for young people aged 16/17 and above. These are for young people who require semi-independent provision and for Care Leavers through to independence or, in some cases, through to the age of 21 (older in exceptional circumstances), as part of our statutory duties. There were 64 semi-independent placements for young people at the end of September 2017.

The UASC placements are expected to overspend by £831k this year.

Service	Budget £000	Forecast spend £000	Variance		Placements	
			Oct £000	Sep £000	Oct Nr	Sep Nr
Independent Agency Fostering	369	205	(164)	(223)	6	4
In-house Fostering	0	365	365	302	14	12
Supported lodgings/housing	165	795	630	603	29	28
Total	534	1,365	831	682	49	44

At the end of October we had 49 UASC placements with a number of young people aged 18+ with no recourse to public funds in semi-independent accommodation. This is an increase of 5 young people costed to this budget code.

The NRPF budget is expected to overspend by £347k in the current financial year. The NRPF worker is working closely with housing colleagues to manage cases as they arise and is also reviewing historic cases to identify ones where claimant circumstances has changed and can therefore be stepped down from services. We continue to use the Connect system to progress cases and continue to review open cases with the aim to limit the cost pressure on the council.

The Central Social Work, MASH, First Response, CASA, Bond Road and CWD team’s staffing costs are expected to overspend by £672k. The majority of this is due to additional social work capacity required to manage safe caseloads, previously funded by the council’s contingency, and are kept under regular review as they are covered by agency. On top of the additional staff, the team also has to cover vacancies with agency staff due to difficulty in recruiting permanent members of staff.

The Family and Adolescent Services staffing budget is expected to overspend by £17k. This is due to the head of service post which has been deleted as part of the 2017/18 savings is being covered by an agency member of staff due to short term service requirements. These arrangements will cease in the autumn.

Following the implementation of MOSAIC, some changes and service support is still required which is now funded from the departmental budgets rather than from the project. The support is expected to be required until the end of December and the estimated cost of £63k is expected to increase towards year-end.

There are various other small over and underspends forecast across the division netting to a £169k overspend. These combine with the items described above to arrive at the total reported divisional overspend of £2,541k.

Dedicated Schools Grant

DSG funded services is forecast to overspend by £2.092m. These budgets are not within the council's general fund and cannot be offset against the local authority funded budgets. Any overspend will be funded from the DSG reserve and applied after consultation with Schools Forum. Variances between individual subjectives have been shown in the overall departmental analyses.

The main reasons for the forecast relates to an estimated overspend of £1.216m on Independent Day School provision, £369k on EHCP allocations to maintained primary and secondary schools and £521k on additional school business rate adjustments primarily due to the revaluation of properties in the beginning of 2017.

There are various other smaller over and underspends forecast across the DSG netting to a £14k underspend which, combined with the items above, equates to the net overspend of £2.092m.

Management Action

New burdens

There are a number of duties placed on the Local Authority which have not been fully funded or not funded at all through additional burdens funding from Central Government. £1m growth was added by the council in 2017/18 to the supported housing/lodgings budget. Excluding the cost of these duties would leave a net departmental overspend of £327k, however that figure masks substantial once off windfalls and non-recurrent and recurrent management action. The table below highlights the continued estimated overspends relating to these unfunded duties:

Description	Budget £000	Oct overspend forecast £000	Sep overspend forecast £000
Supported lodgings/housing	1,645	154	(5)
Un-accompanied asylum seeking children (UASC)	534	831	682
No Recourse to Public Funds (NRPF)	21	347	385
Total	2,200	1,332	1,062

Following changes introduced through the Children & Social Work Act, local authorities will take on new responsibilities in relation to children in care and care leavers. Local authorities will be required to offer support from a Personal Adviser to all care leavers to age 25. New burdens funding will be provided to support implementation of this change.

Staffing

Agency cost continues to be a cost pressure for the department as permanent social worker recruitment continues to be challenging. We are operating, however at our lowest level of agency staff in 3 years. The continued recruitment drive including recruitment of NQSWs, temporary to permanent initiatives and retention payments will all have a positive impact on the current financial

year and we will continue to take action to bring down anticipated overspends on agency/staffing costs.

Placements

Our strong management oversight enables us to ensure that an appropriate entry to care threshold is well-maintained. The impact of increased numbers of UASC is in particular affecting our LAC and care leaver numbers and we remain in the lowest rate of care range in London.

Work continues to ensure we lever in appropriate health contribution to children with complex needs and our ART service is driving down placement costs including through regional partnership commissioning.

Our ART Fostering Recruitment and Assessment team is continuing to recruit new foster carers who will offer locally based placements. This continues to enable a reduction in more expensive agency foster placements, but there is a time lag.

Our ART Placement service is working with providers to establish more local provision and offer better value placements to the Council. There is now an established agreed cost framework for semi-independent providers and this has resulted in more appropriately priced placements for Care Leavers and older LAC.

General

The department continues to scrutinise all budgets to see how we can offset the above costs pressures and others created by growing demographics and new burdens. Where possible we will use grant and income flexibly to bring our anticipated spend in line with available budgets.

Community and Housing Current Summary Position

Overview

Community and Housing is now forecasting an over spend of £1.4m as at October 2017. This is an increase of £57k since period 6 (September).

The position has remained stable although the service continues to encounter many challenges.

The main variance is in the Adult Social Care division of Access & Assessment. Community and Housing and is therefore supported by other under spends in other Adult Social Care divisions and Merton Adult Learning.

Adult Social Care received £9.3m in growth to support the identifiable pressures and challenges faced by the department. The service has allocated growth to the placements and deprivation of liberty budgets in line with the budget pressures identified in the budget setting report.

The 2017/18 budget was set on the basis of period 9 2016/17 budget forecast. Between period 9 and the year end, placements expenditure increased by £700k against the forecast. This was mainly due to the amount of older people being discharged from hospital but also a one-off charge of £350k.

In addition, the service was hit with a late clawback of Better Care Fund (BCF) monies due to the late reporting of performance on the main factor in the BCF risk share agreement. The service therefore has a financial hit of £275k in 2017/18.

The service therefore started 2017/18 £625k worse off than the budget plan.

Community and Housing	2017/18 Current Budget	Full Year Forecast (Oct)	Forecast Variance (Oct)	Forecast Variance (Sept)	2016/17 Outturn Variance
	£'000	£'000	£'000	£'000	£'000
Access and Assessment	46,799	48,087	1,288	1,119	9,432
Commissioning	4,233	4,203	(30)	(77)	67
Direct Provision	4,373	4,187	(186)	(18)	(169)
Directorate	755	845	90	58	(274)
Adult Social Care	56,160	57,322	1,162	1,082	9,056
Libraries and Heritage	1,975	1,979	4	38	(88)
Merton Adult Education	0	0	0	0	501
Merton Adult Education- Commissioning Model	48	42	(6)	(6)	0
Housing General Fund	1,937	2,200	263	257	655
Sub-total	60,120	61,543	1,423	1,371	10,124
Public Health	0	(20)	(20)	(25)	16
Grand Total	60,120	61,523	1,403	1,346	10,140

Adult Social Care

Since the major review of spend carried out last month, C&H DMT has continued to have a collaborative focus on stabilising those budget lines that are prone to demand led movements and in identifying further mitigating actions. This has resulted in the relatively stable position. Attention continues on the Outcomes Panel in social care and is increasingly being focussed on placements expenditure in Mental Health. Urgent reductions in the mental health spend are being sought.

Access & Assessment - £1.3m overspend

This service forecast has increased by £162k which is due to a variety of items. The pooled equipment budget has increased again and the service is taking steps to address the issue with health.

The placement forecasted overspend has increased in the mental health and learning disabilities services. The service has implemented a new outcomes panel or 'Forum' at which all placements are presented. Its aim is to prevent need, promote independence and improve outcomes

It is anticipated that recruitment to non-frontline posts can be delayed resulting in expenditure on staffing costs being reduced by £146k.

Commissioning - £30k underspend

This area underspend has decreased due to the reallocation of the Financial Assessment Team costs from the Access and Assessment service to the commissioning team budget. The Financial Assessment Team transferred to the Assessment and Initial Support Team in the Adult Social Care restructure in 2016.17 it has been decided that function should sit in

commissioning. However the overall impact of this transfer has been supported by underspends on contracts in this area.

Direct Provision - £186k underspend

This service is currently forecasting an under spend of £186k which is due to the transfer of existing expenditure to the Disability Facilities Grant (DFG).

Additionally the handypersons scheme is being extended to better facilitate discharge from hospital at a cost of £35k.

This service has also seen an improved income collection due to the increase number of self funders accessing the Eastways day centre. Forecast was also revised due to the delay in the Mascot project which is now expected to commence in July 2018.

Directorate - £90k overspend

The directorate forecasted expenditure has increased by £31k due to the extension of current contracts to facilitate the completion of a project.

Adult Social Care: other management action 2017/18

The service continues to monitor its action plan in place to ensure issues are identified and resolved quickly. A highlighted report is updated and reviewed each Monday by the Director at the weekly budget meeting.

Home Care

The issues previously reported with the home care monitoring system have been resolved and the council is nearly up to date with its payment runs. Further work is being undertaken to try to ensure that the system is more resilient in future and that payments and reporting are not disrupted.

C&H-Other Services

Libraries- £4k overspend

This service is expecting to over spend by £4k. This is a reduction of £33k since September. This is due to an increase in income at Mitcham, Morden, Pollard Hill and Wimbledon libraries.

The service expects to gain access to the newly re-developed Donald Hope library (to be renamed as Colliers Wood Library) in December 2017 with an expected opening in January. The increase in rent costs has been built into the forecasted expenditure.

Community Learning - £6k underspend

Adult Community Learning forecast remains unchanged since September budget monitoring report.

This budget is fully reliant on ESFA funding. This has two elements:-

1. Formula funding (payment on delivery); and
2. A community learning (block grant that can be used at the services discretion for adult learning purposes).

The £6k underspend is from fees collected by the service for the in house Learning Difficulties and Disabilities provision provided.

