

Merton Council

BUSINESS PLAN 2018-22

SAVINGS PROPOSALS CONSULTATION PACK

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

Healthier Communities & Older People O&S Panel	11 January 2018
Sustainable Communities Overview and Scrutiny Panel	16 January 2018
Children and Young People Overview and Scrutiny Panel	17 January 2018
Overview and Scrutiny Commission	25 January 2018
Cabinet	19 February 2018
Budget Council	28 February 2018

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All sections are grouped by Scrutiny Panel/Commission

CABINET 16 OCTOBER

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SUMMARY OF REPLACEMENT SAVINGS

Cabinet October 2017

REPLACEMENT SAVINGS	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Corporate Services	-	-	-	-	-
Children, Schools & Families	-	-	-	-	-
Environment & Regeneration	-	-	-	-	-
Community & Housing	-	-	-	-	-
Total	-	-	-	-	-
Net Cumulative total	-	-	-	-	-

Cabinet December 2017

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

NET EFFECT OF REPLACEMENT SAVINGS: Cabinet October 2017 + Cabinet December 2017

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

SUMMARY OF PROGRESS AGAINST SAVINGS TARGETS 2018-19

SAVINGS TARGETS: Cabinet September 2017

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	

SAVINGS PROPOSALS: Cabinet October 2017

SAVINGS TARGETS BY DEPARTMENT	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Corporate Services	-	0	0	0	0
Children, Schools & Families	-	-	-	-	-
Environment & Regeneration	-	300	-	-	300
Community & Housing	-	-	-	-	-
Total	-	300	-	-	300
Net Cumulative total	0	300	300	300	

SAVINGS PROPOSALS: Cabinet December 2017

SAVINGS TARGETS BY DEPARTMENT	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	280	95	75	450
Community & Housing	0	500	1,100	0	1,600
Total	0	1,794	1,532	115	3,441
Net Cumulative total	0	1,794	3,326	3,441	

TOTAL SAVINGS PROPOSALS: Cabinet October 2017 + December 2017

SAVINGS TARGETS BY DEPARTMENT	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	580	95	75	750
Community & Housing	0	500	1,100	0	1,600
Total	0	2,094	1,532	115	3,741
Net Cumulative total	0	2,094	3,626	3,741	

BALANCE OF SAVINGS TARGETS REMAINING

SAVINGS TARGETS BY DEPARTMENT	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Corporate Services	0	1,349	1,724	129	3,202
Children, Schools & Families	0	0	3,178	132	3,310
Environment & Regeneration	0	2,676	3,257	187	6,120
Community & Housing	0	(500)	5,593	265	5,358
Total	0	3,525	13,752	713	17,990
Net Cumulative total	0	3,525	17,277	17,990	

CABINET OCTOBER 2017
Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
E&R10	Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	Parking Services Back office reorganisation Review the current back office structure Reduction in staff Improve efficiencies by reducing revenue expenditure None None	80			Low	Low	SS1
E&R21	Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	Waste Services HRRC Site operations procured to external provider. Contractual savings. None - Continuation of externalised service - current procurement in progress TUPE and impact on transfer station. None None None	30			Low	Low	SP1
E&R33a	Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	D&BC Various Budgets - Increase in income from commercialisation of services Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed Will work closely with Business managers in EandR and across Council 2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan Will work with other income generating staff across the council None anticipated	75			High	Low	SI1/SI2
E&R39	Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	Traffic & Highways Pre-application income. This is in addition to any previous pre-app savings proposal. Charging for pre-application services inputted from the T&H service as part of the pre application service. Delivered within existing resources Increased income Will require close liaison with DC/BC team None	50			Med	Med	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
D&BC1	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Building and Development Control Fast track of householder planning applications New processes to be implemented and securely embedded None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation. Increased income None None In line with TOM proposals		55		Low	Low	S12
D&BC2	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Building and Development Control Growth in PPA and Pre-app income Responsiveness to service requests should not change. As the service/income improves extra staffing will be needed and funded from a proportion of that extra income. Increased income Future Merton could also need to adjust staffing accordingly none In line with TOM proposals		50		Med	Low	S12
D&BC3	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Building and Development Control Commercialisation of building control This has so far proven difficult mainly due to recruitment issues Will need an invest to save with any additional staff funded by some of the increased income generation Increased income None . Expanded team could better support other internal users None Integral part of the TOM for BC		50		High	Low	S12

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
D&BC5	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Building and Development Control Eliminate the Planning Duty service (both face to face and dedicated phone line) Callers will still try to contact officers by other means in any event, so there will have to be a clear understanding and agreed supported message that such calls will not be dealt with. Web site self service improvements will be required Reduce by 1FTE none Less assistance for pre app enquiries (unless charged) reduced assistance for all residents in understanding the planning process		35		Low	High	SS2
D&BC6	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Building and Development Control Stop sending consultation letters on applications and erect site notices only Site notices will be mandatory so failsafe system to be devised none None none Those without web site connections will find it difficult to search for application details None		10		Low	Med	SNS2
ENV06	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Parking Services Reduction in transport related budgets May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible. None None None consistent with TOM direction of travel		46		Low	Low	SNS1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ENV18	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Greenspaces Increased income from events in parks Increased income through a broader range of commercial opportunities - over and above those previously agreed. Some unquantified extra resource likely to be required, linked to the business case for each initiative. In line with the TOM outcomes None None In line with the TOM direction of travel		100		Med	Med	S12
ENV20	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Development & Building Control Increased income from building control services. Increased income through a broader range of commercial opportunities - over and above those previously agreed. None In line with the TOM outcomes None None In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting .		35		Med	Low	S12
D&BC7	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Building and Development Control Shared service collaboration with Kingston/Sutton Combined analysis of service delivery should result in further additional income streams from PPA's and Pre-apps and more efficient working practices across the service Additional service demand may need more staff. Efficiencies should result in less staff. Increased income, PPA's and pre apps None None Significant progress on one of the main TOM strategies			50	Low	Low	S12

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
D&BC8	Service/Section Description	Building and Development Control Review of service through shared service discussions			274	High	Med	SI1; SI2; SS1; SS2; SNS 1: SNS2
	Service Implication	To be determined through shared service discussions						
	Staffing Implications	To be determined through shared service discussions						
	Business Plan implications	To be determined through shared service discussions						
	Impact on other departments	None.						
	Equalities Implications	None.						
	TOM Implications	In line with the TOM.						
		TOTAL	235	381	324			
		Cumulative Total	235	616	940			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Swap Saving								
E&R8	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>Parking Services - ORIGINALLY A GROWTH ITEM In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR. Improvement of traffic enforcement efficiency and compliance by motorists Expansion of FTEs in PCN processing and Debt Registration teams by up to 100% Increase in fines from PCNs and expenditure and a need for more accommodation Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure None</p>			500	Med	High	SI2
Alternative Saving								
ALT1	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services/Regulatory Services Partnership The further development of the emissions based charging policy by way of increased charges applicable to resident/business permits as a means of continuing to tackle the significant and ongoing issue of poor air quality in the borough. Will have no impact on service although the permit issuing system will need to be capable of accommodating changes to the price/variety of permits. None Will underpin the key aims and objectives of the emerging Air Quality Action Plan designed to encourage cleaner air quality and change in motorist behaviour. Will require continues close liaison between Parking and EH (P) team to monitor the effectiveness of this proposal as a means of tackling poor air quality. None anticipated as vehicle emissions has no known correlation with equalities groups Both service area TOMS (Parking & RSP) are committed to tackling traffic congestion and improving air quality. The proposal is entirely consistent with these aims.</p>			440	Med	Med	SI2
		0	0	940				

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Savings Type		Panel					
SI1	Income - increase in current level of charges						Children & Young People
SI2	Income - increase arising from expansion of existing service/new service						Corporate Capacity
SS2	Staffing: reduction in costs due to deletion/reduction in service						Healthier Communities & Older People
SNS1	Non - Staffing: reduction in costs due to efficiency						Sustainable Communities
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						

CABINET DECEMBER 2017

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)
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 HR Support - centralisation	90	Medium	High	SS1
		Service Implication	More self service				
		Staffing Implications	Reduction in staff numbers				
		Business Plan implications	HR transactions review part of long-term HR business plans				
		Impact on other departments	resistance to change				
		Equalities Implications	Will impact women in the division as a high number of HR employees are female				

CABINET DECEMBER 2017

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)
O&SC	CS49	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<p><u>Human Resources - Business Partners</u> Further consolidation of HR advisory work</p> <p>Delete X4 advisor posts</p> <p>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</p>	140	High	High	SS2
	CSD28	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<p><u>Human Resources</u> COT review</p> <p>Reduced business support</p> <p>Reduced staffing levels</p> <p>Less transactional support</p> <p>Less transactional support</p> <p>Proposals affect a female workforce</p>	38	M	M	SS2

CABINET DECEMBER 2017

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	<p>Division 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><u>Human Resources</u></p> <p>Recruitment and DBS review</p> <p>Reduction in HR managerial support</p> <p>Reduction in staffing</p> <p>Reduction in transactional support</p> <p>Reduction in transactional support</p> <p>Impacts on a largely female workforce</p>	50	M	M	SS1
	CS2015-05	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p><u>Resources - Staffing Costs and income budgets</u></p> <p>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</p> <p>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</p> <p>3 to 4 posts will need to be deleted</p> <p>It is consistent with the streamlining proposed in the business plan</p> <p>This will require a substantial increase in the move to self help by departmental managers</p> <p>The down sizing will be managed in line with the corporate managing of change policies</p> <p>The change is consistent with TOM themes of process improvement and streamlining</p>	141	M	M	SS1

Part of £216k achieved

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

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

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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)
	CSD42	<u>Division Description</u>	<u>Business Improvement</u> Restructure functions delete 1 AD and other elements of management	70	M	M	SS1
		<u>Service Implication</u>	Seeks to achieve economies of scale with minimal impact on services through centralisation				
		<u>Staffing Implications</u>	TBC - rationalisation of functions will be sought				
		<u>Business Plan implications</u>	Widen support responsibilities within the Business Systems Team				
		<u>Impact on other departments</u>	Migrates technical support arrangements to CS. May offer some dept savings.				
		<u>Equalities Implications</u>	None				
		<u>Service Description</u>	<u>Business Improvement</u> Staffing support savings	13	L	L	SS1
		<u>Service Implication</u>	None				
		<u>Staffing Implications</u>	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.				
		<u>Business Plan implications</u>	In line with IT Strategy				
		<u>Impact on other departments</u>	None				
		<u>Equalities Implications</u>	None				
		<u>TOM Implications</u>	None				

Part of £170k achieved

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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							

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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 27	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							

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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 (5)	Service/Section Description Service Implication Staffing Implications Business Plan implications	Revenues and Benefits Council tax and business rates credits None None None		220			L	L	SNS2
		Impact on other departments Equalities Implications TOM Implications	None None None							
Page 28	CSREP 2018-19 (6)	Service/Section Description Service Implication Staffing Implications Business Plan implications	Customer services Reduction in running costs budgets None None None		9			L	L	SNS2
		Impact on other departments Equalities Implications TOM Implications	None None None							
	CSREP 2018-19 (7)	Service/Section Description Service Implication Staffing Implications Business Plan implications	Translation services Increase in income None None None		10		10	M	M	SI2
		Impact on other departments Equalities Implications TOM Implications	None None None							

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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 (8)	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Corporate Dividend from CHAS 2013 Limited None None None None None None None		215		0	L	L	SI2
Page 29	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 None		11			L	L	SNS2
	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 None		25			L	L	SI2

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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 30	CSREP 2018-19 (11)	Service/Section	Corporate Governance							
		Description	Audit and investigations		50			M	L	SNS2
		Service Implication	Reduction in service days							
		Staffing Implications	None							
		Business Plan implications	Reduce audit capacity.							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications								
	CSREP 2018-19 (12)	Service/Section	Human Resources							
		Description	Reduction in posts across the department		185			L	L	SNS2
		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							

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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 31	CSREP 2018-19 (13)	Service/Section	Business Improvement - Business Systems							
		Description Service Implication	Maintenance and Support reduction 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.		10			H	L	SP2
		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.							
	CSREP 2018-19 (14)	Service/Section	Business Improvement - Business Systems							
		Description Service Implication	M3 support to Richmond/Wandsworth 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.		20			M	L	SI2
		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.							

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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 32	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.							

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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)
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							

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

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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	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Cross Cutting</p> <p>Data review & centralisation.</p> <p>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.</p> <p>1 FTE staffing of overall pool of 8 posts.</p> <p>None</p> <p>We will focus on statutory returns which may impact on requests from other departments.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.</p> <p>The TOM 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.</p>	377	40				Medium	Medium

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	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Cross Cutting</p> <p>Review of CSF staffing structure beneath management level. 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.</p> <p>Expect a reduction of 13 posts from a total of 65FTE. We will prioritise our core statutory education and social care functions.</p> <p>A smaller workforce will reduce our ability to work on cross cutting issues and new developments.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.</p> <p>The TOM 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.</p>	1,049	189				High	Medium
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	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Cross Cutting</p> <p>Review of non-staffing budgets across the department</p> <p>Further reduction in commissioning budgets due to the combining of contracts realising some savings and from reduced support budgets following service redesigns.</p> <p>None</p> <p>No specific Implications</p> <p>None.</p> <p>We will continue to prioritise commissioning according to need, vulnerability and risks.</p> <p>Savings in line with Merton's Child and Young Person well-being model procurement approach. Resources will be allocated according to need.</p>	824	106				Low	Low
C&YP	CSF2017-02	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Cross Cutting</p> <p>Reduction in business support unit staff</p> <p>Reduction in administration support following the departmental DMT restructure.</p> <p>Reduction of 1 posts from a total of 4 FTE.</p> <p>No specific Implications</p> <p>None</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.</p> <p>This follows on from the departmental TOM DMT restructure.</p>	141	33				Low	Low

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	<p><u>Service</u></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>TOM Implications</p>	<p><u>Children Social Care</u></p> <p>Delivery of preventative services through the Social Impact Bond</p> <p>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.</p> <p>None</p> <p>No specific Implications</p> <p>None</p> <p>This is a service for some of our most vulnerable children and young people.</p> <p>This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>	6,793	45				Medium	Medium
C&YP	CSF2017-04	<p><u>Service</u></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>TOM Implications</p>	<p><u>Children Social Care</u></p> <p>South London Family Drug and Alcohol Court commissioning</p> <p>Enable children to stay at home safely, thereby reducing cost of care proceeding and care placements</p> <p>None</p> <p>No specific Implications</p> <p>Potential impact on legal department.</p> <p>This is a service for some of our most vulnerable children and young people.</p> <p>This is in line with the CSF TOM and our Child and Young Person well-being model approach.</p>	6,793	45				Medium	Medium
Total Children, Schools and Families Savings					229	0	0	0		

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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.								

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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>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>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

CABINET DECEMBER 2017

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>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 Implication</p> <p>Service users will receive the same transport levels, but delivered differently and will have more choice of taxi provider</p> <p>Staffing Implications</p> <p>nil</p> <p>Business Plan implications</p> <p>nil</p> <p>Impact on other departments</p> <p>nil</p> <p>Equalities Implications</p> <p>nil</p> <p>TOM Implications</p> <p>nil</p>	182	50	0	0	0	Medium	Medium	SNS1
	CH72	<p>Service/Section Description</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>Service Implication</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>Staffing Implications</p> <p>tbc</p> <p>Business Plan implications</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>Impact on other departments</p> <p>Day centre users have a learning disability.</p> <p>Equalities Implications</p> <p>This is a substantial project that will impact on the refresh of the C&H and E&R TOMs</p> <p>TOM Implications</p>	1,087	100	0	0	0	High	Medium	SNS1/2
	CH73	<p>Service/Section Description</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>Service Implication</p> <p>A reductions in staffing to be achieved by decreased use of agency staff</p> <p>Staffing Implications</p> <p>Nil</p> <p>Business Plan implications</p> <p>Nil</p> <p>Impact on other departments</p> <p>Nil</p> <p>Equalities Implications</p> <p>Mental health service users may receive a less responsive service.</p> <p>TOM Implications</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

CABINET DECEMBER 2017

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 Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>TOM Implications</p>	<p>Adult Social Care Income maximisation</p> <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. Assessed as a 3% improvement less cost of additional staffing The savings is net of increased staff costs of £90k Staffing and income budgets will need to be adjusted This may increase the workload of the corporate transactions team</p> <p>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 Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>TOM Implications</p>	<p>Public Health</p> <p>Public Health: health related services in other budgets There will be reduced activity in non-statutory and lower priority programmes Nil nil nil By its nature Public Health focuses on those with poorer health outcomes, and they might receive a lower level of interventions 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 45	CH65	<p>Service Description</p> <p>Shared Service Arrangement Reduced staffing through sharing services with neighbouring boroughs Original savings (£800k) less £100k still achievable and £600k alternatives saving</p> <p>Service Implication This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.</p> <p>Staffing Implications Possible redundancies.</p> <p>Business Plan implications This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.</p> <p>Impact on other departments</p> <p>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.</p> <p>TOM Implications</p>		100	(100)	100	0	High	High	SS2
	HC&OP	CH39	<p>Service Description</p> <p>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.</p> <p>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.</p> <p>Staffing Implications There would be potential redundancies within the in-house provision</p> <p>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.</p> <p>Impact on other departments None</p> <p>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.</p>	1,572	99	(99)	99	0	High	High

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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				

CABINET OCTOBER 2017: NEW SAVINGS PROPOSAL

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

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR10	Service/Section	Leisure & Culture	573			300	Med	Low	SP1
		Description	Two year extension of the GLL contract							
		Service Implication	Extend continuity of service provision with same contractor for 2 further years.							
		Staffing Implications	None							
		Business Plan implications	Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by two years							
		Impact on other departments	Procurement and legal - as re-procurement delayed by 2 years; Children, Schools and Families - continuity of service provision by current contractor for 2 further years - school curriculum swimming, etc.							
		Equalities Implications	Continuity of service maintained with existing contractual arrangements.							
		TOM Implications	Contract change creating efficiencies. Key officer across council will be involved in the detail of the changes to ensure delivery.							

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Savings Type

- S11** Income - increase in current level of charges
- S12** Income - increase arising from expansion of existing service/new service
- SS1** Staffing: reduction in costs due to efficiency
- SS2** Staffing: reduction in costs due to deletion/reduction in service
- SNS1** Non - Staffing: reduction in costs due to efficiency
- SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1** Procurement / Third Party arrangements - efficiency
- SP2** Procurement / Third Party arrangements - deletion/reduction in service
- SG1** Grants: Existing service funded by new grant
- SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant

Panel

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

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 48	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.							

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 49	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							

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 50	2018-19 CS04	Service/Section	Infrastructure & Transactions - Facilities Management	630	36			L	M	SS2
	Description	Delete or full cost recovery of one post within FM								
		Service Implication	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		30			H	M	SS2
		Description	Reduction in permanent staffing							
		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							

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 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							
Page 51	2018-19 CS07	Service/Section	Resources							
		Description	Retender of insurance contract			50	25	L	L	SP1
		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							

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 52	2018-19 CS08	Service/Section	Revenues and Benefits							
		Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Increase in income from Enforcement Service Increase in number of warrants received from ANPR contriventions None None Increase in income for E & R None		100	20	15	L	L	SI2
	2018-19 CS09	Service/Section	Customer Contact							
		Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Reduction/rationalisation in running costs budgets across multiple budgets None None None None None None		35			L	L	SNS1

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 53	2018-19 CS10	Service/Section	Revenues and Benefits							
		Description Service Implication	Reduction in staffing Review of staffing structure within the section taking into account impact of universal credit, business rates retention, collection rates for all debt and welfare benefits.		60			L	M	SS2
		Staffing Implications	Approximately 2.0 FTE reduction							
		Business Plan implications Impact on other departments Equalities Implications TOM Implications	Will be reviewed depending on review							
	2018-19 CS11	Service/Section	Corporate Services							
		Description Service Implication	Restructure of management across Corporate Services Will impact significantly on level of support/service offered		400			M	M	SS2
		Staffing Implications	5-6 FTE senior managers							
		Business Plan implications Impact on other departments Equalities Implications TOM Implications	New ways of working and increased responsibilities Will require increase in self service and potential loss in customer satisfaction None							

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 54	2018-19 CS12	Service/Section	Corporate Governance							
		Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	SLLp - reduction in legal demand Reduction in legal chargeable hours Possible 1 lawyer None None None			50		H	M	SS2
	2018-19 CS13	Service/Section	Corporate Governance							
		Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Audit and investigations Reduction in service days Shared service Reduce audit capacity and resource for criminal and civil enforcement None None		50					

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 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.							

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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 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

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

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	<u>Service</u>	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	<u>Service</u>	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

CABINET DECEMBER 2017

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
Page 59		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.							

CABINET DECEMBER 2017

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							

CABINET DECEMBER 2017

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	0	100			Low	Med	SP1
		Description	Income from Merantun Development Limited for services provided to the company by LBM							
SC	E5	Service/Section	Greenspaces	513	50			Low	Low	SI2
		Description	Letting of remaining vacant facilities in Greenspaces							
		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							

CABINET DECEMBER 2017

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			

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Savings Type

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

Panel

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

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

DEPARTMENT: Community and Housing 2019/20- New Savings

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						500		
						0		

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

DEPARTMENT: Community and Housing New Savings

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	Older People's social care (mental health)					
			Service Implication	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.		500	High	High	SNS2
			Staffing Implications	Creating integrated teams will mean changing roles, locations and ways of working. Any Staff reductions will be in management posts		100	High	High	SS1
			Business Plan implications	It may require a pooled budget					
			Impact on other departments	The integrated service will require a host organisation. The choice of the host will affect the demand on corporate services					
			Equalities Implications	This will impact on the council's response to vulnerable older people, most of whom either have a disability or a mental impairment.					
			TOM Implications	The TOM will need to be refreshed to reflect an integrated model					
			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	Adult Mental Health	1200	500	Medium	High	SS1
			Service Implication	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					
			Staffing Implications	A reduction in mental health management and front line posts					
			Business Plan implications	reduction in offer					
			Impact on other departments						
			Equalities Implications	By the nature of the service, these savings will impact on people with mental ill health					
			TOM Implications	reduction in offer					

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017

DEPARTMENT: Community and Housing New Savings

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							6,693		
Total C&H Savings target (Shortfall)/Surplus							(5,093)		

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Equality Analysis



06 E&R Parking Services (Ref No. ALT1)

What are the proposals being assessed?	Further development of an emissions based charging Policy for resident/business permits
Which Department/ Division has the responsibility for this?	Enfv & Regeneration /Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To encourage cleaner air quality and contribute to the public health agenda
2. How does this contribute to the council's corporate priorities?	To improve the health of the Community.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents, Businesses and Trade who purchase a parking permit
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department. The section will work closely with the Shared Regulatory Service Pollution Team when implementing the proposal.

Stage 2: Collecting evidence/ data

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

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

It is not believed that levels of vehicle emissions have a correlation with motorists with protected characteristics. If, during the implementing of the policy, it becomes evident that this is not the case, this assessment will be reviewed.

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	Healthy environment
Disability	X			x	No surcharge will be applied to a vehicle used by a Blue Badge holder
Gender Reassignment	X			x	Healthy environment
Marriage and Civil Partnership	X			x	Healthy environment
Pregnancy and Maternity	X			x	Healthy environment
Race	X			x	Healthy environment
Religion/ belief	X			x	Healthy environment
Sex (Gender)	X			x	Healthy environment
Sexual orientation	X			x	Healthy environment
Socio-economic status		X	x		The increase in costs may affect this group

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 10th Nov 2015
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date:

Equality Analysis – ENR10

– Leisure & Culture Development Team



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

What are the proposals being assessed?	To make Leisure Centre Contract Savings at the time of the opening of the new Morden Leisure Centre (MLC) and the demise of the existing Morden Park Pools (MPP) by way of a Change to the existing Leisure Management Contract with Greenwich Leisure Limited (GLL)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Public Space Division
Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve leisure management contract savings</p> <p>Aims: To open a new MLC, close & demolition the existing MPP</p> <p>Proposals:</p> <ol style="list-style-type: none"> 1) The new Morden Leisure Centre (MLC) is due to be completed in the Autumn of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum.
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation of services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers, community organisations, schools, other departments, stakeholders etc. as we open a new leisure centre and close the existing MPP. The main terms of the contract pricing structures, membership, etc. will not change, rather a new suite of leisure opportunities will be provided generating a saving on the leisure management contract.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No

Stage2: Collecting evidence/data

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

Type of evidence

The range and type of facilities to be included in the new MLC has already been fully considered and consulted upon with the community through formal and informal consultations, planning applications and will continue to occur as the plans and designs implemented. This will include local interest groups, disability organisations, schools, those from ethnic minority communities and faith groups.

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 facility mix for sports & leisure opportunities will be increased for all. The service contract will remain as is in making this saving.
Disability	√			√	
Gender Reassignment	√			√	
Marriage and Civil Partnership	√			√	
Pregnancy and Maternity	√			√	
Race	√			√	
Religion/ belief	√			√	
Sex	√			√	
Sexual orientation	√			√	
Socio-economic status	√			√	

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

No negative impact identified above.

Stage4: Decision

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

Outcome 1 - ✓	Outcome 2 -	Outcome 3	Outcome 4
<p>Outcome 1 – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>		<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	
<p>Outcome 2 – Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>		<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>	
<p>Outcome 3 – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>		<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>	

Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it must be removed or changed.
Note: If your EA is assessed as outcome 3 , explain your justification with full reasoning to continue with your proposals?	Include information as to why you suggest going ahead with your proposals despite negative impact being identified.

Stage 5: Making adjustments – Improvement Action Plan

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

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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
No negative impacts identified,						

Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.
 Included as part in the existing Leisure & Culture Development Team's transformation and service plans.

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

We will share any learning from this with others through one to one support, advice and guidance as appropriate and time allows.

Stage 6: Monitoring

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

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

Monitoring will be done through the leisure management contract monitoring processes within existing business practices

How often will you do this?

Quarterly through formal meetings, otherwise through day to day working and business operations.

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

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

Summary of the key findings:

None.

Stage 8: Sign off by Head of Service

Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 29 Sept 2017
Improvement action plan signed off by Head of Service	Graeme Kane, Head of Public Space Division	Signature: G Kane	Date: 29 Sept 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?	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	
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)	2018-19CS01 – 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.
3. 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.
4. 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.
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).

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

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		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
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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	
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)	2018-19CS03 – 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.
2. 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.
3. 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.
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).

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

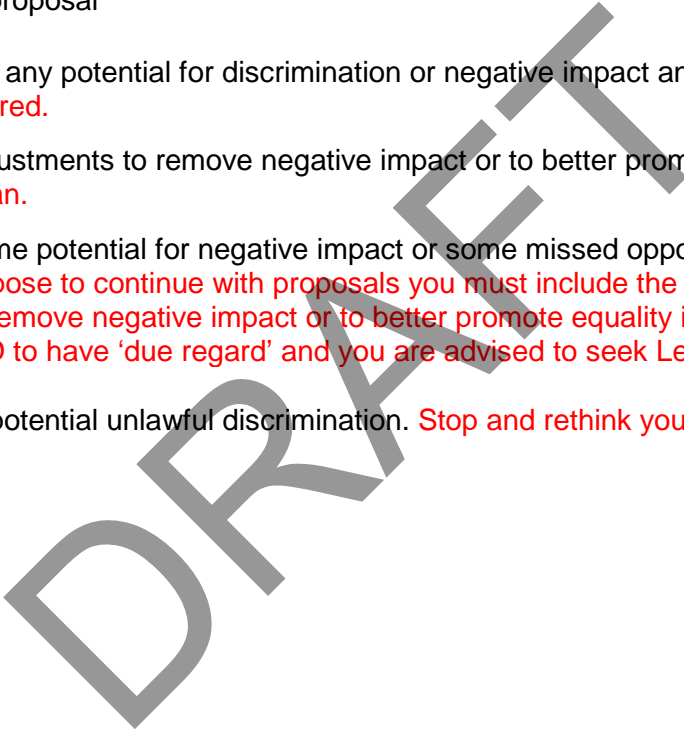
Stage 4: Conclusion of the Equality Analysis

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.**

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Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

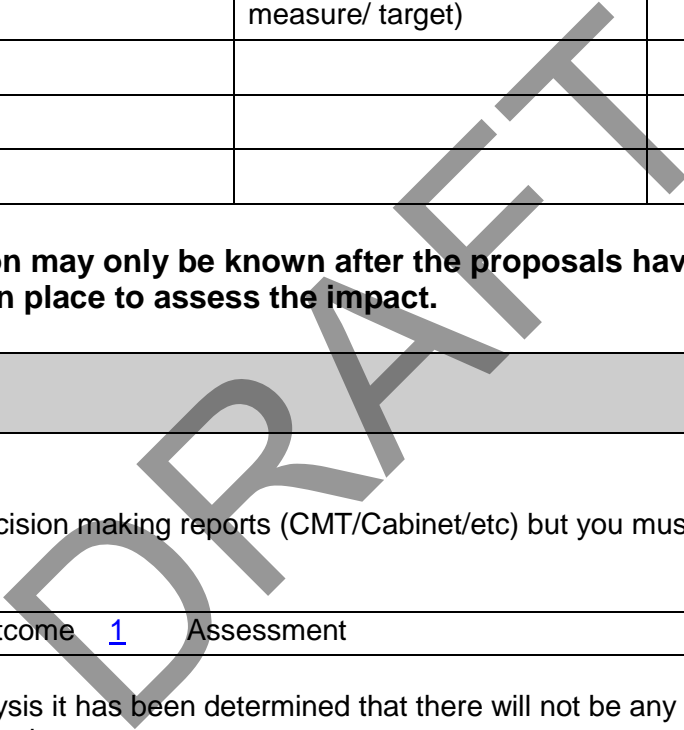
10. Summary of the equality analysis

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

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

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

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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:

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?	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

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 87

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?	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

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 68. 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, selection 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.

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			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

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?	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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw	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?	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 101

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
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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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	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 reprourement 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 reprourement 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age		X		
Disability		X		X	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 116

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 117

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 20

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 123

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 26

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).

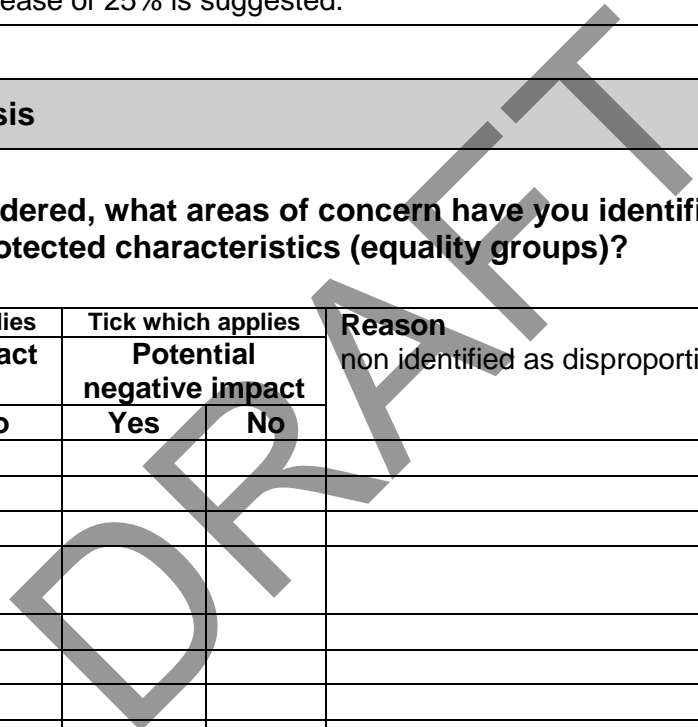
Suggested fee levels are benchmarked against those operating in commercial environment with adjacent boroughs. Fee level will be adjusted to reflect those in operation elsewhere. An increase of 25% is suggested.

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)?

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					

Page 128



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 129

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 32

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)?

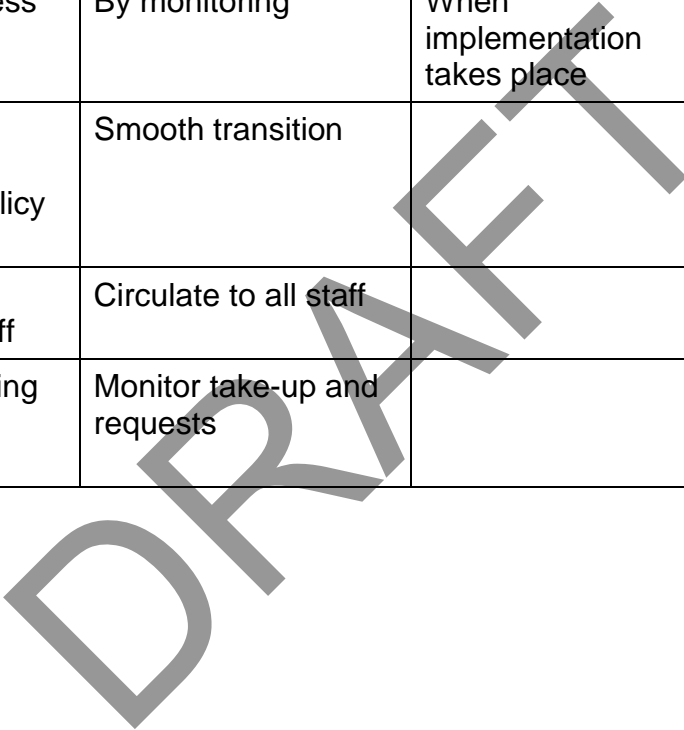
Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age			x	
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
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		

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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	Kim Brown HR Lead	Signature:	Date:
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?	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

Page 38

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		√		√	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 139

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
 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 - 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>

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).

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.	Ensure training and support is available. Ensure arrangements in place to prioritise demand Ensure effective change control measures are in place. BSM to introduce strong client management	Training and support plan Shared services proposal signed off by DMT Change control processes signed off by AD BI Client management and governance arrangements signed off by AD BI and Director E&R	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)

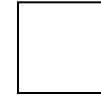
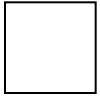
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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
 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 - 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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	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
 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 CSF2017-01
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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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 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.

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Stage 2: Collecting evidence/ data

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

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

We 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)?

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 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	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
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget saving 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 162

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

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	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)?

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Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age					
Disability					
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

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	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**

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- 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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	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
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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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 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
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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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 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 19/19

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Service users will be able to choose their own taxi provider appropriate to their needs.
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	

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.

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

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

We 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.

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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.

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

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

The 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.

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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).

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.

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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.

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

Stage 2: Collecting evidence/ data

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

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

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

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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.

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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).

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.

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

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

The 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.

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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

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.

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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).

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

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Second Draft Service Plans.

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

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

Final plans will be completed on the 31 January 2018 and presented to Cabinet on 19 February and Full Council on 28 February 2018.