Housing - £263k overspend

There has been a relatively small movement in forecasted expenditure since September. This area remains very volatile and overspend is currently supported by the temporary accommodation grant of £406k

Housing	Forecast Variances (Oct) £'000	Forecast Variances (Sept) £'000	Forecast Variances (Aug) £'000
Temporary Accommodation-Expenditure	981	1,031	1,204
Temporary Accommodation-Client Contribution	(611)	(624)	(560)
Temporary Accommodation-Housing Benefit Income	(361)	(445)	(450)
Temporary Accommodation-Subsidy Shortfall	582	621	633
Temporary Accommodation- Grant	(406)	(406)	(406)
Total Temporary Accommodation	185	177	421
Housing Other- Over(under)spends	78	80	22
Total	263	257	443

The Homelessness Reduction Act and the funding

The service continues to work hard to increase client contributions. The challenge now is to implement the requirements of the Homelessness Reduction Act allocation of £400k announced recently. The service will process with the planned restructure to meet the new responsibilities and savings required.

Public Health - £20k underspend

Public Health underspend has reduced by £5k since September. This is due to an increase in Health Checks variable costs.

The details comparing actual expenditure up to 31 October 2017 against budget are contained in Appendix 2. The main areas of variance as at 31 October 2017 are:-

Corporate Items	Current Budget 2017/18 £000s	Full Year Forecast (Oct.) £000s	Forecast Variance at year end (Oct.) £000s	Forecast Variance at year end (Sep) £000s	2016/17 Year end Variance £000s
Impact of Capital on revenue budget	13,415	13,265	(150)	(150)	193
Investment Income	(1,186)	(800)	386	519	(176)
Pension Fund	3,350	3,350	0	0	(498)
Pay and Price Inflation	736	636	(100)	0	(739)
Contingencies and provisions	4,406	3,656	(750)	(750)	(3,495)
Income Items	(1,152)	(1,152)	0	0	(330)
Appropriations/Transfers	(5,407)	(5,407)	0	0	(3,091)
Central Items	747	283	(464)	(231)	(8,329)
Levies	933	933	0	0	0
Depreciation and Impairment	(22,318)	(22,318)	0	0	0
TOTAL CORPORATE PROVISIONS	(7,223)	(7,837)	(614)	(381)	(8,136)

There are two changes in the forecast since September:-

- The forecast of investment income has been further reviewed and given the level of interest rates and amounts under investment there has been an improvement of £133k in the level of investment income expected in 2017/18.
- It is anticipated that there will be under utilisation of £100k in the provision for excess inflation by year end.

4. CAPITAL PROGRAMME 2017-21

4.1 The Table below shows the movement in the 2017/21 corporate capital programme since the last meeting of Cabinet:

Depts	Current Budget 17/18	Variance	Revised Budget 17/18	Current Budget 18/19	Variance	Revised Budget 18/19	Revised Budget 19/20	Variance	Revised Budget 19/20	Revised Budget 20/21	Variance	Revised Budget 20/21
CS	23,745	0	23,745	18,508	0	18,508	10,626	0	10,626	2,135	0	2,135
C&H	1,445	357	1,802	629	144	773	480	0	480	630	0	630
CSF	7,835	0	7,835	17,449	0	17,449	7,536	0	7,536	650	0	650
E&R	18,346	(200)	18,146	25,086	0	25,086	7,738	0	7,738	5,017	0	5,017
TOTAL	51,371	157	51,528	61,673	144	61,816	26,380	0	26,380	8,432	0	8,432

4.2 The table below summarises the position in respect of the Capital Programme as at October 2017. The detail is shown in Appendix 5a

Merton Summary Capital Report – October 2017 Monitoring

Department	Actuals to September	Profiled Budget to September	Variance	Final Budget	Final Forecast	Full Year Variance
Corporate Services	1,385,680	9,009,577	(7,623,897)	23,744,950	22,066,784	(1,678,166)
Community and Housing	392,284	896,541	(504,257)	1,801,580	1,801,580	0
Children Schools & Families	2,748,120	6,034,570	(3,286,450)	7,834,530	7,312,648	(521,882)
Environment and Regeneration	6,331,999	11,076,015	(4,744,016)	18,146,490	18,170,022	23,532
Capital	10,858,084	27,016,703	(16,158,620)	51,527,550	49,351,034	(2,176,516)

- a) Corporate Services – Currently officers are projecting an overspend on Customer Contact /EDRMS of £710k, Social Care IT System £185, and £31k on IT Systems - the split between capital and revenue budgets is currently being finalised. There are currently four projected underspends the Acquisitions Budget £1.29 million and the Bidding Fund £1.25 million, £41k SCIS/FIS Scanning Solution and £25k on Works to Other Buildings.
- b) Community and Housing – Officers are projecting a full spend on all remaining budgets. Two schemes have been re-profiled into 2018/19 £100k Libraries IT and £44k Telehealth.

Finance Lease – Collier Wood Library: The following adjustments will need to be made to revenue budgets to fund the impact of the finance lease:

	Full Year*
Existing Budget (Starting Position)	47,980
Revenue Contribution to Interest	(56,000)
Interim Rental Costs	0
Virement to Cover MRP Costs	(20,020)
Rent from Coffee Shop	14,000
Budget Shortfall to be Identified	14,040

* Part year impact is currently being worked through and will be reported as part of October monitoring.

- c) Children, Schools and Families – Overall against the budget this department is showing a £522k underspend, officers are currently reviewing the multi-year profile of the budget. There are a number of small variances within the primary and other sectors. Within The secondary sector current in year variances are shown on four schemes Harris Wimbledon (£465), Harris Merton £65k, Harris Morden (£20k) and Rutlish £8k. There is one variance shown within the SEN Sector for Unallocated SEN of (£77k).
- d) Environment and Regeneration – Overall a small underspend ins shown against budget this is caused by a variance on three schemes TfL Principal Roads £19k(queried with budget manager), Singlegate House £12k and Wimbledon Park lake de-silting (£7k – it is envisaged that this will be re-profiled into 2018/19 where the major spend on the scheme is profiled). In addition £200k of TfL funding has been removed from the programme, it is envisaged that this allocation will form part of later years funding still to be approved by TfL.

4.3 Appendix 5b details the adjustments being made to the Capital Programme this month. The following adjustment will require Cabinet approval:

Scheme	2017/18 Budget	2018/19 Budget	Funding/Re-profiling
Community & Housing	£	£	
Libraries I.T	(100,000)	100,000	Re-profiled in accordance with tender progress
Environment & Regeneration			
Morden TFL	(200,000)	0	It is envisaged that this allocation will form part of later years funding still to be approved by TFL
Total	(300,000)	100,000	

Please note: Colliers Wood Finance Lease was presented to Council for approval on 22/11/17 so will only require to be noted by Cabinet.

4.4 Appendix 5c details the impact of all the adjustments to the Capital Programme have on the funding of the programme in 2017/18 and 2018/19. The table below summarises the movement in 2017/18 funding since the September 2017 Monitoring Report:

Depts.	Approved Budget 17/18	Adjustments	New External Funding	New Internal Funding	Re-profiling	Revised Budget 17/18
Corporate Services	23,745					23,745
Community & Housing	1,445			501	(144)	1,802
Children Schools & Families	7,835					7,835
Environment and Regeneration	18,346	(200)				18,146
Total	51,371	(200)	0	501	(144)	51,528

4.5 The table below compares capital expenditure (£000s) to October 2017 to that achieved over the last few years:

Depts.	Spend To October 2014	Spend To October 2015	Spend To October 2016	Spend to October 2017	Variance 2014 to 2017	Variance 2015 to 2017	Variance 2016 to 2017
CS	281	397	279	1,386	1,105	988	1,107
C&H	645	547	1,155	392	(252)	(154)	(763)
CSF	10,191	9,097	3,144	2,746	(7,444)	(6,351)	(398)
E&R	2,174	3,470	7,201	6,332	4,158	2,862	(869)
Total Capital	13,290	13,511	11,779	10,856	(3,539)	(3,643)	(2,030)

Outturn £000s	36,869	29,327	30,626	
Budget £000s				51,628
Projected Spend October 2017 £000s				49,351
Percentage Spend to Budget				21.03%
% Spend to Outturn/Projection	36.05%	46.07%	38.46%	22.00%
Monthly Spend to Achieve Projected Outturn £000s				5,499

4.6 The table shows that spend during October 2017 was considerably below this target. Officers will be undertaking a detailed review of profiles and year end projections as part of November Monitoring to improve in year budget profiling and year end projection:

Department	Spend To September 2017 £000s	Spend To October 2017 £000s	Increase £000s
CS	1,182	1,386	204
C&H	340	392	52
CSF	2,673	2,746	73
E&R	4,598	6,332	1,734
Total Capital	8,793	10,856	2,063

5. DELIVERY OF SAVINGS FOR 2017/18

Department	Target Savings 2017/18	Projected Savings 2017/18	Period 7 Forecast Shortfall	Period 6 Forecast Shortfall	Period Forecast Shortfall (P7)	2018/19 Expected Shortfall
	£000	£000	£000	£000	%	£000
Corporate Services	1,484	1,248	236	236	15.9%	158
Children Schools and Families	1,110	1,093	17	17	1.5%	0
Community and Housing	2,673	2,018	655	796	24.5%	250
Environment and Regeneration	3,050	1,408	1,642	1,447	53.8%	0
Total	8,317	5,767	2,550	2,496	30.7%	408

Appendix 6 details the progress on savings for 2017/18 by department.

Progress on savings 2016/17

Department	Target Savings 2016/17	2016/17 Shortfall	2017/18 Projected shortfall	2018/19 Projected shortfall
	£000's	£000's	£000's	£000's
Corporate Services	2,316	288	30	30
Children Schools and Families	2,191	0	0	0
Community and Housing	5,379	1,727	C&H Savings in 16/17 is mitigated by growth received in 17/18.	0
Environment and Regeneration	4,771	2,269	627	240
Total	14,657	4,284	657	270

Appendix 7 details the progress on savings for 2016/17 by department and the impact on the current year.

6. CONSULTATION UNDERTAKEN OR PROPOSED

6.1 All relevant bodies have been consulted.

7. TIMETABLE

7.1 In accordance with current financial reporting timetables.

8. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

8.1 All relevant implications have been addressed in the report.

9. LEGAL AND STATUTORY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

10.1 Not applicable

11. CRIME AND DISORDER IMPLICATIONS

11.1 Not applicable

12. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

12.1 The emphasis placed on the delivery of revenue savings within the financial monitoring report will be enhanced during 2016/17, the risk of part non-delivery of savings is already contained on the key strategic risk register and will be kept under review.

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

Appendix 1-	Detailed position table
Appendix 2 –	Detailed Corporate Items table
Appendix 3 –	Pay and Price Inflation
Appendix 4 –	Treasury Management: Outlook
Appendix 5a –	Current Capital Programme 2017/18
Appendix 5b –	Adjustments to the Current Capital Programme 2017/18
Appendix 5c –	Funding Current Capital Programme 2017/18 & 2018/19
Appendix 6 –	Progress on savings 2017/18
Appendix 7 –	Progress on savings 2016/17

14. BACKGROUND PAPERS

14.1 Budgetary Control files held in the Corporate Services department.

15. REPORT AUTHOR

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Summary Position as at 31st October 2017

	Original Budget 2017/18 £000s	Current Budget 2017/18 £000s	Year to Date Budget (Oct) £000s	Year to Date Actual (Oct) £000s	Full Year Forecast (Oct) £000s	Forecast Variance at year end (Oct) £000s	Forecast Variance at year end (Sept) £000s	Outturn variance 2016/17 £000
Department	-	-	-	-	-	-	-	-
3A. Corporate Services	10,865	11,582	15,414	15,928	11,199	(383)	(217)	(1,287)
3B. Children, Schools and Families	52,579	53,915	109,407	15,684	55,473	1,558	1,138	1,154
3C. Community and Housing	-	-	-	-	-	-	-	-
Adult Social Care	59,401	59,465	28,434	29,910	60,627	1,162	1,083	9,056
Libraries & Adult Education	2,693	2,739	1,204	1,571	2,737	(2)	31	413
Housing General Fund	2,222	2,221	1,041	1,014	2,484	263	257	655
3D. Public Health	0	(0)	(1,834)	(3,618)	(20)	(20)	(25)	16
3E. Environment & Regeneration	23,183	23,380	9,533	(5,281)	22,860	(520)	(299)	1,011
Overheads	0	0	0	0	0	0	0	12
NET SERVICE EXPENDITURE	150,942	153,301	163,198	55,208	155,360	2,058	1,969	11,030
3E. Corporate Items	-	-	-	-	-	-	-	-
Impact of Capital on revenue budget	13,415	13,415	3,351	1,474	13,265	(150)	(150)	193
Other Central items	(19,224)	(21,571)	(5,812)	(925)	(22,035)	(464)	(231)	(8,329)
Levies	933	933	479	479	933	0	0	0
TOTAL CORPORATE PROVISIONS	(4,876)	(7,223)	(1,983)	1,028	(7,837)	(614)	(381)	(8,136)
TOTAL GENERAL FUND	146,066	146,078	161,215	56,236	147,522	1,444	1,588	2,894
Funding	-	-	-	-	-	-	-	-
- Business Rates	(35,483)	(35,483)	0	(4,880)	(35,483)	0	0	0
- RSG	(15,520)	(15,520)	(9,178)	(9,178)	(15,520)	0	0	0
- Section 31 Grant	(1,035)	(1,035)	(619)	(619)	(1,035)	0	0	5
- New Homes Bonus	(4,150)	(4,150)	(2,114)	(2,114)	(4,150)	0	0	(542)
- PFI Grant	(4,797)	(4,797)	(2,398)	(2,398)	(4,797)	0	0	0
- Adult Social Care Grant 2017/18	(751)	(751)	0	0	(751)	0	0	0
Grants	(61,736)	(61,736)	(14,310)	(19,190)	(61,736)	0	0	(537)
Collection Fund - Council Tax Surplus(-)/Deficit	(1,386)	(1,386)	0	0	(1,386)	0	0	0
Collection Fund - Business Rates Surplus(-)/Deficit	(380)	(380)	0	0	(380)	0	0	0
Council Tax	0	0	0	0	0	0	0	0
- General	(82,244)	(82,244)	0	0	(82,244)	0	0	0
- WPC	(318)	(318)	0	0	(318)	0	0	0
Council Tax and Collection Fund	(84,329)	(84,329)	0	0	(84,329)	0	0	0
FUNDING	(146,065)	(146,065)	(14,310)	(19,190)	(146,065)	0	0	(537)
NET	1	13	146,905	37,045	1,457	1,444	1,588	2,357

3E. Corporate Items	Council 2017/18 £000s	Original Budget 2017/18 £000s	Current Budget 2017/18 £000s	Year to Date Budget (Oct.) £000s	Year to Date Actual (Oct.) £000s	Full Year Forecast (Oct.) £000s	Forecast Variance at year end (Oct.) £000s	Forecast Variance at year end (Sep) £000s	Outturn Variance 2016/17 £000s
Cost of Borrowing	13,415	13,415	13,415	3,351	1,474	13,265	(150)	(150)	193
Impact of Capital on revenue budget	13,415	13,415	13,415	3,351	1,474	13,265	(150)	(150)	193
Investment Income	(1,186)	(1,186)	(1,186)	(593)	(193)	(800)	386	519	(176)
Pension Fund	3,350	3,350	3,350	0	0	3,350	0	0	(498)
Provision for excess inflation	451	451	436		0	336	(100)	0	(439)
Utilities Inflation Provision	300	300	300		0	300	0	0	(300)
Pay and Price Inflation	751	751	736	0	0	636	(100)	0	(739)
Contingency	1,500	1,500	1,500		0	1,250	(250)	(250)	(821)
Single Status/Equal Pay	100	100	100		3	100	0	0	(60)
Bad Debt Provision	500	500	500		0	500	0	0	(271)
Loss of income arising from P3/P4	400	400	400		0	0	(400)	(400)	(400)
Loss of HB Admin grant	200	200	179		0	79	(100)	(100)	(200)
Reduction in Education Services Grant	819	819	0		0	0	0	0	0
Apprenticeship Levy	450	450	450	188	(149)	450	0	0	0
Revenuisation and miscellaneous	889	889	1,276		585	1,276	0	0	(1,743)
Contingencies and provisions	4,858	4,858	4,406	188	439	3,656	(750)	(750)	(3,495)
Other income	0	0	0	0	(12)	0	0	0	(280)
CHAS IP/Dividend	(1,152)	(1,152)	(1,152)		0	(1,152)	0	0	(50)
Income items	(1,152)	(1,152)	(1,152)	0	(12)	(1,152)	0	0	(330)
Appropriations: CS Reserves	(667)	(667)	(1,316)	(1,316)	(661)	(1,316)	0	0	0
Appropriations: E&R Reserves	4	4	(450)	(450)	(143)	(450)	0	0	2
Appropriations: CSF Reserves	283	283	2	2	140	2	0	0	0
Appropriations: C&H Reserves	(104)	(104)	(150)	(150)	(46)	(150)	0	0	0
Appropriations: Public Health Reserves	(600)	(600)	(600)	(600)	0	(600)			0
Appropriations: Corporate Reserves	(2,443)	(2,443)	(2,893)	(2,893)	(450)	(2,893)	0	0	(3,093)
Appropriations/Transfers	(3,528)	(3,528)	(5,407)	(5,407)	(1,160)	(5,407)	0	0	(3,091)
Depreciation and Impairment	(22,318)	(22,318)	(22,318)	0	0	(22,318)	0	0	0
Central Items	(5,809)	(5,809)	(8,156)	(2,461)	549	(8,770)	(614)	(381)	(8,136)
Levies	933	933	933	479	479	933	0	0	0
TOTAL CORPORATE PROVISIONS	(4,876)	(4,876)	(7,223)	(1,983)	1,028	(7,837)	(614)	(381)	(8,136)

Pay and Price Inflation as at October 2017

In 2017/18, the budget includes 1% for increases in pay and 1.5% for increases in general prices, with an additional amount of £0.451m which is held to assist services that may experience price increases greatly in excess of the inflation allowance provided when setting the budget. With CPI inflation currently at 3.0% and RPI at 3.9% this budget will be held and it will only be released when it is certain that it will not be required.

Pay:

The local government pay award for 2017/18 was agreed last year covering 2016/17 and 2017/18. For the lowest paid (those on spinal points 6-17) this agreed a pay rise of between 6.6% and 1.01% in the first year, and between 3.4% and 1.3% in 2017/18. Those on spinal points 18-49 received 1% in year one and the same again in 2017/18. The offer also included a joint review of the NJC pay spine and term-time working for school support staff. Departmental budgets include provision for the 2017/18 pay award.

Prices:

The Consumer Prices Index (CPI) 12-month rate was 3.0% in October 2017, unchanged from September 2017. The inflation rate for food and non-alcoholic beverages continued to increase to 4.1%, the highest since September 2013.

Rising prices for food and, to a lesser extent, recreational goods provided the largest upward contributions to change in the rate between September 2017 and October 2017. The upward contributions were offset by falling motor fuel and furniture prices.

CPIH, a measure of UK consumer price inflation that includes owner occupiers' housing costs, 12-month inflation rate was 2.8% in October 2017, unchanged from September 2017. Owner occupiers' housing costs remained unchanged between September 2017 and October 2017, having risen a year ago.

The RPI 12-month rate for October 2017 stood at 4.0%, up from 3.9% in September 2017..

Outlook for inflation:

The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. At its meeting ending on 1 November 2017, the Committee voted by a majority of 7-2 to increase Bank Rate by 0.25% to 0.5%. The Committee voted unanimously to maintain the stock of sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves, at £10 billion. The Committee also voted unanimously to maintain the stock of UK government bond purchases, financed by the issuance of central bank reserves, at £435 billion. The November 2017 Inflation Report was published on the 2 November 2017. The next MPC meeting to agree the Bank Base Rate will be held in mid December.

In the November 2017 Inflation Report, the MPC noted that "CPI inflation rose to 3.0% in September. It is expected to peak at 3.2% in October, as increases in imported costs — stemming from the past fall in sterling and a more recent pickup in global energy prices — are passed on to consumer prices. Inflation is then expected to fall back as past rises in energy prices drop out of the annual comparison and as the pass-through of rises in other import

prices progresses. Alongside that moderation in external pressures, however, domestic inflationary pressures are likely to build to more normal levels.”

In terms of prospects for inflation, the MPC state that “CPI inflation has risen further above the 2% target as companies pass on the higher costs stemming from the lower level of sterling. Unemployment has continued to fall and the extent of spare capacity in the economy now seems limited. Moreover, the pace at which the economy can grow without generating inflationary pressure has fallen over recent years. Over the MPC’s forecast period, conditioned on a path for Bank Rate that rises to 1% by the end of 2020, demand is projected to grow at a pace that uses up the remaining slack in the economy. As imported inflationary pressures wane, domestic pressures build. Inflation is projected to remain slightly above the 2% target at the three-year point.”