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

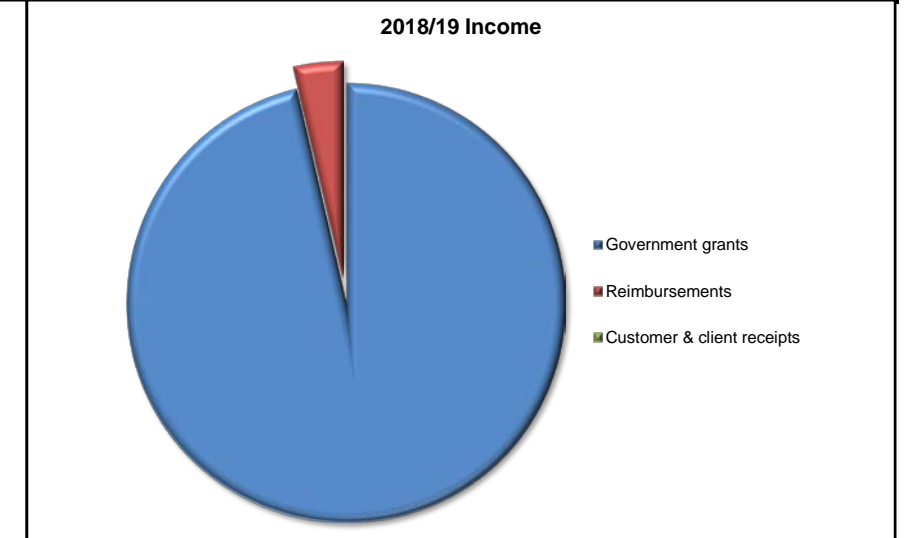
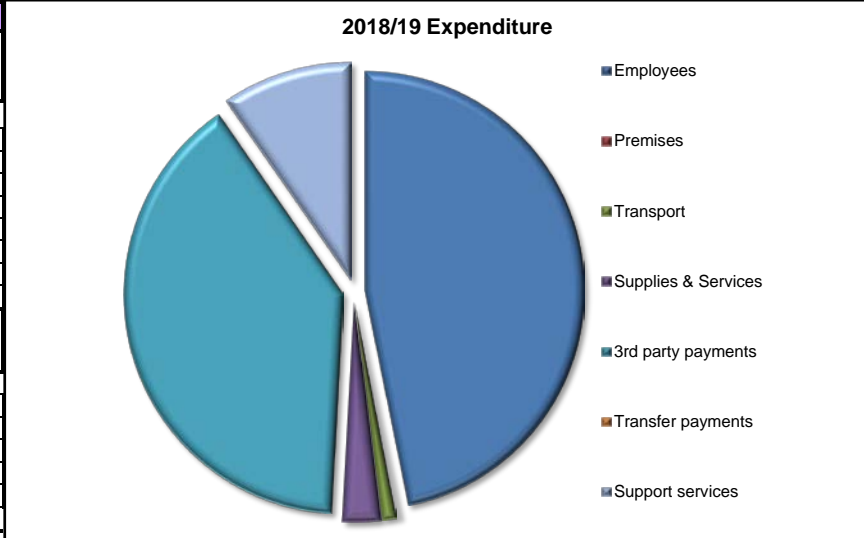
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Development & Building Control
Education	Housing Needs & Enabling	Corporate Governance	Future Merton
	Libraries	Customer Services	Leisure & 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 Cllr Katy Neep: Cabinet Member for Children's Services Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21		2021/22			
<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	216	218	211	211	211				
	(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	23,900	24,222	24,284	24,435
Employees	11,281	11,639	10,846	727	11,189	10,861	10,862	10,864
Premises	48	76	54	15	55	56	57	57
Transport	249	284	245	4	244	248	251	255
Supplies & Services	1,045	1,119	678	181	669	679	689	699
3rd party payments	8,318	10,841	9,063	1,198	9,444	10,080	10,126	10,262
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)	1,127	1,127	1,127	1,127
Government grants	1,110	1,330	947	81	1,086	1,086	1,086	1,086
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	22,772	23,095	23,156	23,308

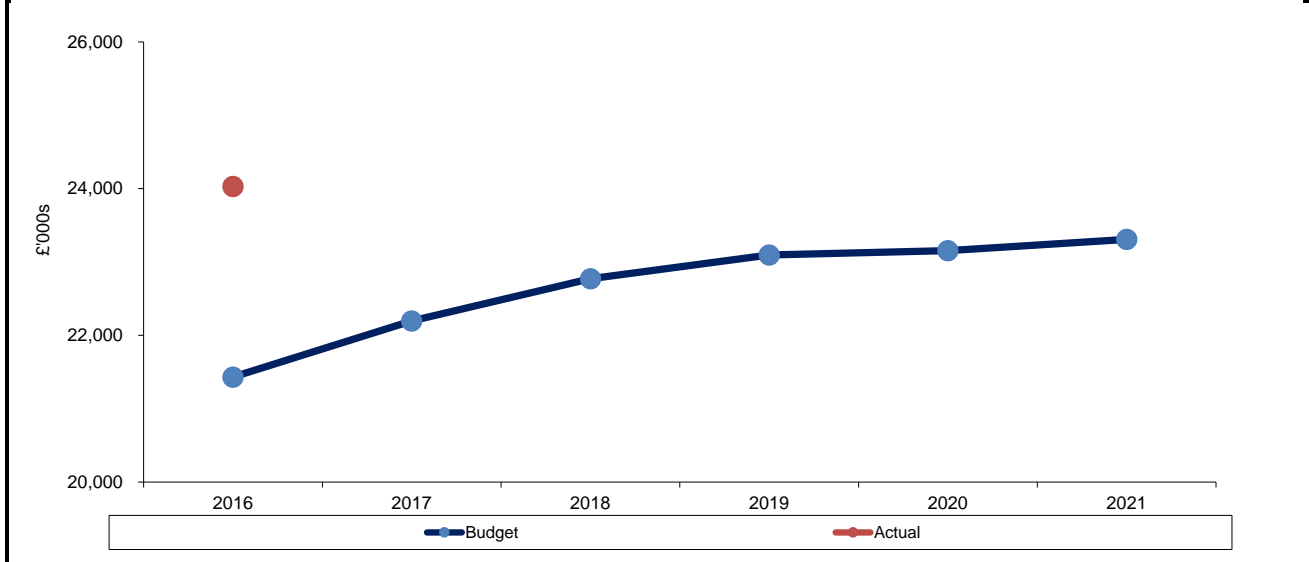


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes

2018/19

2019/20



Review of CSF staffing structure beneath management level: £101,000 - Part of CSF2015-09
Further staff saving to be identified across the department: £150,000 - CSF2016-03
Reduced cost/offer through the national centralised adoption initiative: £78,000 - CSF 2016-02

2020/21

Delivery of preventative services through the Social Impact Bond: £45,000 - CSF2017-05
South London Family Drug and Alcohol Court commissioning: £45,000 - CSF2017-06

2021/22

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

Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness		12
Start date	2016-17	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.	4	3	
End date	2019-20					
Project 2		Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness		12
Start date	2013-14	Project Details:	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.	4	3	
End date	2018-19					
Project 3		Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)		9
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements, 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 .	3	3	
End date	2016-19					
Project 4		Project Title:	Workforce development	Improved staff skills and development		12
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.	4	3	
End date	2019-20					
Project 5		Project Title:	Innovation work streams	Improved effectiveness		6
Start date	2016-17	Project Details:	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.	3	2	
End date	2019-20					

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

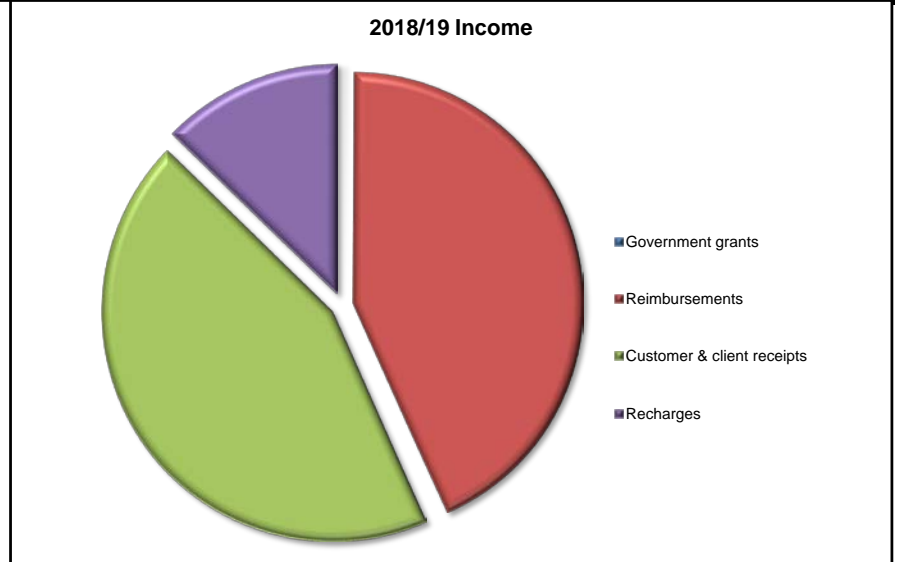
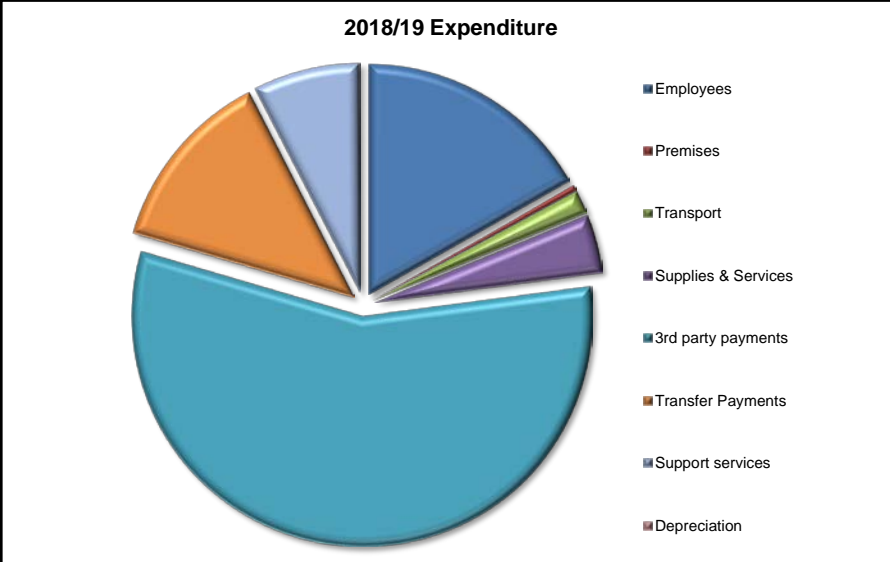
Education

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Well Being Model - CSC & CYPWB/TOM			Improved effectiveness		
Start date	2016-17	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.	4	3	12		
End date	2019-20							
Project 2		Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM)			Improved effectiveness		
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Maintenance of outstanding teacher courses for primary and secondary teachers. Ongoing support for all schools on the basis of the new School Improvement Strategy from Merton Education Partners. The development of strengthened school to school support through the School Improvement Steering Group, ongoing support for the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.	2	3	6		
End date	2018-19							
Project 3		Project Title:	Transforming Early Years (EY's TOM)			Improved effectiveness		
Start date	2013-14	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)	2	3	6		
End date	2019-20							
Project 4		Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)			Improved customer experience		
Start date	2013-14	Project Details:	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-parite 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.	3	3	9		
End date	2019-20							
Project 5		Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision			Improved customer experience		
Start date	2013-14	Project Details:	Refocus ETE support and advice to ensure effective support and provision to SEN 16-25 years old.	2	3	6		
End date	2018-19							
Project 6		Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)			Infrastructure renewal		
Start date	2015-16	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.	4	3	12		
End date	2018-19							
Project 7		Project Title:	Workforce development			Improved staff skills and development		
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this 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.	4	3	12		
End date	2019-20							

Community & Housing

Adult Social Care	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Tobin Byers: Cabinet Member for Adult Social Care	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Enter a brief description of your main activities and objectives below	No. of people requiring services	3307	3278	3252	3191	3170					
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.	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	338.59	338.59	338.59	338.59					
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.	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	
	No of carers receiving a service	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
	% Older people still at home following Reablement	1016	1000	1010	1020	1040		High	Monthly	Business critical	Breach statutory duty
	% People receiving 'long term' Community Services	76.5	78.8	78.8	78.8	78.8		High	Annual	Outcome	Increased costs
	% of MASCOT calls answered in 60 seconds	78	72	72	72	72		High	Monthly	Business critical	Increased costs
	The rate of Delayed Transfers of care from hospital (both NHS and Merton)	97.5	97.5	97.5	97.5	97.5		High	Monthly	Quality	Increased waiting times
	Social care-related quality of life	7.1	7	7	7	7		Low	Monthly	Business critical	Increased costs
	Proportion of people who use services who feel safe	N/A	18.5	18.5	18.5	18.5					
		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	80,560	78,036	78,104	80,439	
Employees	13,309	14,176	13,560	80	13,515	13,515	12,916	12,917	
Premises	392	368	346	87	351	356	361	372	
Transport	1,419	1,454	1,445	55	1,317	1,338	1,360	1,403	
Supplies & Services	6,305	6,636	3,688	1,051	3,294	3,349	3,405	3,515	
3rd party payments	36,189	44,528	45,828	2,504	45,592	42,535	42,669	43,938	
Transfer Payments	9,773	9,758	9,514	(1,047)	10,405	10,855	11,306	12,208	
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)	21,298	21,298	21,298	21,298	
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)	9,372	9,372	9,372	9,372	
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	59,262	56,738	56,806	59,141	



Summary of major budget etc. changes 2018/19

Growth for Concessionary fares increase - £0.450m
 Growth in Placement budget - £0.252m.
 Total Savings £3,128, deferred £ 548k to 2019/20
 Total Savings - £2.198m (CH71,CH72,CH73,CH74,CH75&CH55 - a further £382k to be identified)

2019/20

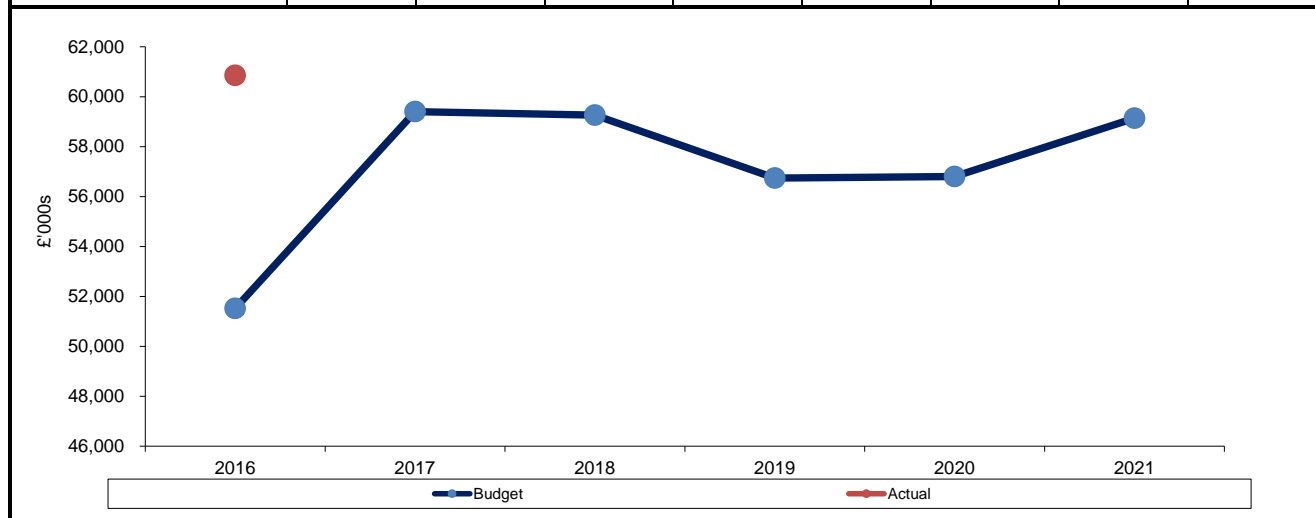
Growth for Concessionary fares increase - £0.450m
 Reduction of growth in placement budget - £2.6m due to the improved Better Care Fund
 Total Savings - CH70 £301k plus new savings of CH81- £500k

2020/21

Growth for Concessionary fares increase - £0.450m
 Savings identified

2021/22

Growth for Concessionary fares increase - £0.450m



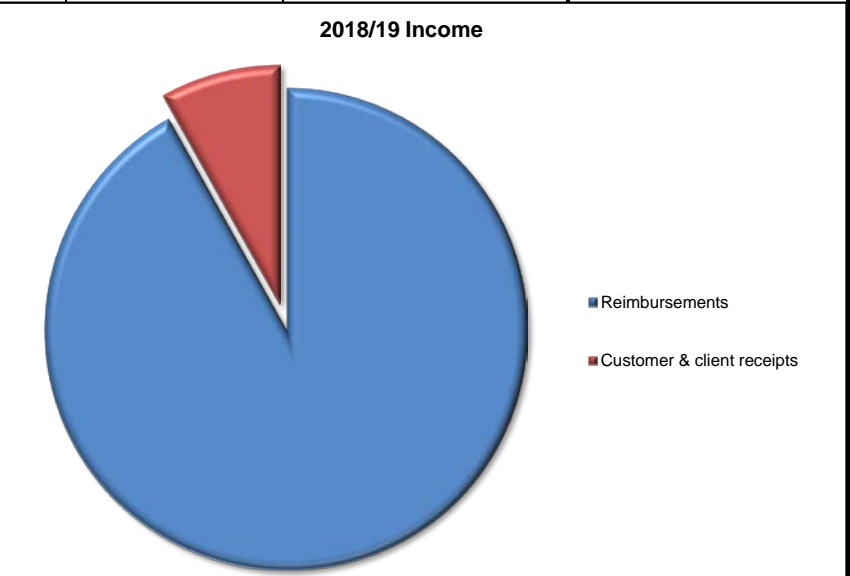
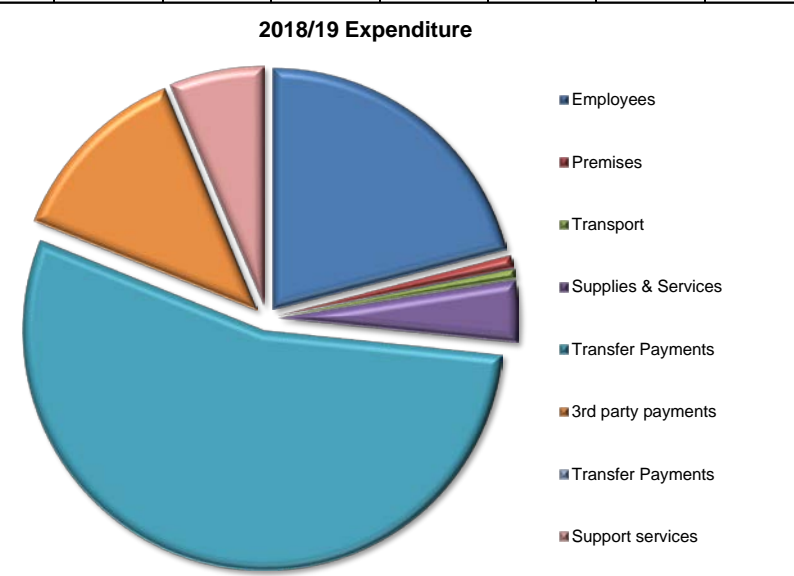
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Assessment & Care Management Processes	Improved effectiveness		4
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	
End date						
Project 2		Project Title:	Front Door	Improved sustainability		8
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	
End date	31/03/2020					
Project 3		Project Title:	Integrated OP services	Improved efficiency (savings)		6
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	
End date	31/03/2020					
Project 4		Project Title:	Mental Health	Improved efficiency (savings)		6
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	
End date	31/03/2019					
Project 5		Project Title:	Direct Provision	Improved efficiency (savings)		8
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	
End date	31/03/2020					
Project 6		Project Title:	Transitions	Improved efficiency (savings)		9
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	
End date	31/03/2020					
Project 7		Project Title:	Complex needs & crisis	Improved efficiency (savings)		4
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	
End date	31/03/2019					
Project 8		Project Title:	Supported Living opportunities	Improved customer experience		6
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	
End date	31/03/2019					
Project 9		Project Title:	Direct Provision	Improved effectiveness		4
Start date	Started	Project Details:	Implement new Mascot Telecare platform.	2	2	
End date	31/07/2018					
Project 10		Project Title:	Commissioning	Improved efficiency (savings)		6
Start date	01/02/2018	Project Details:	Develop an adults commissioning model following a peer review scheduled for February	3	2	
End date	31/03/2019					