The latest inflation and unemployment forecasts for the UK economy, based on a summary of independent forecasts are set out in the following table:-

Table 11: Forecasts for the UK Economy

Source: HM Treasury - Forecasts for the UK Economy (November 2017)			
	Lowest %	Highest %	Average %
2017 (Quarter 4)			
CPI	2.7	3.2	3.0
RPI	3.6	4.4	4.0
LFS Unemployment Rate	4.1	4.7	4.3
2018 (Quarter 4)			
CPI	1.6	3.0	2.4
RPI	2.5	3.8	3.1
LFS Unemployment Rate	3.7	5.1	4.5

Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

Independent medium-term projections for the calendar years 2017 to 2021 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (November 2017)					
	2017	2018	2019	2020	2021
	%	%	%	%	%
CPI	2.7	2.6	2.2	2.1	2.0
RPI	3.6	3.5	3.1	3.2	3.1
LFS Unemployment Rate	4.4	4.4	4.5	4.4	4.5

Treasury Management: Outlook

At its meeting ending on 1 November 2017, the Committee voted by a majority of 7-2 to increase Bank Rate by 0.25% to 0.5%, the first increase since July 2007. The Committee voted unanimously to maintain the stock of sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves, at £10 billion. The Committee also voted unanimously to maintain the stock of UK government bond purchases, financed by the issuance of central bank reserves, at £435 billion.

In the Bank of England's Monetary Policy Summary, published as part of the November 2017 Inflation report the MPC noted that "CPI inflation rose to 3.0% in September. The MPC still expects inflation to peak above 3.0% in October, as the past depreciation of sterling and recent increases in energy prices continue to pass through to consumer prices. The effects of rising import prices on inflation diminish over the next few years, and domestic inflationary pressures gradually pick up as spare capacity is absorbed and wage growth recovers. On balance, inflation is expected to fall back over the next year and, conditioned on the gently rising path of Bank Rate implied by current market yields, to approach the 2% target by the end of the forecast period."

In the Bank of England's quarterly Inflation report for November 2017, the MPC set out its most recent assessment of the outlook for inflation and activity and outlined its view on the long-term outlook for interest rates. The MPC's view is that the Brexit negotiations are weighing heavily on the UK economic outlook and that "the overshoot of inflation throughout the forecast predominantly reflects the effects on import prices of the referendum-related fall in sterling. Uncertainties associated with Brexit are weighing on domestic activity, which has slowed even as global growth has risen significantly. And Brexit-related constraints on investment and labour supply appear to be reinforcing the marked slowdown that has been increasingly evident in recent years in the rate at which the economy can grow without generating inflationary pressures."

In terms of prospects for future changes to the Bank Base Rate the MPC in the November 2017 Inflation Report state that "Over the past few months, market expectations for the path of Bank Rate have risen. The MPC's projections are conditioned on a path that implies a gradual rise in Bank Rate to 1.0% by the end of 2020, and is around ¼ percentage point higher than that in the August 2017 Report. The exchange rate has been volatile but starts the projection at a similar level to August. Overall, there is a little less monetary stimulus in these projections than assumed in August. The 18% decline in sterling since late 2015 largely reflects financial market participants' judgements about the impact of Brexit on the United Kingdom. Those judgements depend on assumptions about the United Kingdom's trading relationships after Brexit and about the transition to those arrangements."

The MPC's forecasts of Bank Base Rate in recent Quarterly Inflation Reports which were made pre-Brexit up to May 2016 are summarised in the following table:-

	End Q.4 2017	End Q.1 2018	End Q.2 2018	End Q.3 2018	End Q.4 2018	End Q.1 2019	End Q.2 2019	End Q.3 2019	End Q.4 2019	End Q.1 2020	End Q.2 2020	End Q.3 2020	End Q.4 2020
Nov.'17	0.4	0.5	0.6	0.7	0.7	0.8	0.8	0.8	0.9	0.9	0.9	1.0	1.0
Aug.'17	0.3	0.4	0.4	0.5	0.5	0.5	0.6	0.6	0.7	0.7	0.7	0.8	
May '17	0.2	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.5	0.5	0.5		
Feb'17	0.3	0.3	0.4	0.4	0.4	0.5	0.5	0.6	0.6	0.7			
Nov.'16	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.4	0.4				
Aug.'16	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2					
May '16	0.5	0.6	0.6	0.6	0.7	0.7	0.8						
Feb. '16	0.8	0.8	0.9	1.0	1.0	1.1							
Nov '15	1.0	1.1	1.1	1.2	1.3								
Aug.'15	1.5	1.6	1.7	1.7									
May '15	1.3	1.3	1.4										
Feb.'15	1.1	1.1											
Nov '14	1.7												

Source: Bank of England Inflation Reports

The MPC makes its decisions in the context of the monetary policy forward guidance announced alongside the publication of the August 2013 Inflation Report. This guidance was summarised and reported in the July 2013 monitoring report.

The Inflation Report for February 2014 provided a summary of the Bank of England's approach to its proposed monetary policy as the economy recovers and once the unemployment threshold has been reached:-

- The MPC sets policy to achieve the 2% inflation target, and, subject to that, to support the Government's economic policies, including those for growth and employment.
- Despite the sharp fall in unemployment, there remains scope to absorb spare capacity further before raising Bank Rate.
- When Bank Rate does begin to rise, the appropriate path so as to eliminate slack over the next two to three years and keep inflation close to the target is expected to be gradual.
- The actual path of Bank Rate over the next few years will, however, depend on economic developments.
- Even when the economy has returned to normal levels of capacity and inflation is close to the target, the appropriate level of Bank Rate is likely to be materially below the 5% level set on average by the Committee prior to the financial crisis.
- The MPC intends to maintain the stock of purchased assets at least until the first rise in Bank Rate.
- Monetary policy may have a role to play in mitigating risks to financial stability, but only as a last line of defence if those risks cannot be contained by the substantial range of policy actions available to the Financial Policy Committee and other regulatory authorities.

Changes to the Bank Base Rate will depend on how quickly the economy recovers and will be set to achieve the inflation target of 2%.

The MPC sets monetary policy to meet the 2% target in the medium term and in a way that helps to sustain growth and employment.

Capital Programme October 2017 Monitoring

Narrative	Year to Date			Full Year		
	Actuals	Budget	Variance	Revised Budget	Final Forecast	Full Year Variance
Capital	10,858,084	27,016,703	(16,158,620)	51,527,550	49,351,034	(2,176,516)
Corporate Services	1,385,680	9,009,577	(7,623,897)	23,744,950	22,066,784	(1,678,166)
Business Improvement	186,953	442,344	(255,391)	1,810,280	2,736,254	925,974
Customer Contact Programme	6,557		6,557	1,006,420	1,716,118	709,698
IT Systems Projects	92,565	229,574	(137,009)	405,460	436,840	31,380
Social Care IT System	87,831	212,770	(124,939)	398,400	583,296	184,896
Facilities Management Total	472,293	(744,167)	1,216,460	2,658,030	2,633,063	(24,967)
Works to other buildings	187,847	182,500	5,347	457,500	432,500	(25,000)
Civic Centre	938	108,333	(107,395)	275,000	275,000	0
Invest to Save schemes	284,977	(1,235,000)	1,519,977	1,478,720	1,478,753	33
Water Safety Works	11,123	75,000	(63,877)	153,990	153,990	0
Asbestos Safety Works	(12,591)	125,000	(137,591)	292,820	292,820	0
Infrastructure & Transactions	724,284	630,000	94,284	2,268,190	2,268,187	(3)
Disaster recovery site	91,340	245,000	(153,660)	513,790	513,790	0
Planned Replacement Programme	632,943	385,000	247,943	1,754,400	1,754,397	(3)
Resources	2,150	86,000	(83,850)	165,870	124,870	(41,000)
Financial System	(1,450)		(1,450)	18,070	18,070	0
ePayments System	3,600	45,000	(41,400)	106,800	106,800	0
Invoice Scanning SCIS/FIS		41,000	(41,000)	41,000		(41,000)
Corporate Items		8,595,400	(8,595,400)	16,842,580	14,304,410	(2,538,170)
Acquisitions Budget			0	6,372,180	5,080,410	(1,291,770)
Capital Bidding Fund		(592,600)	592,600	1,246,400		(1,246,400)
Housing Company		9,188,000	(9,188,000)	9,188,000	9,188,000	0
Multi Functioning Device (MFD)			0	36,000	36,000	0
Community and Housing	392,284	896,541	(504,257)	1,801,580	1,801,580	0
Adult Social Care	13,883	57,066	(43,183)	39,850	39,850	0
ASC IT Equipment	13,883	20,616	(6,733)	39,850	39,850	0
Telehealth		36,450	(36,450)			0
Housing	355,382	155,155	200,227	962,490	962,490	0
Disabled Facilities Grant	355,382	155,155	200,227	962,490	962,490	0
Libraries	23,019	684,320	(661,301)	799,240	799,240	0
Library Enhancement Works	1,897	200,000	(198,103)	200,000	200,000	0
Major Library Projects	20,842	534,320	(513,478)	599,240	599,240	0
Libraries IT	280	(50,000)	50,280			0