Housing Needs and Enabling Services	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				
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	11000	11000	11250	11250	11250	11250	Homeless Placements Policy (Interim)			
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	Housing register applicants	8100	9600	10250	10900	11550	12200	Homelessness Strategy			
	Housing options casework	1000	1000	1350	1350	1350	1350	Housing Strategy			
	Demand for temporary accommodation	420	435	400	420	440	460				
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Housing Needs Staff (FTE)	21.79	20.30	19.50	19.50	19.50	19.50				
	Environmental Health (Housing)	5.03	5.03	5.03	5.03	5.03	5.03				
	TOTALS	26.82	25.33	24.53	24.53	24.53	24.53				
	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)				
	Homelessness / HRA Prevention and Relief	458	450	450	450	450	450	High	Monthly	Business critical	Increased costs
	No. of households in temporary accommodation	185	230	230	230	240	250	Low	Monthly	Business critical	Increased costs
	Highest no. of families in B&B	4.3	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Highest no. of adults in B&B	2.6	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Affordable Homes delivered	9	70	80	40	40	40	High	Annual	Outcome	Reduced service delivery
	Social housing lets	260	360	320	310	310	310	High	Quarterly	Outcome	Increased waiting times
	Rent deposit - new tenancies	51	40	40	40	40	40	High	Annual	Outcome	Increased waiting times
	No. of enforcement/improvement notices	72	70	70	60	60	60	High	Quarterly	Outcome	Reduced enforcement
	Number of Disabled Facilities Grants approved	64	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

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	4,541	6,184	4,418	1,689	4,542	4,573	4,475	4,551
Employees	1,132	1,082	1,014	54	953	953	953	953
Premises	39	24	39	(15)	40	40	41	42
Transport	28	24	29	(2)	29	30	30	31
Supplies & Services	219	138	186	(35)	189	192	194	200
Transfer Payments	2,262	3,553	2,296	979	2,475	2,501	2,399	2,468
3rd party payments	570	1,088	570	709	571	571	571	571
Transfer Payments	0	0	0	0	0	0	0	0
Support services	292	276	284	0	287	287	287	287
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	2,198	3,202	2,198	(1,426)	2,342	2,334	2,198	2,198
Government grants	0	0	0	-	144	136	0	0
Reimbursements	2,020	2,725	2,020	(793)	2,020	2,020	2,020	2,020
Customer & client receipts	178	477	178	(633)	178	178	178	178
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,343	2,982	2,220	263	2,200	2,239	2,277	2,353
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
Disabled Facilities Grant	1,043	782	962		629	280	280	
Affordable Housing Projects	760	760						
	1,803	1,542	962	0	629	280	280	0



Summary of major budget etc. changes 2018/19

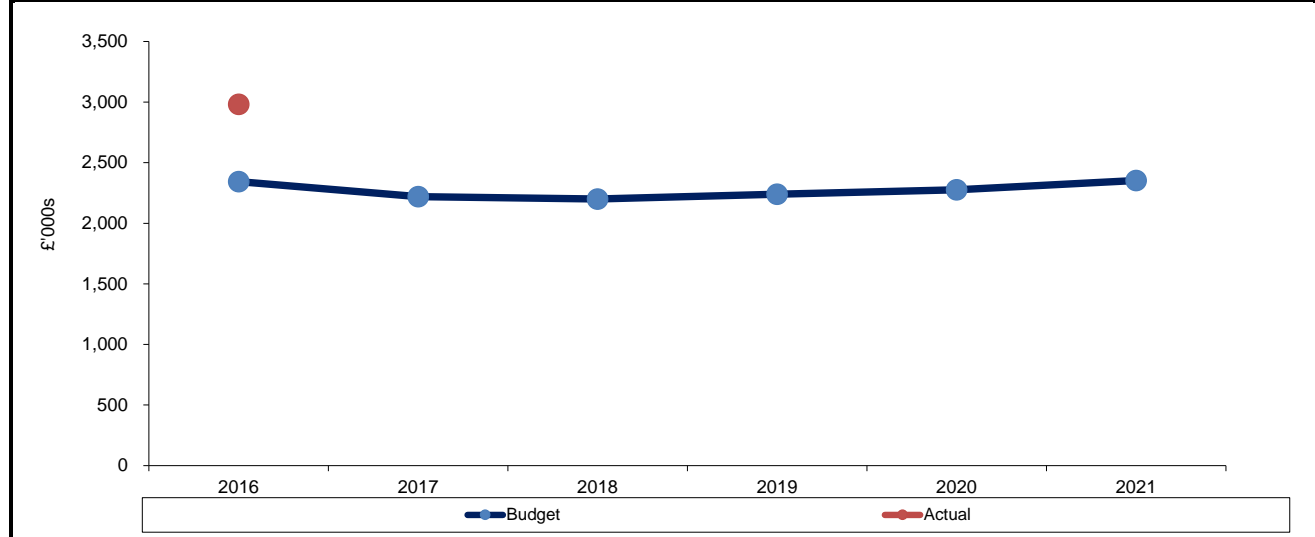
CH43 Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43) Savings- £118k Staff reduction - savings to be transferred to Adult Social Care and deferred to 2019/20 New Homelessness reduction grant with new responsibilities £144k

2019/20

Homelessness reduction grant with new responsibilities £136k

2020/21

2021/22



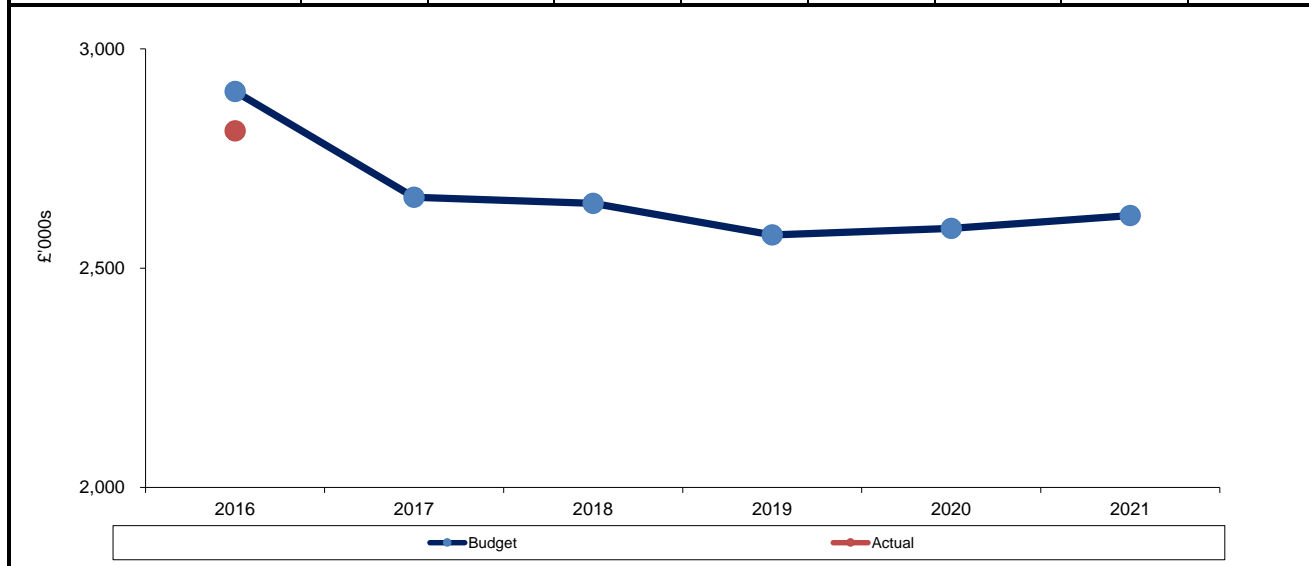
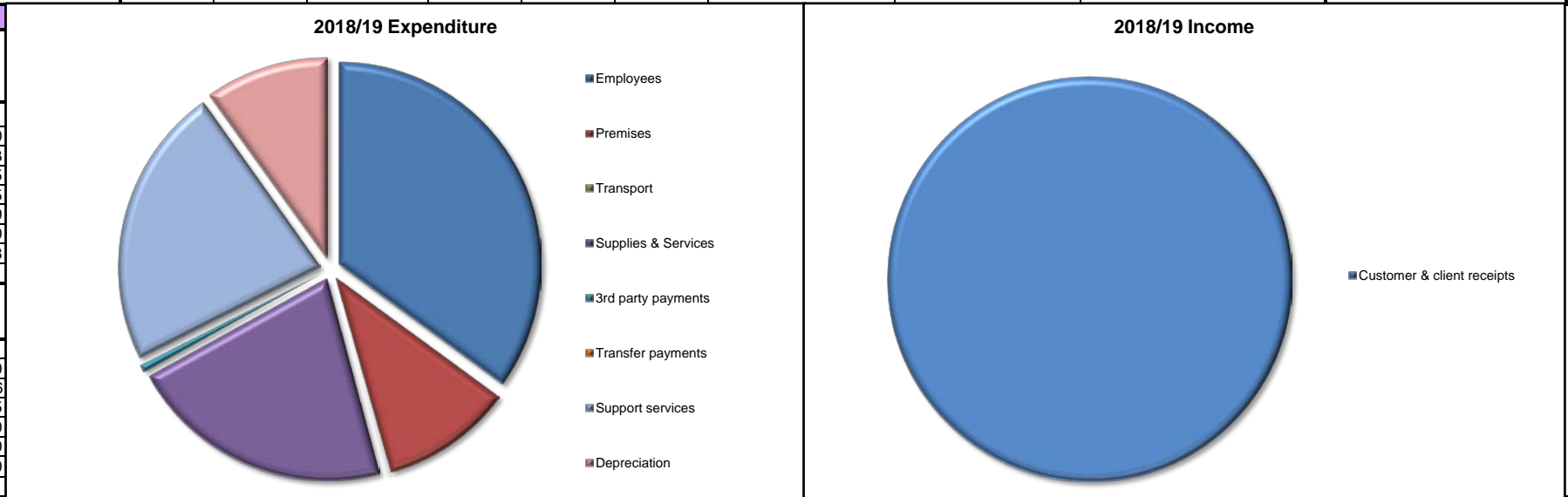
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	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 2		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 3		Project Title:	Public Protection 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 4		Project Title:	Refreshed Housing Enforcement Policy	Improved effectiveness					
Start date	2017-18	Project Details:	Refresh the policy to ensure the Council is acting fairly in dealing with housing conditions on both a reactive and proactive basis.			2	1	2	
End date	2018-19								
Project 5		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 6		Project Title:	Review and re-brand Floating Support	Improved efficiency (savings)					
Start date	2017-18	Project Details:	Re-brand floating support and supported housing to better fit the homelessness prevention agenda			2	1	2	
End date	2018-19								
Project 7		Project Title:	TOM Re-fresh	Improved effectiveness					
Start date	2017-18	Project Details:	Any actions arising from TOM Re-fresh in 2018.			2	2	4	
End date	2018-19								
Project 8		Project Title:		Improved effectiveness					
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									

Libraries	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper: Cabinet Member for Community & Culture	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	Active users	56,000	56,000	56,000	56,000	56,000	56,000	Customer Contact Strategy			
	Stock issues	950,000	950,000	900,000	900,000	900,000	900,000	Children and Young People's Plan			
	Registered members	135,000	135,000	135,000	135,000	135,000	135,000	Community Plan			
	Visitor figures	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	Equality Strategy			
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Health & Wellbeing Strategy			
	Staff (FTE)	43.71	33.30	31.35	31.35	31.35	31.35	Heritage Strategy			
	Accommodation (Libraries)	7	7	7	7	7	7	Procurement Strategy			
	Equipment (PC's)	144	144	152	152	152	152	Volunteering Strategy			
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	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)				
	Number of visitors accessing the library service online	233,134	210,000	220,000	230,000	230,000	240,000	High	Monthly	Quality	Reduced uptake of service
	Active users - peoples network terminal	70,268	56,000	56,000	56,000	56,000	56,000	High	Monthly	Outcome	Reduced uptake of service
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership	% self service usage for stock transactions	96	97	97	97	98	98	High	Monthly	Business critical	Increased costs
	Active volunteers in libraries	336	220	230	230	230	230	High	Monthly	Business critical	Reduced service delivery
	Maintain Income	£359,684	£346,000	£376,000	£376,000	£376,000	£376,000	High	Monthly	Unit cost	Increased costs
	Visitor figures - physical visits to libraries	1,120,417	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	High	Monthly	Quality	Reduced service delivery
The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.	% customer satisfaction (ARS)	100%	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced customer service

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	3,364	3,269	3,051	35	3,053	3,067	3,081	3,111
Employees	1,368	1,312	1,083	41	1,070	1,070	1,070	1,070
Premises	494	503	504	0	322	327	333	343
Transport	4	4	4	0	5	5	5	5
Supplies & Services	488	440	453	(5)	648	658	666	685
3rd party payments	22	22	18	0	18	18	19	19
Transfer payments	0	0	0	0	0	0	0	0
Support services	688	687	688	0	688	688	688	688
Depreciation	301	301	301	0	301	301	301	301
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	461	456	390	(30)	405	491	491	491
Government grants	0	0	0	0	0	0	0	0
Reimbursements	113	95	81	(5)	66	66	66	66
Customer & client receipts	348	361	309	(25)	339	425	425	425
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,903	2,813	2,662	5	2,648	2,576	2,591	2,620
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
Library Buildings	95	72	799			200	350	
Library IT					100			
	95	72	799	0	100	200	350	0



Summary of major budget etc. changes	
2018/19	Total savings £78k CH68/69 of which £48k was deferred to 2019/20 Savings - Letting of space for coffee shop franchise in libraries - £30k
2019/20	Savings CH68/69 deferred until 2019/20 -£48k Savings CH67 Merton Art Space £38k
2020/21	
2021/22	

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

Libraries

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Partnership development		Improved customer experience		
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships. 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							

Commissioned Service		Description of main activities and objectives									
Merton Adult Learning		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.									
Cllr Nick Draper Cabinet Member for Community & Culture											
Service Providers: South Thames College Groundwork London		The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.									
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	3.75	3.75	3.75	3.75	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	1,491			
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	1,116			
Employees (Commissioning Team)	112	116	184	6	232	229	229	229			
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	40	40	41			
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	110			
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			

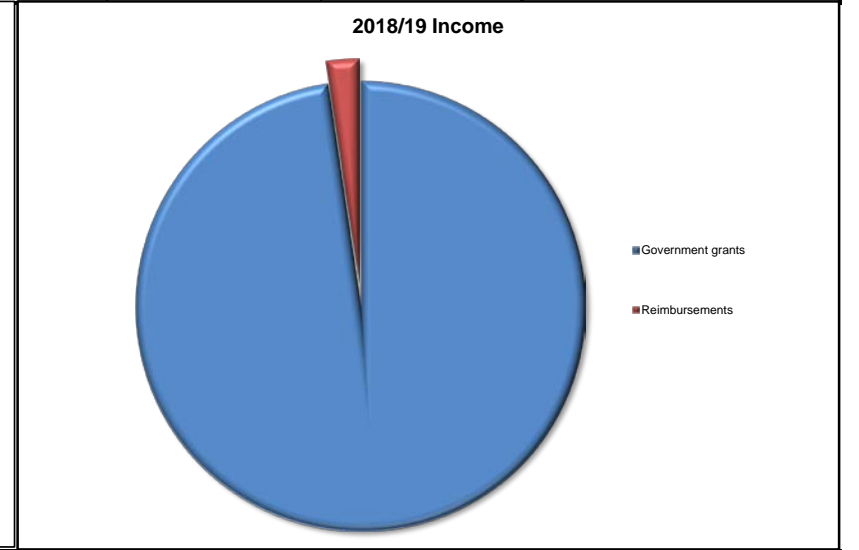
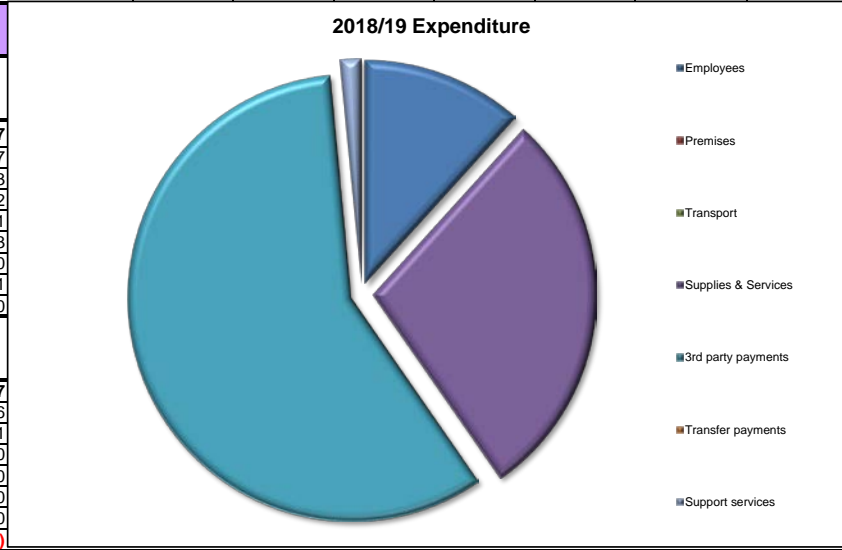
DETAILS OF MAJOR PROJECTS

Merton Adult Learning

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

Public Health	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Tobin Byers: Cabinet Member for Adult Social Care	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
Public Health services currently comprise: <ul style="list-style-type: none"> Services to improve health and wellbeing that are the commissioning responsibility of PH in LA (including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-5 services, National Child Measurement Programme) Commissioning support function to the CCG (mandatory) and council; Health protection oversight function (mandatory) Health intelligence including JSNA (mandatory) Our vision for public health in Merton over the next five years is to: <ul style="list-style-type: none"> Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available. Fulfill our statutory PH duties. Contribute to Merton becoming London's best council in 2020 Our strategic objectives are: Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation Objective 2: Embedding health & wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council Objective 3: Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models	Sexual health	20,705	20,856	21,007	21,158	21,309	21,460	Sexual Health Strategy		
	Drugs & alcohol	467 Drugs/280 Alcohol	400 drugs/340 alcohol	400 drugs / 340 alcohol	TBC	TBC	TBC	Health & Wellbeing Strategy		
	Support to CCG (% of PH staff capacity)	40%	40%	40%	40%	40%	40%			
	NHS Health Checks	6300	2,180	2,600	2600	TBC	TBC			
	National Child Measurement Programme	Reception Cohort : 2,468 Year 6 Cohort: 2,029	Reception Cohort : 2528 Year 6 Cohort: 2,119	Reception Cohort : 2541 Year 6 Cohort: 2,174	Reception Cohort: 2,555 Year 6 Cohort: 2,229	Reception Cohort: 2568 Year Six Cohort: 2,285	Reception Cohort: 2,582 Year Six Cohort: 2,340			
	Health Improvement (TBC)	TBC	TBC	TBC	TBC	TBC	TBC			
	Health Visiting New Birth Visits: estimated new births	3246	3222	3176	3130	3085	3039			
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)	15.93	16.56	18.66	18.66	18.66	18.66			
	Staff (Trainees)	2	2	2	2	2	2			
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			
New STI diagnosis per 100,000 pop. (excl. Chlamydia, under 25's)	N/A	1141.7	1181.6	1222.9	1265.7	TBC	High	Annual	Output	Detrimental to public health
% of people offered HIV test at first attendance	N/A	80%	86%	92%	97%	TBC	High	Annual	Outcome	Reduced quality of service
% of people who accept offer of HIV test at first attendance	N/A	73%	79%	84%	90%	TBC	High	Annual	Outcome	
Successful completion of drug treatment (opiates)	N/A	9%	9.0%	9.0%	9.0%	9.0%	High	Quarterly	Outcome	Failure to meet PHOF target
Successful completion of alcohol treatment	N/A	60%	60%	60%	60%	60%	High	Quarterly	Outcome	Increase prevalence of long term conditions
% excess weight in children age 10 - 11 years	34.4%	34.7%	34.2%	33.7%	TBC	TBC	Low	Annual	Outcome	
Reduce % gap in age 10-11 obesity between East & West Merton	N/A	9.2%	8.0%	8.0%	TBC	TBC	Low	Annual	Outcome	
Health Visiting - % of New Birth Reviews within 14 days of birth	96.2%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Poor childhood outcomes
% participation in National Child Measurement Programme of Year 6 children	97.8%	95%	95%	95%	95%	95%	High	Annual	Outcome	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	10,888	11,025	10,948	94	10,099	9,297	9,297	9,297
Employees	1,047	1,148	1,115	(1)	1,177	1,177	1,177	1,177
Premises	2	2	2	0	3	3	3	3
Transport	2	2	2	0	2	2	2	2
Supplies & Services	7,868	7,918	3,194	4	2,893	2,621	2,621	2,621
3rd party payments	1,801	1,801	6,483	91	5,873	5,343	5,343	5,343
Transfer payments	0	0	0	0	0	0	0	0
Support services	167	155	151	0	151	151	151	151
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	11,219	11,356	10,948	(114)	10,699	10,397	10,397	10,397
Government grants	10,998	10,998	10,727	0	10,448	10,176	10,176	10,176
Reimbursements	221	358	221	(114)	251	221	221	221
Customer & client receipts	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	(331)	(331)	0	(20)	(600)	(1,100)	(1,100)	(1,100)
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



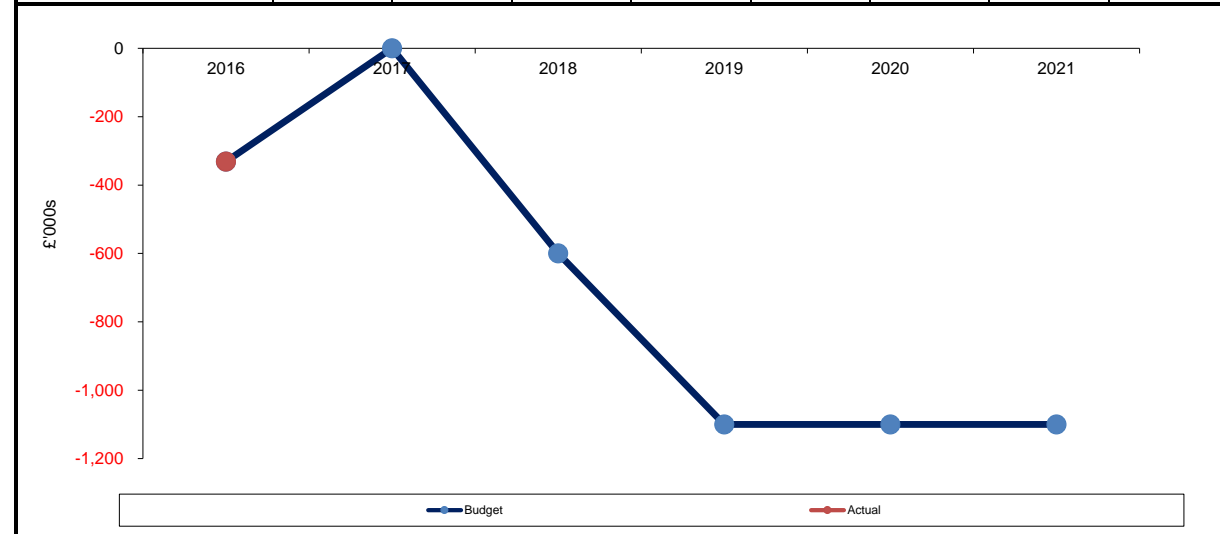
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Summary of major budget etc. changes

2018/19

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

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)



2019/20

From 2019/20 the national public health grant will end and funding will be via local business rates. Work is underway at national , regional and local levels to understand the implications of this change on the PH budget. Contribution of £400k to CSF & £1.1m to C&H.

2020/21

Public Health budget will be funded from local business rates. Contribution of £400k to CSF & £1.1m to C&H.

2021/22

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

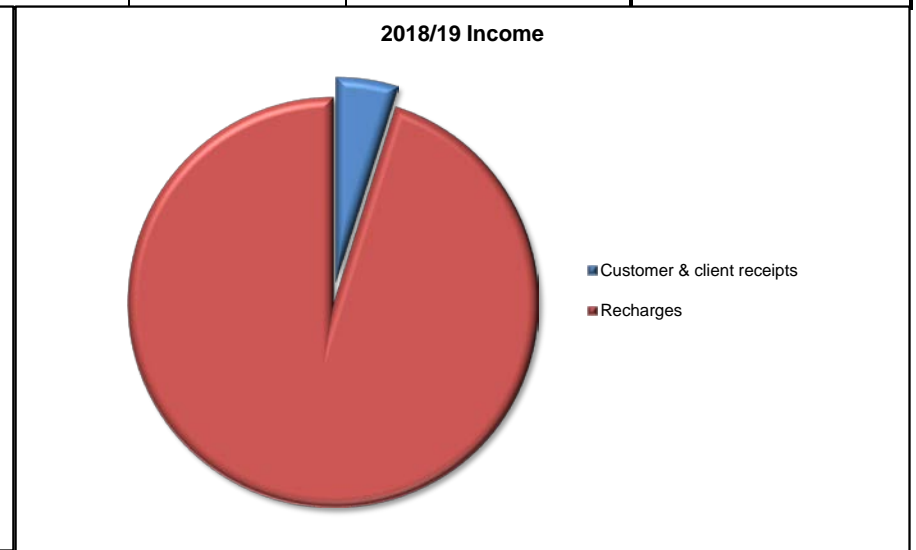
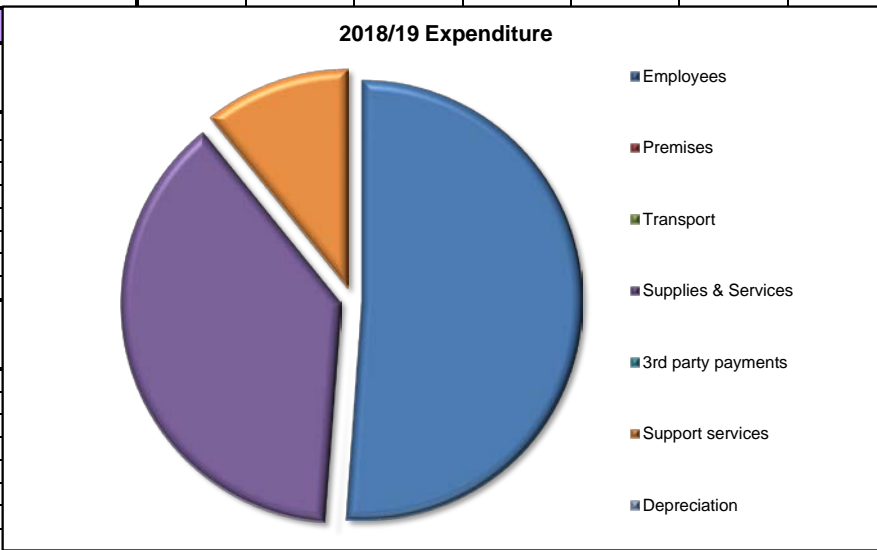
Public Health

		PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Risk		
				Likelihood	Impact	Score
Project 1		Project Title: East Merton Model of Health and Wellbeing/Wilson (TOM URN: PH 5)	Improved effectiveness			
Start date	2018/19	Project Details: <u>TOM TRANSFORMATION DELIVERY PLAN - EAST MERTON MODEL AND WILSON</u> 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		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: <u>TOM TRANSFORMATION DELIVERY PLAN - HEALTH IN ALL POLICIES</u> 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		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: <u>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</u> 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		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: <u>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</u> 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		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: <u>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (ADULTS)</u> 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)		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: <u>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP)</u> 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		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: <u>TOM TRANSFORMATION DELIVERY PLAN - JSNA PLUS/INTELLIGENCE HUB</u> 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		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						

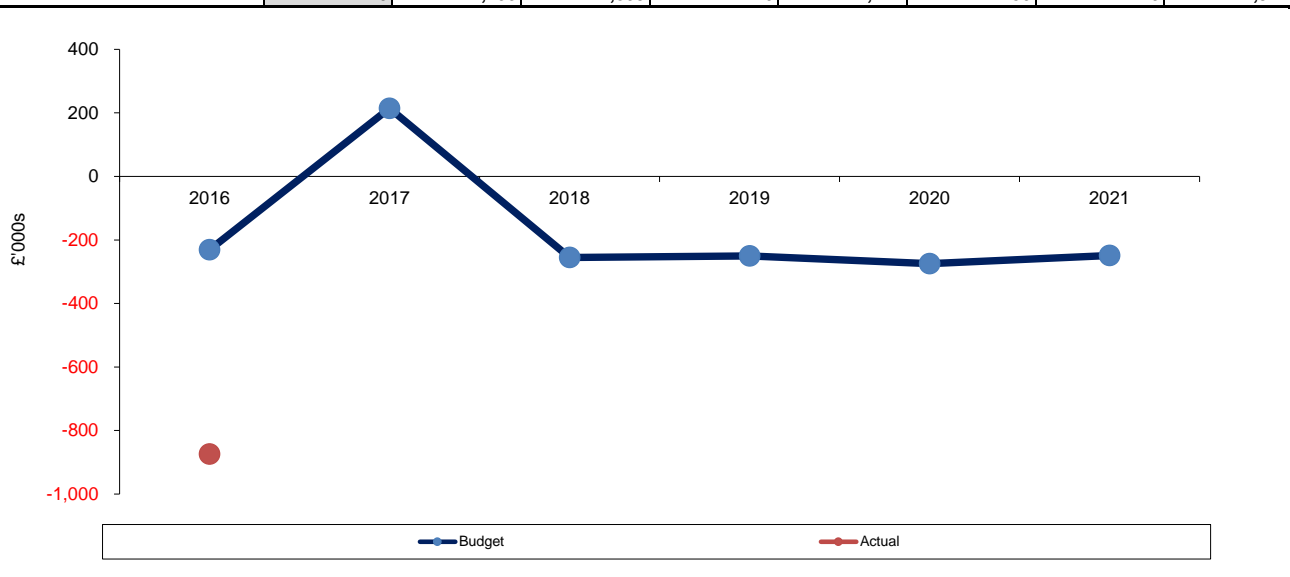
Corporate Services

Business Improvement	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	Customer Contact Strategy			
Enter a brief description of your main activities and objectives below	Core IT Systems support and management (days)		5000	5720	5720	5720	5720	5720		IT Strategy and Implementation Plan		
Continuous Improvement and Corporate Change will: - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean. - Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies. - Drive and facilitate the Targeting Operating Models (TOM) refresh process - Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT. Business Systems team will work with the organisation to establish and deliver the IT Strategy and associated implementation plan. Through the Technical Design Authority (TDA) they will ensure a coordinated and planned approach is adopted for the implementation and support of technology, complying with the agreed corporate strategy, standards and supportability. They will proactively provide advice and opportunities to fully exploit existing and emerging technologies to the business to leverage investments and improve business efficiency and service. The Policy, Strategy and Partnerships team supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary sector, leading on the Voluntary Sector and Volunteering Strategy and the Merton Compact The Communications team is responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events.	Continuous improvement & Corporate Change (days)		880	880	880	880	880	880		Information Management Strategy		
	Policy, Strategy & Partnerships		770	770	770	770					Voluntary Sector Strategy	
	Comms & Engagement		1120	1120	880	880	880	880			Equality Strategy	
	Comms & Engagement									Community Plan		
										Communications Strategy		
	Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff - CI & CC (FTE & fixed term)		5.3	4.8	4.8	3.0	2.0	2.0				
	Staff - Policy, Strategy & Partnerships		4.8	4.8	4.8	4.8	3.8	3.8				
	Staff - Business Systems Team (FTE + projects)		26.5	28.7	28.7	26.2	26.2	26.2				
	Comms & Engagement		7.0	7.0	5.5	5.5	5.5	5.5				
	Performance indicator (LBC2020 indicators highlighted in purple)		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)
	Systems availability		99.73%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
	% positive and neutral coverage tone		88.47%	92%	92%	92%	92%		High	Monthly	Perception	Reputational risk
	No. of new volunteers recruited		n/a	350	350	350	TBC		High	Quarterly	Outcome	Reduced customer service
	% who agree people from different backgrounds get on (ARS)		93%	90	90	90	90		High	Annual	Perception	Reputational risk
	% agree Merton is making the area a better place to live (ARS)		76%	N/A	TBC	N/A	TBC	N/A	High	Annual	Perception	Reputational risk
	% of residents who feel informed about council services (ARS)		81%	N/A	TBC	N/A	TBC	N/A	High	Annual	Perception	Reputational risk
	% of residents who agree the council involves them in making decisions		62%	N/A	TBC	N/A	TBC	N/A	High	Annual	Perception	Reputational risk

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	3,481	4,263	3,244	125	2,810	2,835	2,810	2,836
Employees	2,149	2,823	1,244	165	1,437	1,437	1,387	1,387
Premises	0	0	0	1	0	0	0	0
Transport	3	2	3	(3)	2	2	2	2
Supplies & Services	1,011	1,107	1,693	(38)	1,068	1,093	1,119	1,144
3rd party payments	0	0	0		0	0	0	0
Support services	317	331	303	-	303	303	303	303
Depreciation								
Revenue £'000s	3,712	5,137	3,030	(179)	3,065	3,085	3,085	3,085
Government grants								
Reimbursements		893		35				
Customer & client receipts	114	46	114	(189)	149	169	169	169
Recharges	3,598	4,198	2,916	(25)	2,916	2,916	2,916	2,916
Reserves						0		
Capital Funded								
Council Funded Net Budget	(231)	(874)	214	(54)	(255)	(250)	(275)	(249)
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
Customer Contact Programme		420	1,006		1,050	250		1,900
IT Systems Projects		89	405		1,012			42
Social Care IT System		591	398		350			
	0	1,100	1,809	0	2,412	250	0	1,942



Summary of major budget etc. changes	
2018/19	
CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k	
CS2015-02 Expiration of salary protection 16k	
CSREP 2018-19 (13) Maintenance and Support reduction £10k	
CSREP 2018-19 (14) M3 support to Richmond/Wandsworth £20k	
CSREP 2018-19 (15) Street Naming and Numbering Fees/Charges Review £15k	
CSREP 2018-19 (16) Operating cost reduction £11k	
2019/20	
2018-19 CS14 M3 support to Richmond/Wandsworth £20k	
2020/21	
2018-19 CS15 Policy & Partnerships -reduce headcount £50k	
2021/22	