Capital Programme October 2017 Monitoring

Narrative	Year to Date			Full Year		
	Actuals	Budget	Variance	Revised Budget	Final Forecast	Full Year Variance
Children Schools & Families	2,748,120	6,034,570	(3,286,450)	7,834,530	7,312,648	(521,882)
Primary Schools	(261,006)	946,810	(1,207,816)	1,248,430	1,220,560	(27,870)
West Wimbledon		43,910	(43,910)	50,000	50,000	0
Hatfeild	8,112	55,870	(47,758)	69,200	44,330	(24,870)
Hillcross	35,559	40,310	(4,751)	40,310	40,310	0
Joseph Hood	14,919	25,500	(10,581)	28,220	27,220	(1,000)
Dundonald	(121,295)	50,000	(171,295)	116,070	116,070	0
Merton Abbey	45		45			0
Merton Park	10,469	10,900	(431)	10,900	10,900	0
Pelham		50,000	(50,000)	50,000	50,000	0
Poplar	(8,569)		(8,569)	1,000		(1,000)
Wimbledon Chase	38,196	81,000	(42,804)	81,000	78,500	(2,500)
Wimbledon Park		20,000	(20,000)	20,000	20,000	0
Malmesbury		33,400	(33,400)	33,400	33,400	0
Morden	12,716	110,000	(97,285)	110,000	110,000	0
Liberty		16,360	(16,360)	16,360	16,360	0
Links	1,458	16,050	(14,592)	16,050	16,050	0
Singlegate	17,639	64,000	(46,361)	213,290	213,290	0
St Marks	1,056	93,300	(92,244)	93,300	93,300	0
Lonesome	34,287	37,000	(2,713)	98,500	100,000	1,500
Sherwood		82,510	(82,510)	82,510	82,510	0
Stanford	1,056	48,000	(46,944)	48,000	48,000	0
William Morris	26,000	40,200	(14,200)	41,820	41,820	0
Unlocated Primary School Proj	(316,315)		(316,315)			0
St Mary's (RC)	(16,338)	28,500	(44,838)	28,500	28,500	0
Secondary School	2,162,026	3,931,460	(1,769,434)	4,458,980	4,047,418	(411,562)
Harris Academy Morden			0	50,060	30,060	(20,000)
Harris Academy Merton	1,930,430	2,273,990	(343,560)	3,061,900	3,127,020	65,120
St Mark's Academy			0			0
Rutlish	71,910	(8,000)	79,910	80,000	88,000	8,000
Harris Academy Wimbledon	159,686	1,665,470	(1,505,784)	1,267,020	802,338	(464,682)
SEN	634,827	994,580	(359,753)	1,658,340	1,580,790	(77,550)
Perseid	503,077	763,510	(260,433)	1,277,270	1,277,720	450
Cricket Green	760	273,140	(272,380)	273,140	273,070	(70)
Secondary School Autism Unit		20,000	(20,000)	30,000	30,000	0
Unlocated SEN	130,990	(62,070)	193,060	77,930		(77,930)
CSF Schemes	212,273	161,720	50,553	468,780	463,880	(4,900)
CSF - IT Schemes			0			0
School Equipment Loans			0	104,900	100,000	(4,900)
Devolved Formula Capital	212,273	161,720	50,553	363,880	363,880	0

Capital Programme October 2017 Monitoring

Narrative	Year to Date			Full Year		
	Actuals	Budget	Variance	Revised Budget	Final Forecast	Full Year Variance
Environment and Regeneration	6,331,999	11,076,015	(4,744,016)	18,146,490	18,170,022	23,532
Public Protection and Developm	177,901	107,370	70,531	203,240	202,740	(500)
Off Street Parking - P&D			0			0
CCTV Investment	166,941	95,870	71,071	191,740	191,740	0
Public Protection and Developm	10,960	11,500	(540)	11,500	11,000	(500)
Street Scene & Waste	(75,334)	1,544,580	(1,619,914)	1,640,080	1,640,080	0
Fleet Vehicles	142,302	330,000	(187,698)	350,000	350,000	0
GPS Vehical Tracking Equipment	71,778	109,990	(38,212)	159,990	159,990	0
Alley Gating Scheme	26,998	20,000	6,998	40,000	40,000	0
Smart Bin Leases - Street Scen			0	5,500	5,500	0
Waste SLWP	(316,412)	1,084,590	(1,401,002)	1,084,590	1,084,590	0
Sustainable Communities	6,229,432	9,424,065	(3,194,633)	16,303,170	16,327,202	24,032
Street Trees	7,656	33,300	(25,644)	60,000	60,000	0
Highways & Footways	2,805,227	3,481,118	(675,891)	4,414,750	4,433,430	18,680
Cycle Route Improvements	340,791	477,140	(136,349)	904,440	904,440	(0)
Mitcham Transport Improvements	1,358	147,451	(146,094)	307,880	307,880	0
Electric Vehicle Infrastructur		15,000	(15,000)	15,000	15,000	0
Unallocated Tfl			0			0
Tackling Traffic Congestion	240,374	278,040	(37,666)	410,950	410,950	0
Industrial Estates		(325,870)	325,870			0
Colliers Wood Area Regeneratio	157,283	188,610	(31,327)	188,610	200,610	12,000
Mitcham Area Regeneration	808,165	1,035,248	(227,083)	2,082,260	2,082,260	0
Morden Area Regeneration			0			0
Borough Regeneration	87,979	129,870	(41,891)	129,870	129,870	0
Morden Leisure Centre	1,621,301	3,556,668	(1,935,367)	6,773,710	6,773,710	0
Sports Facilities	28,277	6,500	21,777	530,960	524,460	(6,500)
Parks	131,023	347,100	(216,077)	430,850	430,702	(148)
Mortuary Provision		53,890	(53,890)	53,890	53,890	0

Virement, Re-profiling and New Funding - October 2017

Appendix 5b

		2017/18 Budget	Virements	Adjusted & New Funding	Reprofiling	Revised 2017/18 Budget	2018/19 Budget	Reprofiling	Revised 2018/19 Budget	Narrative
<u>Community & Housing</u>	-									
Donald Hope Library - Finance Lease	(2)	0		500,560		500,560			0	Calculated Asset Value to be added to the Capital Programme for the Finance Lease
Libraries I.T	(1)	100,000			(100,000)		0	100,000	100,000	Vendor bidding contract will be awarded end of March, spend expected in 2018-19.
Telehealth		43,750			(43,750)	0	0	43,750	43,750	Project re-scheduled to 2018-19
<u>Environment & Regeneration</u>	-									
Morden TFL	(1)	200,000			(200,000)	0	0		0	It is envisaged that this allocation will form part of later years funding still to be approved by TFL.
Total		343,750	0	500,560	(343,750)	500,560	0	143,750	143,750	

1) Requires Cabinet Approval

2) Approved by Council on 22/11/17

Capital Programme Funding Summary 2017/18

Narrative	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
Revised Funding - September 2017 Monitoring	37,215	14,156	51,371
<u>Community and Housing</u>			
Donald Hope Library - Finance Lease	501	0	501
Telehealth	0	(44)	(44)
Libraries I.T	(100)	0	(100)
<u>Environment and Regeneration</u>			
Morden TfL	0	(200)	(200)
Revised Funding - October 2017 Monitoring	37,616	13,912	51,528

Capital Programme Funding Summary 2018/19

Narrative	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
Proposed Programme - September Monitoring	40,590	21,083	61,673
<u>Community and Housing</u>			
Telehealth	0	44	44
Libraries I.T	100	0	100
Proposed Programme - October Monitoring	40,690	21,126	61,816

APPENDIX 6

Department	Target Savings 2017/18 £000	Projected Savings 2017/18 £000	Period 7 Forecast Shortfall £000	Period 6 Forecast Shortfall £000	Period Forecast Shortfall (P7) %	2018/19 Expected Shortfall £000
Corporate Services	1,484	1,248	236	236	15.9%	158
Children Schools and Families	1,110	1,093	17	17	1.5%	0
Community and Housing	2,673	2,018	655	796	24.5%	250
Environment and Regeneration	3,050	1,408	1,642	1,447	53.8%	0
Total	8,317	5,767	2,550	2,496	30.7%	408

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2017/18-Oct 2017													APPENDIX 6	
Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Expected Savings £000	Shortfall £000	RAG	2017/18 Mitigated by Growth £000	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend ? Y/N		
CH38, CH1	Adult Social Care Placements (replaces three original savings proposals). Given ongoing market pressures and extensive work already undertaken to review OP packages, the savings can only be achieved by more targeted work to manage demand. There will be a focus on three areas: 1) maximising reablement transition into adulthood, 2) maximising reablement opportunities to reduce long term needs, 3) Reviewing equity of access and resource in areas such as 1:1 care, night cover, double-up care, 15 min daytime visits and multiple provisions.	827	827	0	G		827	0	G	Richard Ellis	There is a focus on learning disabilities where package costs tend to be much higher and direct payments. 433 reviews have been carried out across all care package groups. £533k has been achieved to date.	Y		
CH20, CH58, CH54, CH 37, CH59	Staff savings: most were brought forward to 2016/17. These represent the residual savings in Direct provision	100	100	0	G		100	0	G	Andy Otaway-Searle	Achieved	Y		
CH57	Staff savings: transfer of savings from housing	50	0	50	R		0	(50)	R	Richard Ellis	Options are currently being considered	Y		
CH2, CH3	Contracts: re-commissioning of home care contracts. Moving packages from high cost spot purchased care to contract rate.	215	97	118	A		215	0	G	Richard Ellis	The new contracts will be in place by January 2018. The ability to transfer current spot purchased packages depends on the ability of the new providers to recruit carers. Issues with the call monitoring system have been resolved	Y		
CH35, CH36, CH52	Supporting People: re-commissioning of former Supporting People contracts. Savings can be achieved by removing funding from community alarms and reducing the capacity for housing support (including single homeless, mental health and young people at risk)	100	0	100	R		0	(100)	R	Richard Ellis	Further work on the options and impacts of reducing out subsidy of community alarms is being considered. The project is therefore deferred to 2018/19.	Y		

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2017/18-Oct 2017											APPENDIX 6	
Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Expected Savings £000	Shortfall £000	RAG	2017/18 Mitigated by Growth £000	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend ? Y/N
CH35, CH36, CH52	Supporting People: re-commissioning of former Supporting People contracts. Savings can be achieved by removing funding from community alarms and reducing the capacity for housing support (including single homeless, mental health and young people at risk)	356	0	356	A	(356)	356	0	G	Richard Ellis	Contracts do not end until the end of November 2017. This saving needs to be reconsidered in the light of the Homelessness Reduction Act, as these services are our main preventative capacity	Y
CH53	Vol orgs Grant	600	669	(69)	G		600	0	G	Richard Ellis	Achieved Additional savings have been identified from reductions in demand led budgets.	Y
	Subtotal Adult Social Care	2,248	1,693	555		(356)	2,098	(150)				
	Library & Heritage Service											
	Introduce self-serve libraries at off peak times: Smaller libraries to be self-service and supported only by a security guard during off peak times (nb. Saving would be reduced to £45k if Donald Hope and West Bames libraries are closed). 3.5FTE at risk	90	90	0	A		90	0	A	Anthony Hopkins	These savings were delivered as part of a full organisational review, which has reduced the workforce by approx. 33%. The new delivery model has been in place since 1 May 2017. Current issue with agency spend but working to deliver savings	Y
CH49	Additional staff savings (Deletion of 1.5xFTE)	38	38	0	A		38	0	A	Anthony Hopkins		Y
CH50	Deletion of Projects & Procurement Manager post (Deletion of 0.6xFTE)	22	22	0	A		22	0	A	Anthony Hopkins		Y
CH70	Additional staffing efficiencies and consolidation of branch managers	63	63		A		63	0	A	Anthony Hopkins		
CH71	Reduction in People's Network costs	40	40	0	G		40	0	G	Anthony Hopkins		Y
	Housing Needs & Enabling											
CH9	Rationalisation of admin budget:	36	36	0	G		36	0	G	Steve Langley		Y
CH10	Deletion of one staffing post	36	36	0	G		36	0	G	Steve Langley		Y
CH43	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH:	100		100	R			(100)	A	Steve Langley	Service currently restructuring to achieve savings. Service is awaiting information on HRA settlement in November	Y