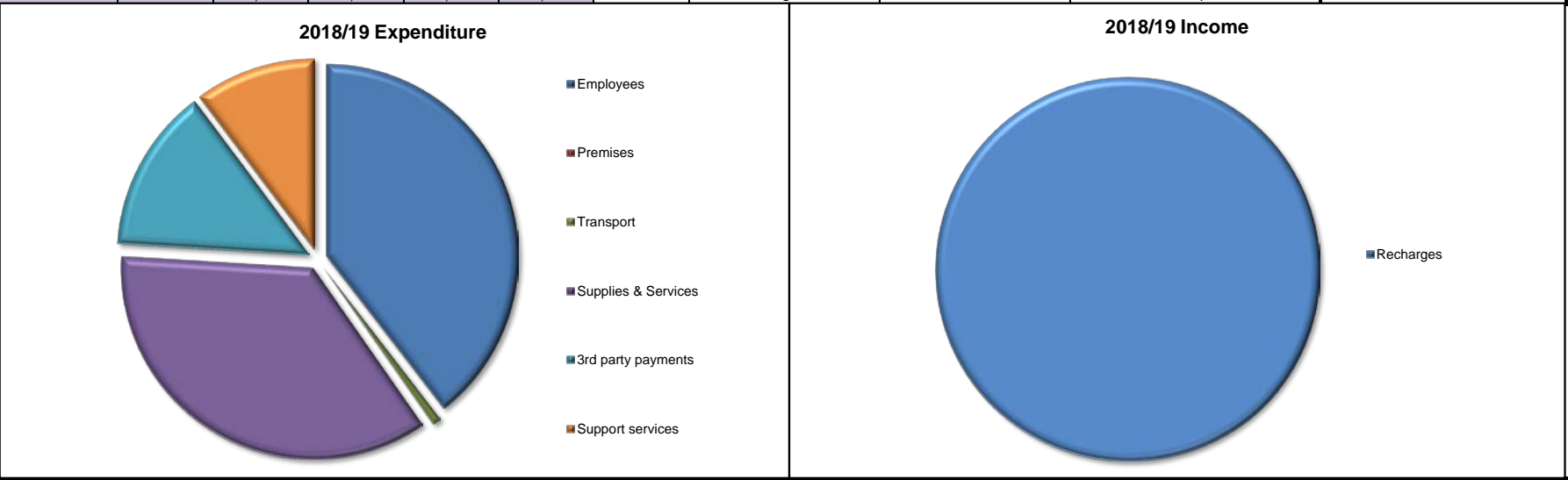
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Business Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Customer Contact programme	Improved customer experience					
Start date	2013-14	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	3	2	6		
End date	2018-19								
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.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6		
End date	2018-19								
Project 3		Project Title:	Social Care Information System - phase 2	Improved efficiency (savings)					
Start date	2018/19	Project Details:	Further enhancements and functionality to the Mosaic system.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3		
End date	2019/20								
Project 4		Project Title:							
Start date		Project Details:					0		
End date									
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.	Improved Information, Advice and Guidance will improve prevention/early intervention and defer the need for expensive acute interventions. As the range of public sector services reduce and thresholds are raised, the voluntary sector is an increasingly important provider of services to residents. It is vital that there is support and advice to enable the sector to grow and adapt.			0		
End date	2018-19								
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.	Renewal of contract to comply with procurement regulations, migration to managed hosted (cloud) solution, precursor for provision of system for shared services with Wandsworth and Richmond and upgrade path to new product version Azure.	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									

Corporate Governance	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				
<p>Enter a brief description of your main activities and objectives below</p> <p>Corporate Governance is made up of 5 core services:</p> <p>Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function. GDPR - General Data Protection Regulation</p> <p>Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.</p> <p>Electoral Services - Electoral Services carries out the statutory maintenance of the register of electors, administers elections and referendums and undertakes the work needed on boundary and electoral reviews. The move to a system of individual electoral registration has provided new challenges to the way the UK's electoral offices work and has resulted in a significantly increased work load.</p> <p>Internal Audit and Investigations- Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West London Audit Partnership) and Investigations covered by SWLFP (South West London Fraud Partnership) covering Merton, Kingston, Richmond, Sutton and Wandsworth). The service provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Coordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigation of external and internal fraud.</p> <p>There is also the shared Legal service with the London Borough of Richmond, Wandsworth, Sutton and Kingston; this service has its own Service Plan.</p>	Residents	205,722	207,410	208,607	209,771	210,902		Information Governance Policy			
	Officers	↓	↓					Equality Strategy			
	Councillors	60	60					Risk Management Strategy			
	Elections	2	1	1		1		Procurement Strategy			
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE)	30.7 (excl. Invest&audit)	28.9	28.9	28.9	28.9					
	Staff - Election	1300	800	800	0	500	500				
	Staff - Canvas	150	150	150	150	150	150				
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A)		Performance Target (T)		Proposed 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)				
	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Audits completed against plan	93%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Complaints - dealt with in time	80%	85%	85%	85%	85%		High	Monthly	Perception	Reduced customer service
	Complaints progressed to stage 2	6%	9%	9%	9%	9%		High	Quarterly	Perception	Reduced customer service
	FOI requests - dealt with in time	85%	85%	85%	85%	85%		High	Monthly	Perception	Reduced customer service
Number of supplementary agendas issued	24	20	18	16	14		Low	Quarterly	Perception	Government intervention	
% of councillors who agree scrutiny function effective	75	80	75	80	80		High	Annual	Perception	Poor decision making	
Ombudsman complaints answered in time	90%	90%	90%	90%	90%		High	Monthly	Quality	Rework	
Ombudsman complaints partially or fully upheld	7%	40%	40%	40%	40%		Low	Quarterly	Perception	Government intervention	
% of FOI refusal notices not upheld at review	0%	4%	4%	4%	4%		Low	Quarterly	Perception	Government intervention	
No. of new electors added to the register of electors	N/A	25,000	25,000	25,000	25,000		High	Annual	Perception	Reduced customer service	

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	3,588	3,728	3,044	209	3,016	2,998	3,030	3,063
Employees	1,557	1,646	1,202	180	1,193	1,193	1,194	1,194
Premises	0	12	1	14	1	1	1	1
Transport	21	20	21	-16	22	22	23	23
Supplies & Services	1,170	1,177	1,052	59	1,076	1,050	1,074	1,098
3rd party payments	493	439	460	-27	417	424	431	438
Support services	347	434	308	0	308	308	308	308
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	2,535	2,672	1,776	(303)	1,776	1,776	1,776	1,776
Government grants								
Reimbursements	0							
Customer & client receipts					0	0	0	0
Recharges	2,535	2,672	1,776	(303)	1,776	1,776	1,776	1,776
Reserves								
Capital Funded								
Council Funded Net Budget	1,053	1,056	1,268	(94)	1,240	1,222	1,254	1,287

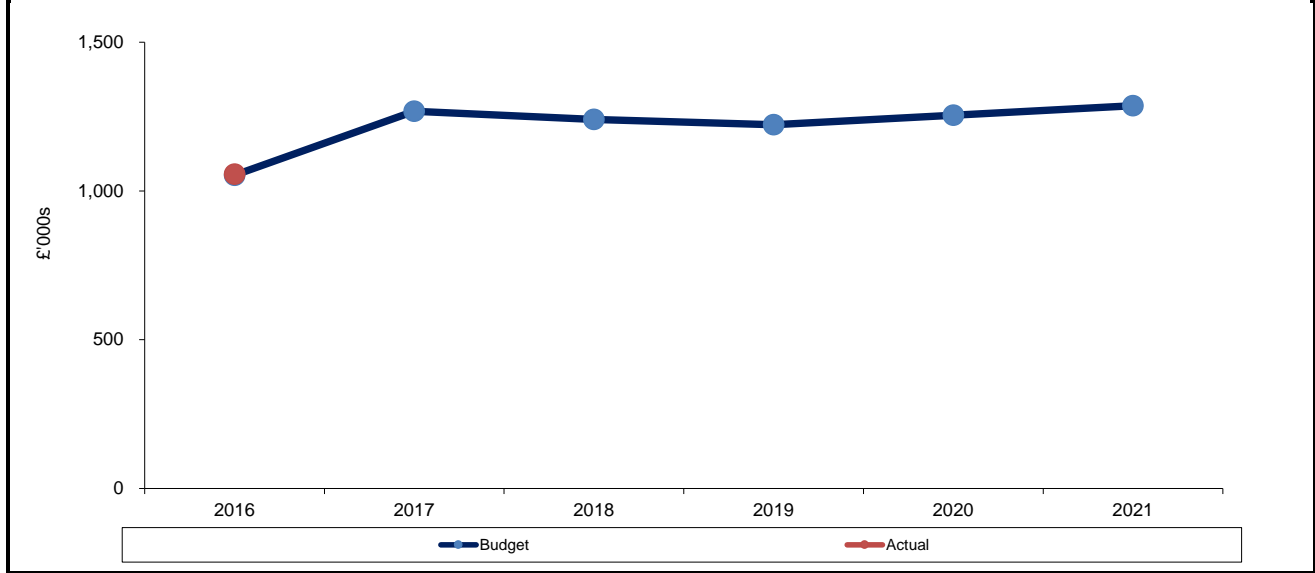


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes

2018/19

CSD43 Share FOI and Information Governance policy 10k
 CS2015-16 Delete auditor post and fees £50k
 CSREP 2018-19 (9) Reduction in running costs budgets £11k
 CSREP 2018-19 (11) Audit and investigations - Reduction in service £50k



2019/20

2018-19 CS13 Audit and investigations - Reduction in service £50k

2020/21

2021/22

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

Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	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									

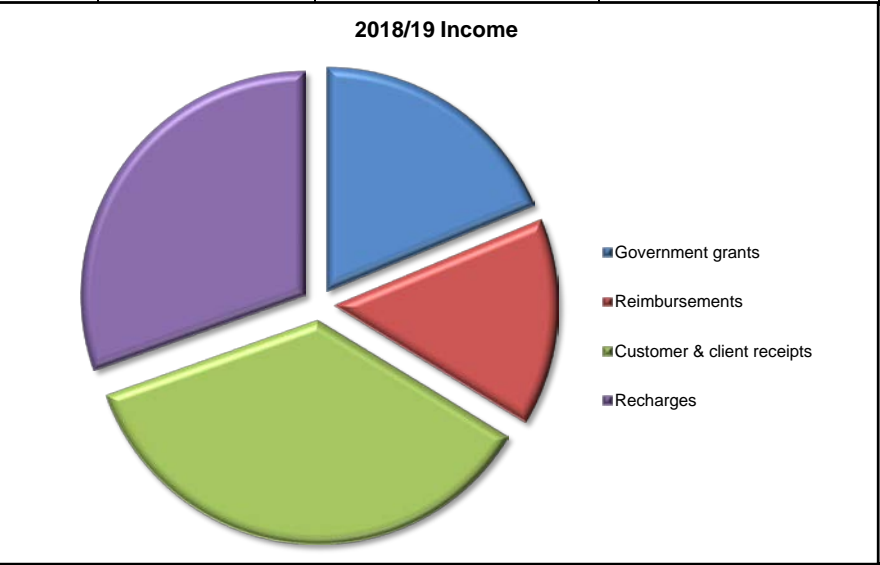
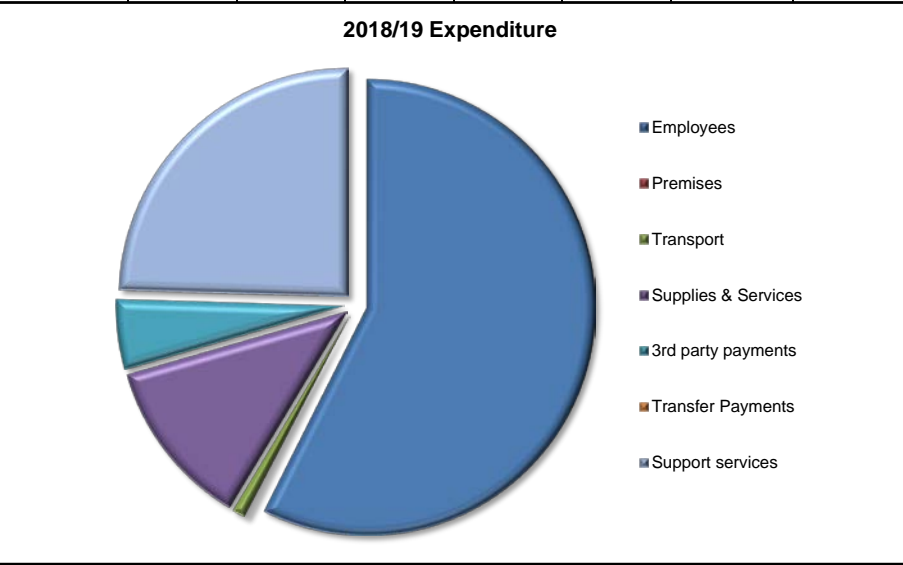
Customer Services
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance
 Enter a brief description of your main activities and objectives below

There are 5 core services:
Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.
Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;
Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes;
Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;
Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.

Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload

Customer Services		Planning Assumptions						The Corporate strategies your service contributes to			
		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
Benefit/Council Tax support claimants			15,400	14,500	14,000	14,000	13,000	13,000	Channel migration		
Telephone callers			500,000	450,000	400,000	375,000	350,000	350,000	Customer Contact Strategy		
Face to face customers			85,000	80,000	70,000	65,000	60,000	55,000	Medium term Financial Strategy		
Council tax properties			83,500	84,000	85,000	85,500	86,000	86,500			
Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Staff (FTE)			143	142	141	137	137	137			
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)					
% of Merton Bailiff files paid in full (exc parking & misc debt)	52%	58%	58%	52%	52%	52%	High	Monthly	Outcome	Loss of income	
Business Rates collected	97.91%	97.50%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income	
Council Tax Collected	97.64%	97.25%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income	
First contact resolution	75%	75%	75%	75%	75%	75.00%	High	Monthly	Perception	Reduced customer service	
Event income (Marriages, Civil Partnerships etc.)	535,193	425,000	440,000	450,000	460,000	460,000	High	Monthly	Business critical	Loss of income	
% of on-line transactions (HB Claims)	70%	62%	63%	64%	65%	66%	High	Monthly	Business critical	Reduced customer service	
Time taken to process Housing Benefit COC	8 days	10 days	9 days	8 days	8 days	8 days	Low	Monthly	Business critical	Customer hardship	
Time taken to process new Housing Benefit claims	15 days	16 days	15 days	14 days	14 days	13 days	Low	Monthly	Business critical	Customer hardship	

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	9,160	9,429	9,084	423	8,886	8,689	8,713	8,737
Employees	5,234	5,288	5,152	268	5,103	4,947	4,947	4,947
Premises	36	25	29	33	24	24	24	25
Transport	78	92	80	3	81	82	83	84
Supplies & Services	1,466	1,748	1,048	199	1,061	1,012	1,028	1,044
3rd party payments	153	81	431	(79)	438	444	451	457
Transfer Payments	45	61		0	0	0	0	0
Support services	2,148	2,134	2,343	0	2,180	2,180	2,180	2,180
Depreciation	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	6,833	7,123	6,479	(643)	6,469	6,583	6,604	6,619
Government grants	1,232	1,259	1,232	15	1,211	1,211	1,211	1,211
Reimbursements	1,030	1,231	970	(330)	970	970	970	970
Customer & client receipts	2,288	2,457	2,308	(319)	2,318	2,433	2,453	2,468
Recharges	2,283	2,176	1,969	(10)	1,969	1,969	1,969	1,969
Reserves								
Capital Funded								
Council Funded Net Budget	2,327	2,306	2,604	(221)	2,418	2,106	2,109	2,118
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
Westminster Coroners Court			460					
0	0	460	0	0	0	0	0	0



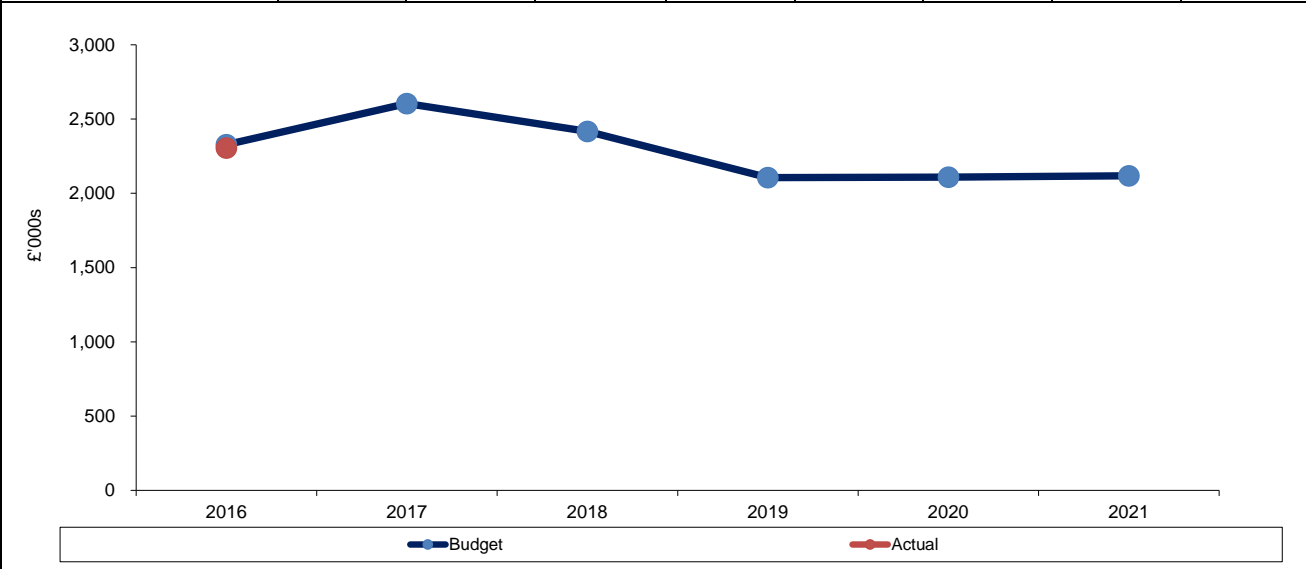
Summary of major budget etc. changes

2018/19
 CSD19 Communications staff savings 49k
 CSREP 2018-19 (6) Reduction in running costs budgets £9k
 CSREP 2018-19 (7) Increase in translations income £10k

2019/20
 CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k
 CS2016 -05 Increase income through translations £15k
 CS2016 -07 Cash Collection Reduction £30k
 CS2016 -06 Merton Link - efficiency savings £30k
 2018-19 CS08 Increase in income from Enforcement Service £100k
 2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k

2020/21
 2018-19 CS08 Increase in income from Enforcement Service £20k

2021/22
 2018-19 CS08 Increase in income from Enforcement Service £15k



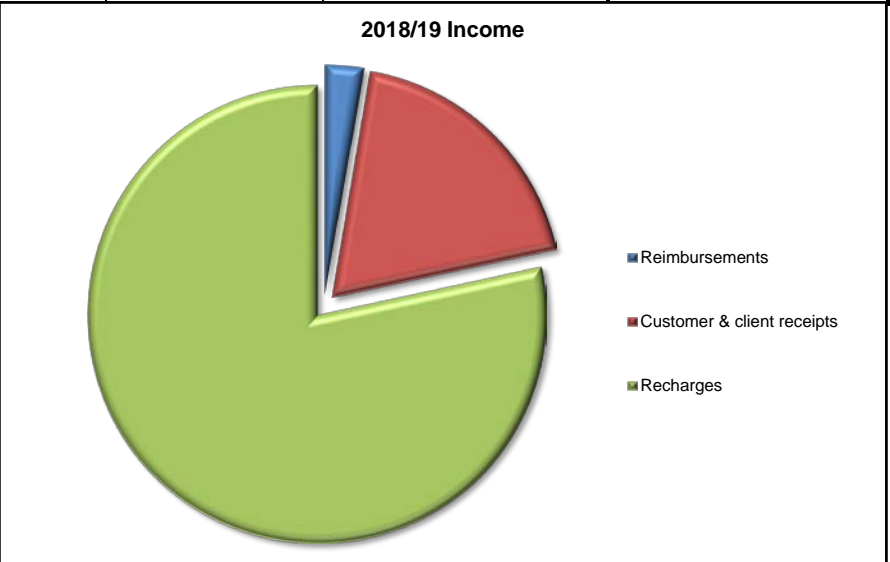
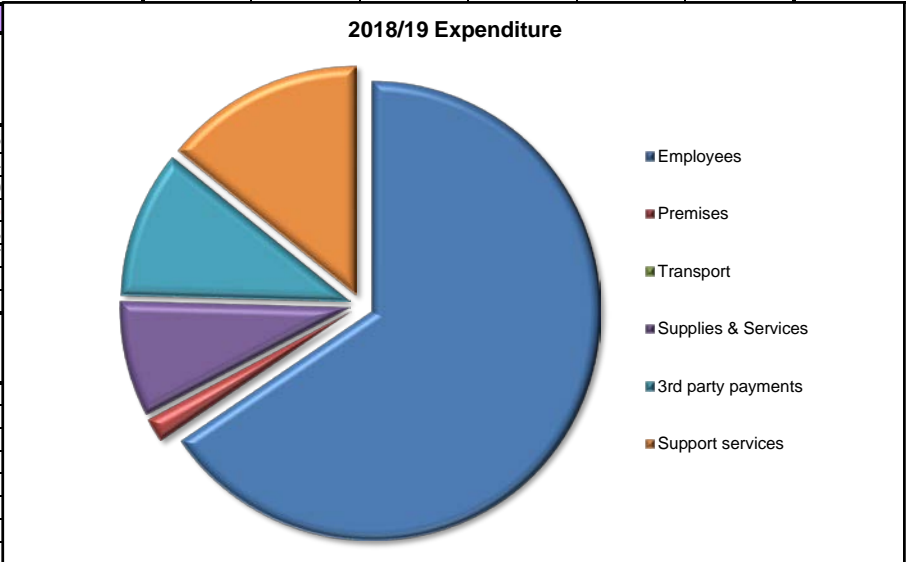
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customer Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Universal Credit Implementation	Economic outcomes		
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						

Human Resources		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		Employees in Merton for HR, payroll, advice, L&D, EAP etc.		4,400	4,200	4,000	3800	3800	3800	Workforce Strategy			
1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR advice and consultancy support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members		New recruits to be appointed		160	150	140	145	140	142	Economic Development Strategy			
		New Apprentices to be appointed		33	33	33	33	33	33	33	Equality Strategy		
		Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
		Staff (FTE)		35	35	31	31	31	31				
		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)				
		Time to hire (days)		91	90	90	90	90	90	Low	Monthly	Outcome	Increased costs
		No. of working days lost to sickness, excluding schools		9.5	7.5	7.5	7	7	7	Low	Monthly	Outcome	Increased costs
		% Appraisals completed		96%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making
		% Members L&D satisfaction		95%	83%	83%	90%	90%	90%	High	Quarterly	Outcome	Poor decision making
No. of Apprentices (Govt Apprenticeship Levy Scheme)		N/A	35	46	46	46	46	High	Quarterly	Outcome	Increased costs		
The level (%) of staff engagement (Staff Survey)		87%	N/A	87%	N/A	87%	N/A	High	Biennial	Outcome	Reputational risk		
% of staff who would recommend Merton as a place to work		90%	N/A	90%	N/A	90%		High	Biennial	Perception	Select impact		
Voluntary resignation rate		N/A	12%	12%	12%	12%		Low	Quarterly	Outcome	Select impact		

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	3,177	3,105	2,984	(73)	2,811	2,822	2,834	2,845
Employees	2,252	2,065	2,027	(172)	1,845	1,848	1,851	1,854
Premises	47	35	47	(17)	48	49	49	50
Transport	2	5	(3)	(1)	(3)	(3)	(3)	(3)
Supplies & Services	495	545	226	35	229	232	235	238
3rd party payments	0		290	82	294	298	303	307
Support services	381	455	398		398	398	398	398
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	3,333	2,900	2,953	69	2,953	2,954	2,954	2,953
Government grants								
Reimbursements	79	70	79		79	79	79	79
Customer & client receipts	391	368	560	69	560	560	560	560
Recharges	2,863	2,462	2,315		2,315	2,315	2,315	2,315
Reserves								
Capital funded								
Council Funded Net Budget	(156)	205	31	(3)	(142)	(131)	(120)	(108)
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



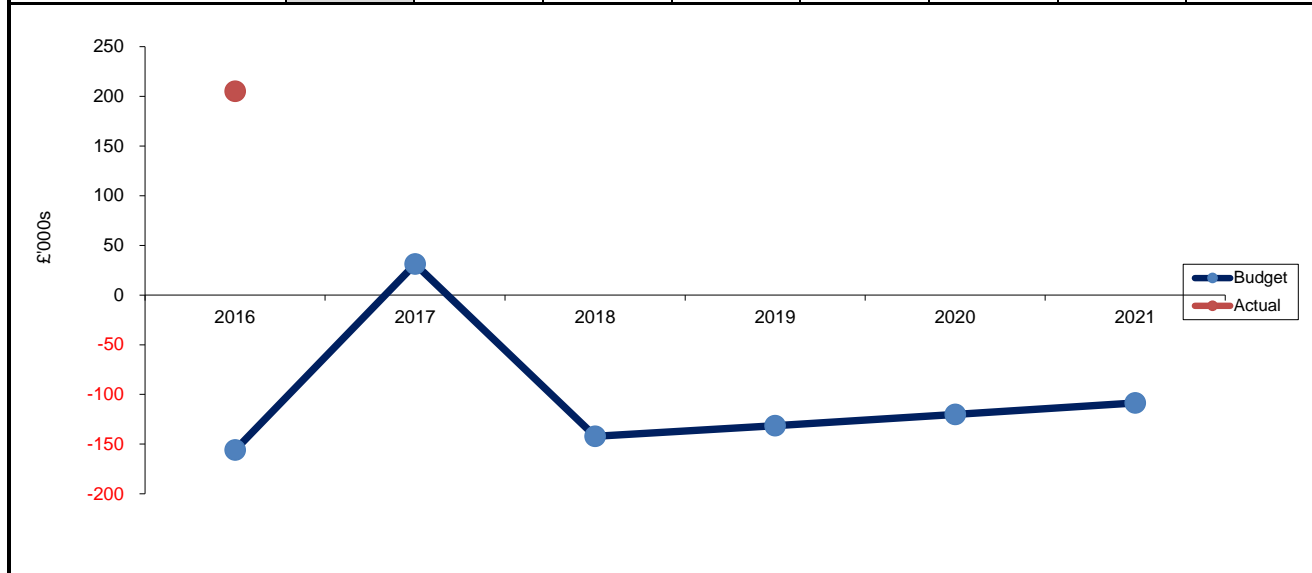
Summary of major budget etc. changes 2018/19

CSREP 2018-19 (12) Reduction in posts across the department £185k

2019/20

2020/21

2021/22



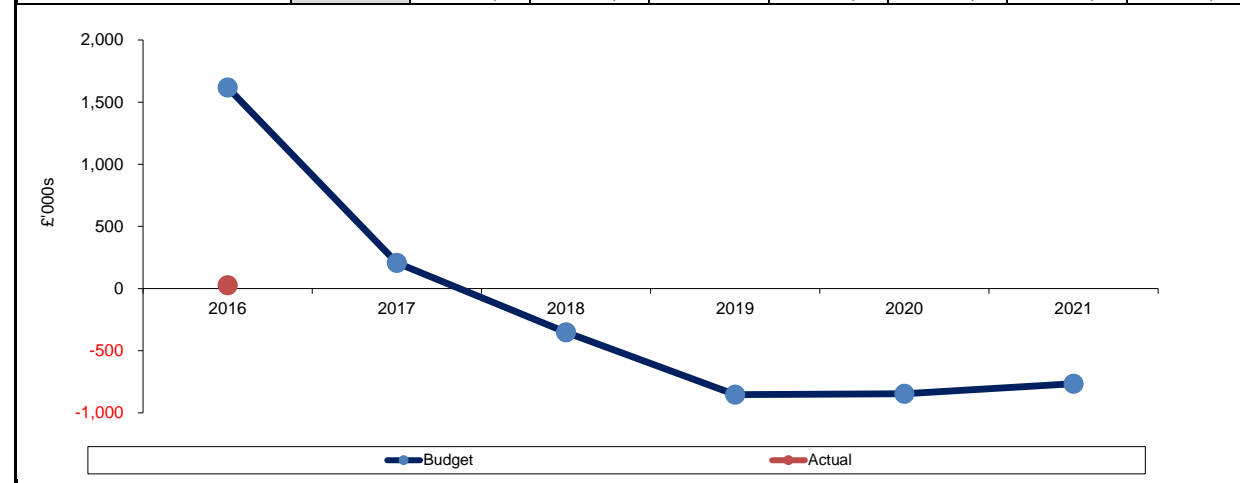
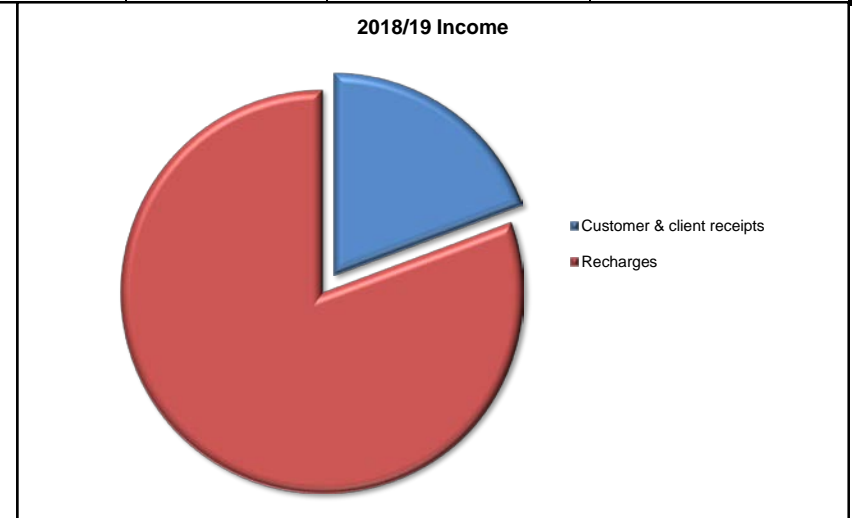
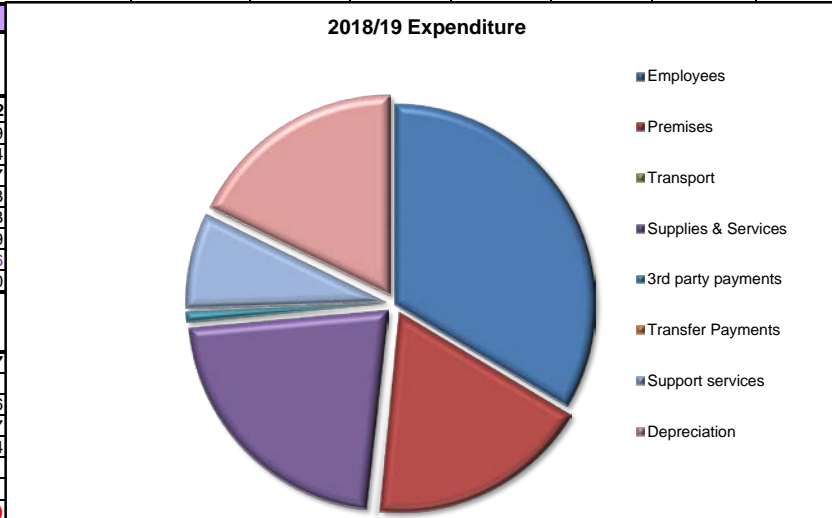
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Workforce Strategy		Improved staff skills and development		
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							

Infrastructure and Transactions	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			
<p>Infrastructure & Transactions Division (I&T) is a support service made up of six functions which are:-</p> <p>IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.</p> <p>Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.</p> <p>Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing</p> <p>Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.</p> <p>Client Financial Affairs - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.</p> <p>Commercial Services & Procurement - Are the strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.</p>	Repairs & Maintenance of Corporate Buildings (Revenue)	740,000	740,000	700,00	600,00	600,00	600,000	Civic Centre Accommodation Strategy		
	IT Service Calls	28,500	28,500	27,800	25,500	25,000	25,000	25,000	IT Strategy and Implementation Plan	
	Health & Safety Statutory Inspections	100	100	100	100	100	100	100	Risk Management Strategy	
	Transactions requested by departments	115,000	85,000	80,000	80,000	80,000	80,000	80,000	Local Plan	
	Number of Client Affairs cases being managed	250	250	250	250	250	250	250	Procurement Strategy	
	Procurement Support (Number of projects)	45	50	42	42	42	42	42	Workforce Strategy	
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	FM (FTE)	32.9	32.9	35.5	33.5	33.5	30.5			
	Transactional Services (FTE)	13.3	13.3	13.3	10.3	10.3	10.3			
	IT Service Delivery (FTE)	30	29	27	27	27	27			
	Safety Services (FTE)	5.5	5	4	4	4	4			
	Client Financial Affairs (FTE)	7	7	7	7	7	7			
	Commercial Services & Procurement (FTE)	5	5	9	9	9	7			
	Management	2	2	2	2	2	2			
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance Target (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)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Customer Satisfaction - IT incident resolution	95%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	83%	72%	75%	75%	75%	75%	High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	36	60	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	261,286	320,000	320,000	320,000	320,000	320,000	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	91%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Invoices paid within 30 days of receipt by LBM	95%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,189	1,400	1,200	1,300	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	34/66	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	94%	93%	94%	95%	95%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	1	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	N/A	70%	85%	95%	100%	100%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	N/A	70%	60%	50%	40%	40%	Low	Annual	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	6,924	7739.84	7434.32	7128.8	6914.94	6800	Low	Annual	Output	Environmental 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	13,824	12,585	12,844	(194)	12,045	11,734	11,741	11,822
Employees	4,378	4,437	4,113	182	4,045	3,903	3,829	3,829
Premises	2,665	2,205	2,674	141	2,162	2,103	2,143	2,184
Transport	25	15	30	(9)	26	27	27	27
Supplies & Services	3,183	2,790	2,655	(392)	2,628	2,516	2,555	2,593
3rd party payments	0	0	312	(112)	98	99	101	103
Transfer Payments	9	18	9	(5)	9	9	9	9
Support services	1,423	979	911	0	936	936	936	936
Depreciation	2,141	2,141	2,140	0	2,140	2,140	2,140	2,140
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	12,207	12,557	12,638	(251)	12,397	12,587	12,587	12,587
Government grants								
Reimbursements					46	46	46	46
Customer & client receipts	2,351	1,935	2,674	(190)	2,387	2,577	2,577	2,577
Recharges	9,856	10,622	9,964	(61)	9,964	9,964	9,964	9,964
Reserves								
Capital Funded								
Council Funded Net Budget	1,617	28	206	57	(352)	(853)	(846)	(765)
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
Capital Building Works		558	733		600	950	650	650
Invest to Save		401	1,479		2,010	300	300	300
IT Modernisation		903	2,268		1,085	630	1,060	970
Water / Fire Safety Works		183	447		350			
	0	2,045	4,927	0	4,045	1,880	2,010	1,920



Summary of major budget etc. changes	
Year	Changes
2018/19	<p>CS71 Deletion of two posts 43k (deferred by 6 months)</p> <p>CSD2 Energy savings 150k</p> <p>CS2015-09 Restructure of Safety Services and Emergency Planning 30k</p> <p>CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K</p> <p>CSREP 2018-19 (1) Renegotiation of income generated through the corporate catering contract £20k</p> <p>CSREP 2018-19 (2) Review the specification on the corporate cleaning contract and reduce frequency of visits £15k</p>
2019/20	<p>CS2016-08 Income from letting two floors vacant space in Civic Centre £190</p> <p>CS2015-03 Restructure of Transactional Services team 50k</p> <p>CSD7 Restructure Print and Post service and delete two posts 23k</p> <p>2018-19 CS01 Revenue Saving associated with current MFD contract £150k</p> <p>2018-19 CS02 Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k</p> <p>2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description. £33k</p>
2020/21	<p>CS2015-03 Restructure of Transactional Services team 50k</p> <p>CSD7 Restructure Print and Post service and delete two posts 24k</p>
2021/22	