APPENDIX 6

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - PROGRESS ON SAVINGS 17-18

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Savings Expected £000	Shortfall	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments	R / A Included in Forecast Over/Unders pend? Y/N
CSF2016-01	<u>Gross cutting</u> Deletion of Assistant Director, Service Manager and half an admin support posts as part of phased restructure of the department.	224	207	17	A	224	0	G	Paul Angeli	Due to the number of management changes affecting social care and the preparation required for the OFSTED inspection, it is required to provide cover for the Service Manager reduction in the short term. Quantification of this shortfall is reviewed monthly.	Y
CSF2015-05	<u>Contracts and School Organisation</u> 1 FTE staff saving in property and contracts team.	65	65	0	G	65	0	G	Jane McSherry		
CSF2013-01	<u>Early Years</u> Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation (up to 10% reduction overall to Children's Centre services). Reduction in funding and in kind contributions to voluntary sector organisations	250	250	0	G	250	0	G	Jane McSherry		
CSF2014-09	We are working on the detailed proposals which will in essence reduce the service to paid-for childcare (parents and DSG) with a very limited targeted service for highly vulnerable families.	296	296	0	G	296	0	G	Jane McSherry	Consulted on and implemented changes to the Children's Centre model, focusing on first time parents and babies & vulnerable families. Rationalised the childcare service, reducing the number of sites delivered from and a review of fee structure/pricing policy.	
CSF2013-02	<u>School Standards and Quality</u> Reduced service offer from School improvement service.	75	75	0	G	75	0	G	Jane McSherry		
CSF2015-03	<u>Schools</u> Increased income from schools and/or reduced LA service offer to schools.	200	200	0	G	200	0	G	Jane McSherry		
	Total Children, Schools and Families Department Savings for 2015/16	1,110	1,093	17		1,110	0				

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 17-18

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Savings Expected £000	Shortfall	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments	R / A Included in Forecast Over/Underspend? Y/N
CS60	Deletion of Assistant Director post	109	109		G	109		G	Caroline Holland		N
CSD17	Reduce Marketing budget - Increase self service by using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs	73	73		G	73		G	Sophie Poole		N
CS2015-04	Increase in Registrars income	25	25		G	25		G	Sean Cumniffe/Tomas Dyson		N
CS2016-04	Increase income through Registrars service	15	15		G	15		G	Sean Cumniffe/Tomas Dyson		N
	Business Improvement										
CS63	Reorganisation of systems development and support arrangements.	74	74		G	74		G	Clive Cooke		N
CSD42	Restructure functions, delete 1 AD and other elements of management	170	100	70	R	100	70	R	Sophie Ellis		Y
CS2015-08	Staffing support savings	13	0	13	R	0	13	R	Sophie Ellis		N
	I & T										
CS70	Apply a £3 administration charge to customers requesting a hard copy paper invoice for services administered by Transactional Services team	35	0	35	R	0	35	R	Pam Lamb	Due to delays in implementation of e5, Sharepoint and EDRMS there will be a delay in achieving this. Alternative to be identified within the division.	N
CS71	Delete two in house trainers posts	42	42		G	42		G	Richard Warren		N
CS72	Consolidation of Infrastructure & Transactions revenue budgets	34	34		G	34		G	Tina Dullaway		N
CS2015-09	Restructure of Safety Services & Emergency Planning team	18	18		G	18		G	Adam Vicari		N
CS2016-08	Potential income derived from letting two floors of vacant office space within the Civic centre to external/partner organisations.	90	90		G	90		G	Mark Humphries		N
	CEX										
CS2015-07	Reduction in running cost budgets	28	28		G	28		G	Sophie Jones		N
	Resources										
CS46	Resources -Deletion of 3 Posts within the Division	78	78		G	78		G	R Kershaw		N
CS66	Review recharges of Resources support function to pension fund	47	47		G	47		G	R Kershaw/Paul Audu		N
CSD20	Increased income	16	16		G	16		G	R Kershaw		N
CSD23	Cut running costs budgets	3	3		G	3		G	Bindi Lakhani		N
CSD26	Delete 1 Business Partner	78	0	78	R	78		G	Caroline Holland	Due to delays in projects this saving will not be achieved until 18/19	N
CSD46	Reduce budget for LCGS to match actual contribution	81	81		G	81		G	John Dimmer		N
CS2016-01	Reduction in contribution to insurance fund	100	100		G	100		G	R Kershaw/Paul Audu		N
	Human Resources										
CSD34	Learning and Development admin support	18	18		G	18		G	Kim Brown		N
CSD35	Learning and Development Budget	134	134		G	134		G	Kim Brown		N
	Corporate Governance										
CS73	Saving from 4 borough shared legal service	20	20		G	20		G	Fiona Thomsen		N
CSD43	Share FOI and information governance policy with another Council	40	0	40	R	0	40	R	Graham Owen		N
CSD45	Share audit and investigation service	20	20		G	20		G	Margaret Culleton		N

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 17-18

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Savings Expected £000	Shortfall	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments	R / A Included in Forecast Over/Under spend? Y/N
CS2015-13	Reduction in capacity and service efficiency in investigation service	40	40		G	40		G	Margaret Culleton		
CS2015-14	Reduction in capacity and service efficiency in Audit service	33	33		G	33		G	Margaret Culleton		
CS2016-03	Supplies & Services	50	50		G	50		G	Julia Regan		
	Total Corporate Services Department Savings for 2016/17	1,484	1,248	236		1,326	158				

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2017-18

Ref	Description of Saving	2017/18 Savings Requested £000	2017/18 Savings Expected £000	Shortfall	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments	R / A Included in Forecast Over/Underspend? Y/N
	SUSTAINABLE COMMUNITIES										
ER23b	Restructure of team to provide more focus on property management and resilience within the team.	18	0	18	R	18	0	A	James McGinlay	Business Case for restructure in progress, but due to the delay it's unlikely to be fully achieved this financial year. Saving being achieved through rents (reported through monthly budget return).	Y
E&R5	Team transformation and asset review	82	82	0	A	82	0	A	James McGinlay	Business Case for restructure in progress, but expecting to achieve this saving once implemented. Saving being achieved through rents (reported through monthly budget return).	Y
D&BC1	Fast track of householder planning applications	55	0	55	R	55	0	G	James McGinlay	This saving is not currently being achieved. The team is extremely short of management support and has no resource available to launch this complex new service. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
D&BC2	Growth in PPA and Pre-app income	50	0	50	R	50	0	G	James McGinlay	Monitor throughout the year. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
D&BC3	Commercialisation of building control	50	0	50	R	50	0	G	James McGinlay	This saving is not currently being achieved. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
D&BC4	Deletion of 1 FTE (manager or deputy) within D&BC	45	45	0	G	45	0	G	James McGinlay	A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	N
D&BC5	Eliminate the Planning Duty service (both face to face and dedicated phone line) within D&BC	35	0	35	R	35	0	G	James McGinlay	A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
D&BC6	Stop sending consultation letters on applications and erect site notices manually	10	0	10	R	10	0	G	James McGinlay	Not implemented. Linked to national planning fee increase. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
E&R32	Income from wifi concessionary contract to be let from 2015/16	5	0	5	R	5	0	G	James McGinlay	Not yet fully installed - lamp post issues. Income in 2018/19	Y
ENV20	Increased income from building control services.	35	0	35	R	35	0	G	James McGinlay	A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
ENV24	Cease subscription to Urban London and Future London Leaders	10	10	0	G	10	0	G	James McGinlay		N
ENV34	Increased income from the non-operational portfolio.	8	8	0	G	8	0	G	James McGinlay		N
	PUBLIC PROTECTION										
EV11	Increase all pay and display charges for on and off street parking by 10%. It should be noted that no allowance has been made for elasticity of demand this figure could reduce by 25%	125	125	0	G	125	0	G	John Hill		N
E&R7	Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough.	163	163	0	A	163	0	A	John Hill	The 2017/18 saving is expected to be achieved based on the latest CPZ forecast.	N
E&R8	In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the implementation of ANPR.	-1,540	-1,540	0	G	-1,540	0	G	John Hill		N
E&R14	Further expansion of the Regulatory shared service.	100	0	100	R	100	0	A	John Hill	Wandsworth staff will transfer under TUPE to Merton on 1st November with the new expanded service formally going live on 1st April 2018.	Y
E&R43	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	70	0	G	70	0	G	John Hill	Due to the delay in recruiting the Integrated Offender Management co-ordinator this saving will not be met in full during 2017/18. The shortfall relates to the IOM salary.	Y
ENV02	Review the current CEO structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off.	190	0	190	R	190	0	A	John Hill	This saving is not currently being achieved as there has been slippage in the timetable for the restructure. Mitigation could come from increased revenue.	Y
ENV03	Reduction number of CEO team leader posts from 4 to 3	45	0	45	R	45	0	A	John Hill	This saving is not currently being achieved for the same reasons as those given in respect of ENV02.	Y

ENV04	Improved management of traffic flows/congestion and availability of parking space through increase compliance	250	250	0	A	250	0	0	A	John Hill	Saving expected to be achieved but too early in the year to be certain.	N
ENV05	Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services.	70	0	70	R	70	0	0	A	John Hill	The implementation of this saving has been delayed by the slower than anticipated implementation of ANPR and its effect on the back office function. The review can take place when a full year's ANPR impact can be measured (which will be late Autumn 2017)	Y
ENV06	Reduction in transport related budgets	46	0	46	R	46	0	0	G	John Hill	A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
ENV09	Investigate potential commercial opportunities to generate income	50	25	25	R	50	0	0	A	John Hill	Although early in the process, there may be difficulty in achieving the full year effect for 2017/18. The income generating RSP Business Development team is scheduled to become operational in September 2018.	Y
ENV10	Reduction in Transport/Supplies and Services budget through greater efficiency	10	10	0	G	10	0	0	G	John Hill		N
ENV33	Development of emissions based charging policy for resident/business permits recognising the damage particularly from diesel engine motor vehicles	250	250	0	G	250	0	0	G	John Hill		N
ENR3	Increase the cost of existing Town Centre Season Tickets in Morden, Mitcham and Wimbledon.	16	16	0	G	16	0	0	G	John Hill		N
	SENIOR MANAGEMENT											
ENV01	Reduce the level of PA support to Heads of Service by 0.6fte.	19	19	0	G	19	0	0	G	Chris Lee		N
	PUBLIC SPACE											
E&R1	Arts Development - further reduce Polka Theatre core grant	5	5	0	G	5	0	0	G	Graeme Kane		N
E&R2	Water sports Centre - Additional income from new business - Marine College & educational activities.	10	10	0	G	10	0	0	G	Graeme Kane		N
E&R3	Various Budgets - Reduction in supplies & services &/or increased income over expenditure	16	16	0	G	16	0	0	G	Graeme Kane		N
E&R16	Joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	1,500	1,100	400	R	1500	0	0	G	Graeme Kane	Full savings not achieved in Year 1 of contract. Actual savings delivered are being monitored closely	Y
E&R20	TP to contribute to a cleaner borough, enforcement of litter dropping under ASB/ASB legislation with FPN fines for contraventions.	-3	-3	0	G	-3	0	0	G	Graeme Kane		Y
E&R25	Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton	160	160	0	G	160	0	0	G	Graeme Kane		N
ENV11	Outsource leisure and sports activities	59	59	0	G	59	0	0	G	Graeme Kane		N
ENV12	Loss of head of section/malgamated with head of Greenspaces	70	0	70	R	70	0	0	A	Graeme Kane	Expected to be achieved in 2018/19.	Y
ENV13	Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact.	70	0	70	R	70	0	0	G	Graeme Kane	Saving forms part of Phase C, but may not be achieved this financial year.	Y
ENV18	Increased income from events in parks	100	0	100	R	100	0	0	G	Graeme Kane	This saving is not currently being achieved. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
ENV19	Planned re-distribution of North East Surrey Crematorium funds	90	90	0	G	90	0	0	G	Graeme Kane		N
ENV21	Reduction in the grant to Wandale Valley Parks Trust	6	0	6	R	6	0	0	G	Graeme Kane	Cut now deferred for 2017/18	Y
ENV22	Reduction in grant to Mitcham Common Conservators.	24	24	0	G	24	0	0	G	Graeme Kane		N
ENV23	Further savings from the phase C procurement of Lot 2.	160	89	71	R	160	0	0	A	Graeme Kane	Saving forms part of Phase C, but may not be achieved this financial year.	Y
ENV25	Department restructure of the waste section	191	0	191	R	191	0	0	G	Graeme Kane	Saving forms part of Phase C, but may not be achieved this financial year.	Y
ENV26	Re-balancing of rounds	20	20	0	G	20	0	0	G	Graeme Kane	Saving forms part of Phase C, but may not be achieved this financial year.	Y
ENV27	Remove free provision of food waste liners	66	66	0	G	66	0	0	G	Graeme Kane	Saving forms part of Phase C, but may not be achieved this financial year.	Y
ENV28	Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling	37	37	0	A	37	0	0	A	Graeme Kane	Working closely with SLWP to prioritise this project.	Y
ENV29	Realign budget to reflect actual income achieved through sale of textiles	20	20	0	A	20	0	0	A	Graeme Kane	Price of textiles continue to fall. Income levels to be monitored closely.	Y
ENV30	Increase annual Garden Waste subscription fees by £5 p.a.	30	30	0	G	30	0	0	G	Graeme Kane	Saving forms part of Phase C, but may not be achieved this financial year.	Y
ENV31	Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection	102	102	0	G	102	0	0	G	Graeme Kane	Saving forms part of Phase C, but may not be achieved this financial year.	Y
ENV36	Review and removal of NRCs	50	50	0	G	50	0	0	G	Graeme Kane		Y
Total Environment and Regeneration Savings 2017/18		3,050	1,408	1,642		3,050	0	0				

Department	Target Savings 2016/17 £000's	2016/17 Shortfall £000's	2017/18 Projected shortfall £000's	2018/19 Projected shortfall £000's
Corporate Services	2,316	288	30	30
Children Schools and Families	2,191	0	0	0
Community and Housing	5,379	1,727	C&H Savings in 16/17 is mitigated by growth received in 17/18.	0
Environment and Regeneration	4,771	2,269	627	240
Total	14,657	4,284	657	270

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH02	Adult Social Care Promoting Independence - Public Value Review - Efficiencies to be found in hospital discharge process and by enabling customers to regain and maintain independence	100	79	22	G
CH29	Older People - Managing Crisis (including hospital discharge admissions to residential care. This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence.	125	0	125	R
CH34	Substance Misuse Placements - Actively manage throughput in residential rehab placements - A reduction in the placements available for Substance misuse clients	6	0	6	R

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH05	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to Voluntary Organisations. -Reduced demand for statutory services or reduced level of preventative services. In the latter case people would lose some of the services which make their life fuller.	500	500	0	G
CH04	Reduce Management costs and reduction in staffing costs Access & Assessment- Staffing restructure to deliver efficient processes, and building on planned shift of some customers to manage their own processes.	100	100	0	G
CH20	Access and Assessment Employees - Staff Savings 12 FTE to be deleted in 2016/17 12 FTE in 17/18, 12 FTE in 18/19 - These savings will come from across Access and Assessment, covering all service areas. - Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments. (CH20)	511	511	0	G

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH58	Access and Assessment Employees - Staff Savings	700	700	0	G
CH22	Commissioning Employees- Staff Savings- 4 FTE to be deleted- Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market.	156	156	0	G
CH21	Direct Provision Employees - Staff Savings 11FTE to be deleted- Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.	274	274	0	G
CH59	Direct Provision Residential and supported living management -staff reductions- We would expect to keep front line support staff but reduce management. This would mean less resource to provide outreach and the emphasis would primarily on providing core services (Bring forward savings -CH37) 2 FTE's	100	100	0	G

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH23	Directorate- Staff Savings - 0.46 FTE to be deleted- None, post now funded by Public Health	21	21	0	G
CH64	Directorate- Staff Savings - (Budget contribution to Joint Public Health consultant post to be deleted)- None, post now funded by Public Health	30	30	0	G
CH24	<p>Learning Disabilities- High Cost Packages - Review of High Cost Packages with a view to promoting independence This would be a holistic review of 17 identified high cost placements (i.e. those receiving packages of care over £1,500 per week and not health funded). We will use promoting Independence as the basis of these reviews. We are designing these figures based on a 6% reduction in support for the identified client group.</p>	100	0	100	R

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH25	<p>Learning Disabilities- Medium Cost Packages- Review of medium cost packages with a view of promoting independence -This would be a holistic review of identified medium cost placements of care of between £400 -£1,500 per week and not health funded). We will use the promoting independence model as the basis for these reviews. We are designing these figures based on a 10% reduction in support for the relevant clients within the identified group.</p>	400	0	400	R
CH26	<p>Learning Disabilities - Direct Payments- Review of all Direct Payments in Learning Disabilities with a view to promoting independence .We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the promoting independence model as the basis of these reviews. We anticipate this being a reduction of 7% for the individual support packages within this client group. There are currently 98 packages in this group.</p>	50	50	0	R

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH27	<p>Mental Health- Care Packages - Review of support packages within all areas of Mental Health services. - We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model.</p>	76	0	76	R
CH28	<p>Older People- Home Care Review of Home Care within support packages. There are currently 596 Older People within Merton receiving home care within their support packages. This represents an average reduction of 9% in home care support packages.</p>	387	0	387	R

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH30	<p>Older People - Review of Direct Payments support packages - Review of Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages.</p>	345	345	0	G
CH31	<p>Physical Disabilities- Review of all Direct Payments for clients with physical disabilities using promoting independence. -We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the promoting independence model as the basis of these reviews. We anticipate this being a reduction of 10% for the individual support packages within this client group. There are currently 150 packages in this group.</p>	134	0	134	R

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH32	Physical Disabilities - Home Care -The saving would be delivered through a review of home care provision within support packages. There are currently 89 Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents an average reduction of 8% in home care for this group.	48	0	48	R
CH33	Physical Disabilities- High Cost Packages - Review of PD Residential and 1-1 packages .This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs.	60	0	60	R
CH60	South Thames Crossroads : Decommission the crossroads service for carers. Replace with domiciliary care service/ Direct Payment offer and commissioned holistic carers support service from voluntary sector.	294	294	0	G

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
CH61	Meals on Wheels (Sodexo): Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure	153	48	105	R
CH62	Supported accommodation mental health : Decommission service as a result of Provider notice to cease service in Merton	106	106	0	G
CH63	Day support Imagine Independence : Decommission service and recommission cost effective peer led day opportunities for people with mental health	84	84	0	G
CH51	NHS Income : Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.	200	0	200	R
	Library & Heritage Service				
CH44	Deletion of all administrative support (Deletion of 1 x FTE)	26	26	0	G
CH45	Reduction in activities programme	2	2	0	G
CH46	Withdrawal from annual CIPFA public library user survey (PLUS)	3	3	0	G
CH47	Reduction in volunteering contract	20	20	0	G
CH48	Reduction in media fund	45	45	0	G
	Merton Adult Education				
CH15	MAE : Staffing cost reductions - Delivery utilising the use of Information Technology and other efficiencies	8	0	8	R

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Sept 2017

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Expected Savings £000	Shortfall £000	RAG
	Housing Needs & Enabling				
CH8	Reduction of Homelessness Prevention Grant:	56	0	56	R
CH9	Rationalisation of admin budget :	30	30	0	G
CH40	Housing Strategy officer - deletion of 1 FTE :	43	43	0	G
CH41	Environmental health Technical officer deletion of 1 FTE:	33	33	0	G
CH42	Housing options adviser deletion of 1.5 FTE :	53	53	0	G
	Total Community & Housing Department Savings for 2016/17	5,379	3,653	1,727	

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - PROGRESS ON SAVINGS 16-17

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Savings Expected £000	2016/17 Expected Shortfall £000	2017/18 Savings Expected £000	2017/18 Expected Shortfall £000	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer
CSF2012-07	<p>Family and Adolescent Services Stream - Transforming Families (TF), Youth Offending Team (YOT) and in Education, Training and Employment (ETE). 2016/17 savings will be achieved by the closure of Insight and deletion of YJ management post.</p> <p>Children Social Care</p>	100	100	0	100	0	A	100	0	G	Paul Angell

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 16-17

Ref	Description of Saving	2016/17 Savings Required £000	2016/17 Shortfall	16/17 RAG	2017/18 Savings Expected £000	2017/18 Expected Shortfall £000	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments
CS39	Impact of Customer Service Review	30	30	R	0	30	A	0	30	A	David Keppler/Sean Cunniffe	Has not been achieved due to delay in Customer Contact Implementation.
CS63	Reorganisation of systems development and support arrangements.	88	88	R	88	0	G	88	0	G	Sophie Ellis	
CS10	Outsourcing - Service Desk	20	20	R	20	0	G	20	0	G	Mark Humphries	Alternative Saving found from supplies budget
CSD2	Energy Savings (Subject to agreed investment of £1.5m)	150	150	R	150	0	G	150	0	G	Mark Humphries	Alternative Saving found from supplies budget
	Total Corporate Services Department Savings for 2016/17	288	288		258	30		258	30			

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2016-17

Ref	Description of Saving	2016/17 Savings Achieved £000	Shortfall	16/17 RAG	2017/18 Savings Expected £000	2017/18 Expected Shortfall £000	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
	SUSTAINABLE COMMUNITIES												
ER23a	Staff savings from 6th month review following the merger of the traffic and highways and the FutureMerton team in to one team and further budget savings/adjustments within the controllable expenditure budgets	130	0	G	130	0	G	130	0	G	James McGinlay		N
ER23b	Restructure of team to provide more focus on property management and resilience within the team.	52	52	R	40	12	R	52	0	A	James McGinlay	Business Case for restructure in progress, but due to the delay it's unlikely to be fully achieved this financial year. Saving being achieved through rents (reported through monthly budget return).	Y
EN27	Reduction in the Lining Budget	10	0	G	10	0	G	10	0	G	James McGinlay		N
EN30	Reduction in supplies and Services Costs	20	0	G	20	0	G	20	0	G	James McGinlay		N
EN31	Reduction in energy costs	30	0	G	30	0	G	30	0	G	James McGinlay	LED Rollout - savings generated	N
EN32	Renegotiation of J.C Deceaux Contract	10	0	G	10	0	G	10	0	G	James McGinlay	Extra income generated	N
EN42	Consultancy Income. This is based on an average daily rate of £300 per day (15/16 equates to 7 days per year for each chargeable member of staff and 16 days in 16/17) based on the consultancy project management working practices adopted by FutureMerton team.	50	0	G	50	0	G	50	0	G	James McGinlay	Income achieved via Estates Regeneration income from CHMP.	N
E&R6	Reduced costs incurred as a result of sub-leasing Stouthall until 2024.	39	0	G	39	0	G	39	0	G	James McGinlay		N
E&R32	Wifi Concessionary Contract-Income from wifi concessionary contract to be let from 2015/16	20	0	G	0	20	R	0	20	R	James McGinlay	Phase one has been successfully implemented, and phase two will be implemented in 17/18.	N
E&R33a	Various D&BC Budgets - increase in income from commercialisation of services	75	0	G	0	75	R	75	0	G	James McGinlay	A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
E&R35	Police street lighting contract costs	25	0	G	25	0	G	25	0	G	James McGinlay	Contract renegotiated	N
E&R36	Reduction in reactive work budget	60	60	R	60	0	G	60	0	G	James McGinlay	Budget taken - saving achieved	N
E&R38	Income from Section 278/Developers agreements where traffic works are required as part of development . Charging for work currently not charged for.	50	0	G	15	35	R	50	0	A	James McGinlay	Development site review underway. Implemented 2018.	Y
E&R39	Pre-application income. This is in addition to any previous pre-app savings proposal.	50	0	G	0	50	R	50	0	G	James McGinlay	Monitored throughout the year. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
E&R40	Consultancy income. This is in addition to any previous savings proposal.	60	0	G	60	0	G	60	0	G	James McGinlay	Income achieved via Estates Regeneration income from CHMP, GLA and OPE	N
E&R42	Align Vestry Hall income budget with current levels of income being achieved.	20	0	G	20	0	G	20	0	G	James McGinlay		N
E&R31	Senior management and support-Deletion of the 2 management support posts and absorption into existing resources.	70	0	G	70	0	G	70	0	G	Chris Lee		N
EN02	PUBLIC PROTECTION Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations.	226	0	G	226	0	G	226	0	G	John Hill		N
EV11	Increase all pay and display charges for on and off street parking by 10%. It should be noted that no allowance has been made for elasticity of demand this figure could reduce by 25%.	125	0	G	125	0	G	125	0	G	John Hill		N
E&R7	Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough.	260	0	G	260	0	A	260	0	A	John Hill		N
E&R8	In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the implementation of ANPR.	1,700	1,700	R	1700	0	G	1700	0	G	John Hill	The pricing regime has reduced demand to a greater extent than previously expected. However, income resulting from E&R 11 should help to offset this shortfall.	N
E&R9	Change in on-street bay suspension pricing structure.	500	281	R	250	250	R	250	250	R	John Hill		Y
E&R10	Back office reorganisation	80	80	R	0	80	R	80	0	G	John Hill	Savings will not be achieved this year as the reorganisation is based on staff numbers required upon completion of ANPR implementation. Excess income could mitigate this saving. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
E&R11	Enforcement of pavement parking	60	-87	G	120	-60	G	120	-60	G	John Hill	Expected to exceed target and will be used to help offset shortfall on E&R9.	Y

E&R12	End lease of Wyaliffe Road	14	14	0	G	14	0	0	G	14	0	0	John Hill	Work underway, but potential for slippage and subsequent failure to achieve full year effect in 2017/18. The expanded RSP (includes Wandsworth) becomes operational in April 2018 and the income generating Business Development team becomes operational in September 2018.	N
E&R13	Increase income from discretionary fees & charges	50	10	40	R	15	35	0	R	50	0	0	John Hill		Y
E&R15	Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered.	50	50	0	G	50	0	0	A	50	0	0	John Hill	Income is subject to legal process through the courts and defendants' payments.	N
EN14	PUBLIC SPACE Mobile technology including GPS and in cab monitors. Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency.	100	0	100	R	100	0	0	G	100	0	0	Graeme Kane	This saving is linked to new CRM project and Environmental asset Management Business case.	N
EN35	Various Budgets - Increased income through various charging increases where the service provided will still be purchased eg. Increases % commercial uplift from 30% to 50% per hr; increases in charges in halls and at watersports centre, etc.	14	14	0	G	14	0	0	G	14	0	0	Graeme Kane	GPS and vehicle tracking was not delivered in 2016 / 17. This will be delivered as part of Phase C project in 2017 / 18.	N
EN36	Various Budgets - Increased income through sale of advice & guidance from senior professional officers and sale of specialist arts & leisure developed service packages to groups and organisations e.g private care homes, etc.	10	10	0	G	10	0	0	G	10	0	0	Graeme Kane		N
EN37	Merton Active Plus - Increased income	5	5	0	G	5	0	0	G	5	0	0	Graeme Kane		N
EN45	Further commercialisation and development of sports and allied parks services (eg. increase in fees and charges (3.75%); cost recovery plus; service bundling; sponsorship of bedding plants etc), aligned to the emerging strategy for sports.	13	0	13	R	13	0	0	G	13	0	0	Graeme Kane		N
E&R1	Arts Development - further reduce Polka Theatre core grant	5	5	0	G	5	0	0	G	5	0	0	Graeme Kane		N
E&R2	Water sports Centre - Additional income from new business - Mairine College & educational activities.	10	10	0	G	10	0	0	G	10	0	0	Graeme Kane		N
E&R17	To reduce the costs of the service and maintain current standards of working within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers	157	157	0	G	157	0	0	G	157	0	0	Graeme Kane	COMPLETED - Service now provided by Contractor from April 2017.	N
E&R18	Change the distribution of food caddy liners	70	70	0	G	70	0	0	G	70	0	0	Graeme Kane	COMPLETED . Service removed April 16. Residents able to collect liners free of charge from libraries 2016 / 17. Full service removed April 2017	N
E&R19	Align income budget to levels of income being generated from the sale of @hills.	50	50	0	G	50	0	0	G	50	0	0	Graeme Kane	COMPLETED Revenue budget has been amended to reflect additional income target.	N
E&R20	Contribute to a cleaner borough, enforcement of litter dropping under EPA/ASB legislation with FPN lines for contraventions.	20	20	0	G	20	0	0	G	20	0	0	Graeme Kane	COMPLETED current projection indicates that this income will be exceeded. Income shown in budget forecaste	Y
E&R21	HRRC Site operations procured to external provider. Contractual savings.	30	0	30	R	0	30	0	R	30	0	0	Graeme Kane	Although procurement led to significant cost reduction, it was not sufficient enough to reduce below existing budget level. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017.	Y
E&R22	Removal of borough wide dog bins including Parks	42	42	0	G	42	0	0	G	42	0	0	Graeme Kane	COMPLETED Full savings achieved.	Y
E&R24	Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams.	130	0	130	R	130	0	0	G	130	0	0	Graeme Kane		N
E&R26	Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking	60	0	60	R	5	55	0	R	30	30	0	Graeme Kane	It is currently expected to be implemented around January 2018. Also, as a result of the outcome of the formal consultation on the scheme the parking charge proposals at one location, and at all other locations on Saturdays, were dropped by the Council.	Y
E&R27	Additional property rental income	44	0	44	R	14	30	0	R	44	0	0	Graeme Kane	New and reviewed tenancies are expected to be implemented during 2017/18 that will help meet this saving.	Y
E&R33b	Various Greenspaces Budgets - Increase in income from commercialisation of services	70	0	70	R	55	15	0	R	70	0	0	Graeme Kane	Work continues with achieving the £70k saving related to events.	Y
E&R33c	Various Commercial Waste Budgets - Increase in income from commercialisation of services	75	75	0	G	75	0	0	G	75	0	0	Graeme Kane	Commercial services now provided by Contractors.	N
E&R33d	Various leisure & Culture Budgets - Increase in income from commercialisation of services	30	30	0	G	30	0	0	G	30	0	0	Graeme Kane		N
Total Environment and Regeneration Savings 2016/17		4,362	2,093	2,269		4,144	627	240		4,531					

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