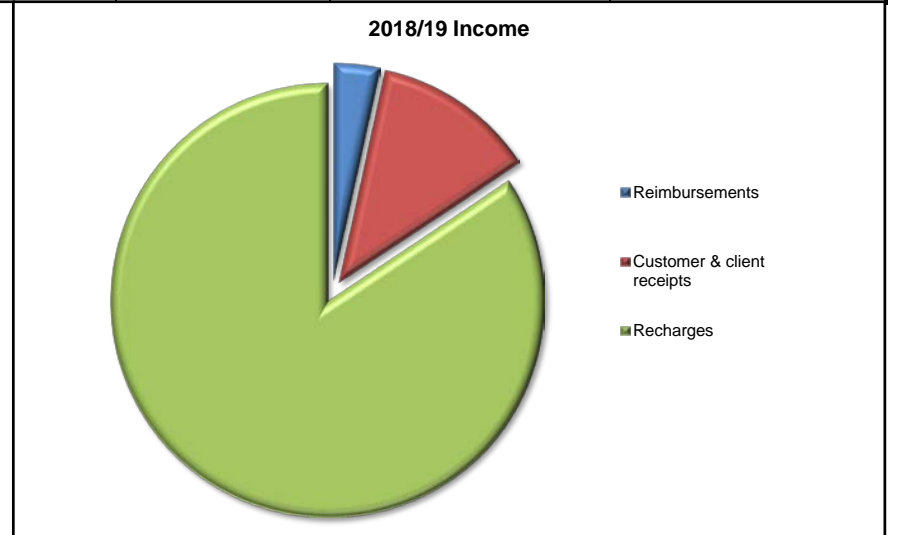
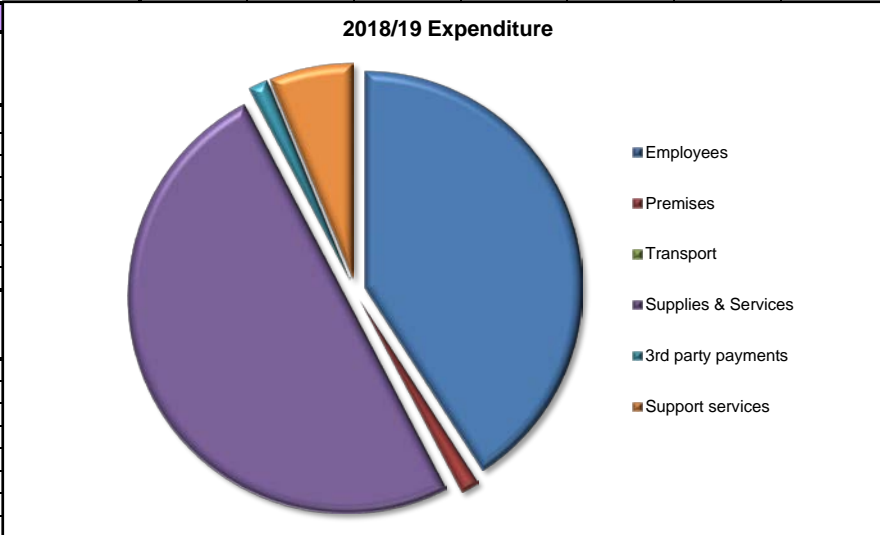
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Infrastructure and Transactions

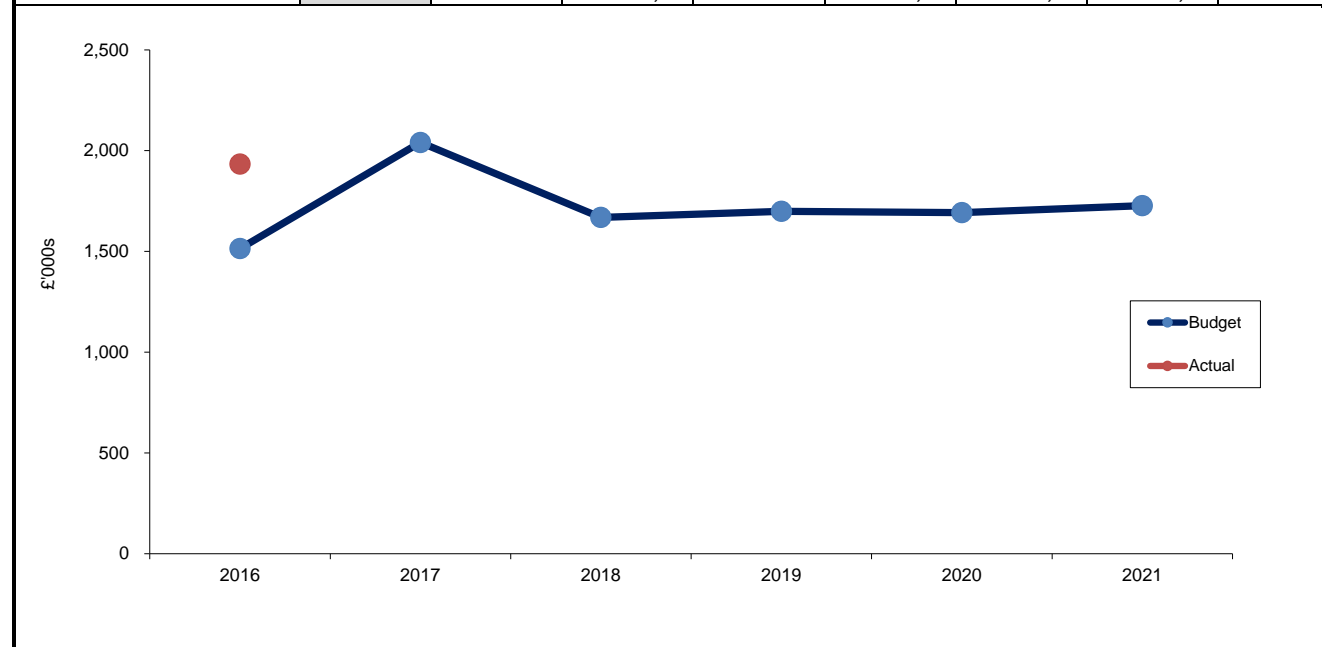
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)		6
Start date	2016-17	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information 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						The Corporate strategies your service contributes to			
CLr 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 Resources is made up of four major areas of activity: 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. 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. 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. 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	Revenue/Capital Budget Managers	147/23	139/23	139/23	139/23	139/23	139/23	Medium Term Financial Strategy		
	Voluntary Sector Organisations Supported	150+	150+	150+	150+			Capital Strategy		
	Budget, Service, Performance & Risk Monitoring Reports	8	8	8	8	8	8	Equality Strategy		
	Budget, Service, Performance & Risk Closing Reports	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	48.6	47.6	47.6	47.6	Risk Management Strategy		
	Staff (Trainees)	4	2	2	2	2	2	Treasury Management Strategy		
	Staff (Apprentices)	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)						
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Accuracy of P10 Revenue Forecast (compared to outturn)	91%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	91.5%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0	0		Low	Annual	Business critical	Government intervention
Action plans in place for 'red' risks	100%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
% of Loans Paid on Time	N/A	92%	93%	94%	94%		High	Quarterly	Business critical	Reputational risk
% of Claims Responded to within 5 Working Days	N/A	94%	95%	96%	96%		High	Quarterly	Outcome	Reduced customer service
Delivery against current year MTFS savings target	N/A	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	7,471	7,501	7,494	7,530
Employees	3,387	3,524	3,229	293	3,054	3,024	3,024	3,024
Premises	101	105	103	2	104	106	107	109
Transport	2	5	2	1	2	2	2	2
Supplies & Services	3,971	3,943	3,807	68	3,735	3,793	3,783	3,815
3rd party payments	157	157	108	0	109	111	113	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)	5,802	5,802	5,802	5,802
Government grants								
Reimbursements	54	396	54	(151)	198	198	198	198
Customer & client receipts	726	775	726	8	710	710	710	710
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	1,669	1,699	1,692	1,728
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	5,580		5,792			
Capital Bidding Fund					1,186			
Housing Company			949		9,587	13088	1810	
	0	744	6,731	0	16,565	13,688	1,935	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 75k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11) CSREP 2018-19 (3) Miscellaneous budgets within Resources £13k CSREP 2018-19 (4) Recharges to the pension fund £128k
2019/20	2018-19 CS05 Reduction in permanent staffing £30k
2020/21	2018-19 CS06 Miscellaneous budgets within Resources £17k 2018-19 CS07 Retender of insurance contract £50k
2021/22	2018-19 CS07 Retender of insurance contract £25k



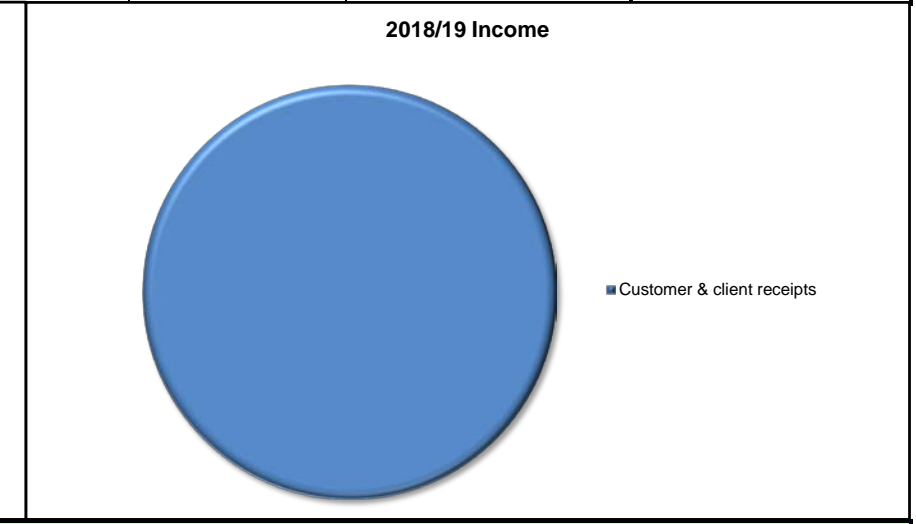
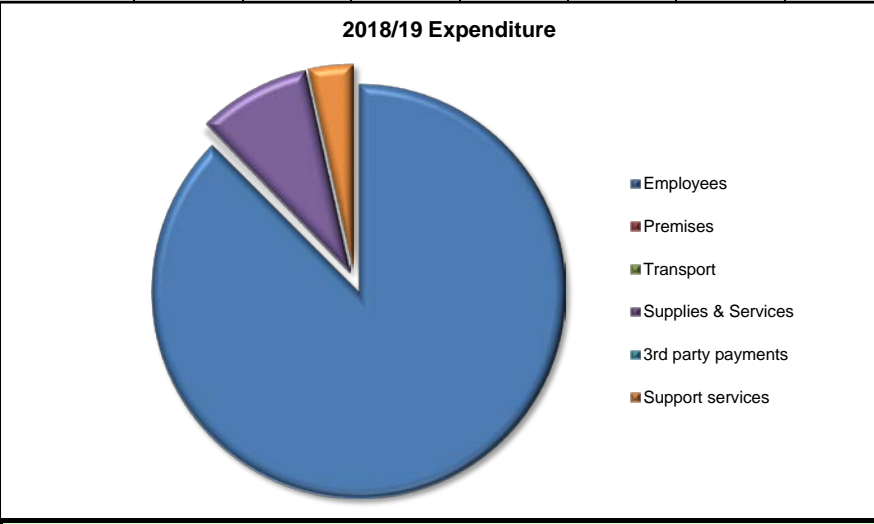
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

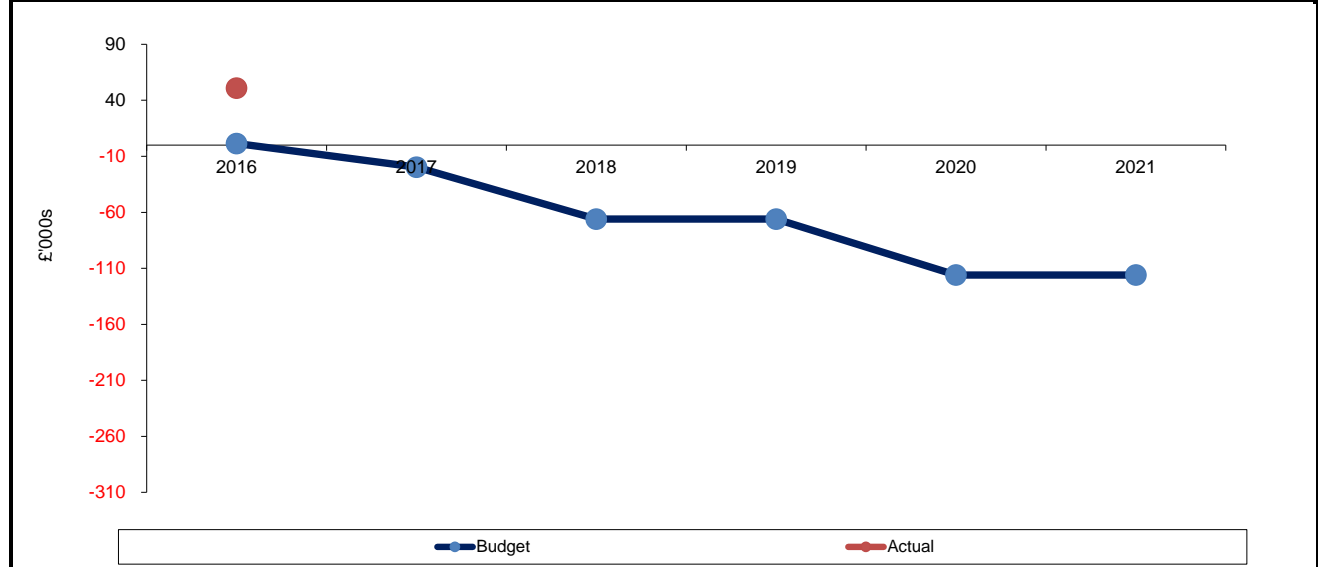
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance					
Start date	2017-18	Project Details:	Analysis of all relevant information relating to local government finance. This will 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	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 The service delivers legal advice, support and representation to all services across the London Boroughs of Merton, Sutton, Richmond, Wandsworth and the Royal Borough of Kingston upon Thames, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and several local authority trading companies. The service also provides advice in relation to the constitution and decision making processes in all councils and advice to members in relation to their roles.	Chargeable hours for Merton	19500	19,125	19,125	19125			Contribute to all Corporate Strategies			
	Chargeable hours for Richmond	13895	13,828	13,828	13828						
	Chargeable hours for Sutton	19819	22,835	22,835	22835						
	Chargeable hours for Kingston	11382	11,329	11,329	11329						
	Chargeable hours for Wandsworth		22,487	22,487	22487						
	Chargeable hours for Achieving for Children	11583	11,222	11,222	11222						
	Chargeable hours for Sutton Housing Partnership	2528	2,516	2,516	2516						
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE)	92.3	108.3	108.3	108.3	108.3					
	Apprentices	0	2	2	2						
	Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
	Chargeable hours	82,005	103,722	103,722	103,722	103,722		High	Monthly	Business critical	Loss of income
	Income for SLLP	N/A	£100,000	£100,000	£100,000	£100,000		High	Quarterly	Outcome	Loss of income
	1st draft S106 agreement sent to client dept within 10 days	N/A	90%	90%	90%	90%		High	Quarterly	Perception	Reputational risk
Prosecutions - number of successful outcomes	N/A	80%	80%	80%	80%		High	Quarterly	Perception	Reputational risk	
Provide FOIVEIR reviews within 20 working days	N/A	80%	80%	80%	80%		High	Quarterly	Perception	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	5,083	8,362	6,740	179	6,892	6,892	6,842	6,842
Employees	4,464	5,300	5,924	188	6,030	6,030	5,980	5,980
Premises	5	6	5		5	5	5	5
Transport	14	23	14		14	14	14	14
Supplies & Services	415	420	556	(9)	603	603	603	603
3rd party payments		2,428			0			
Support services	185	185	240		240	240	240	240
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	5,082	8,311	6,759	(179)	6,958	6,958	6,958	6,958
Government grants								
Reimbursements	0	2,428						
Customer & client receipts	5,082	5,883	6,759	(179)	6,958	6,958	6,958	6,958
Recharges	0		0		0	0	0	0
Capital Funded								
Council Funded Net Budget	1	51	(20)	0	(66)	(66)	(116)	(116)
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	CS2015-12 £41,000 Reduction in running costs CSREP 2018-19 (10) SLLp - Increase in legal income £25k
2019/20	
2020/21	2018-19 CS12 SLLp - reduction in legal demand £50k
2021/22	



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

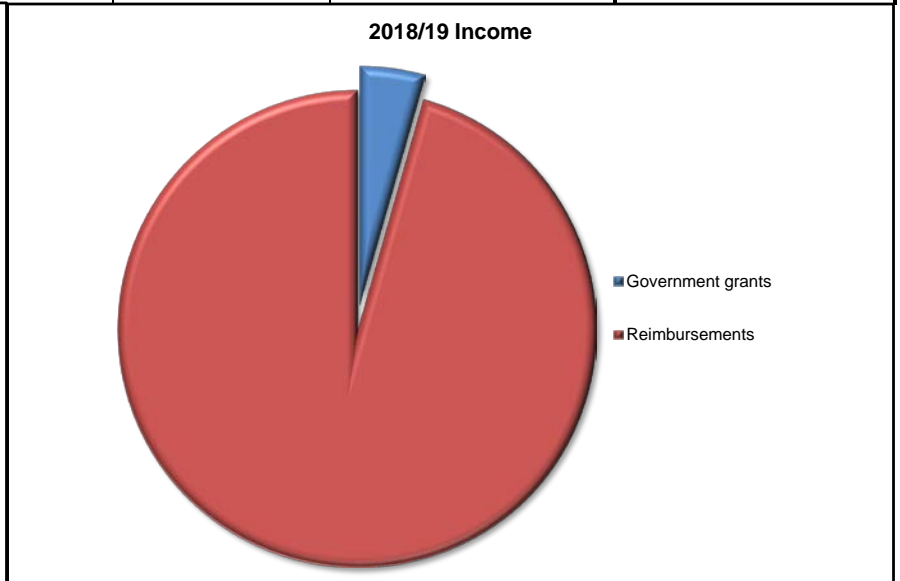
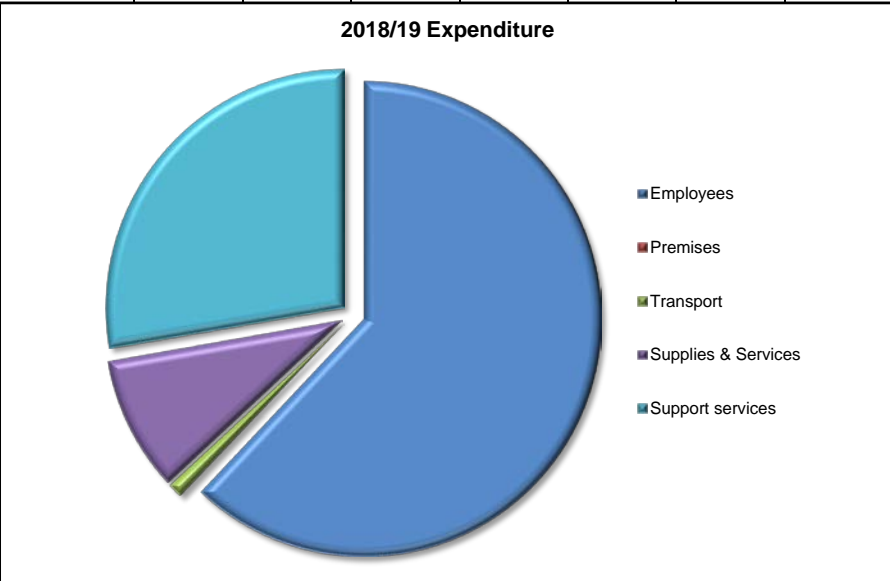
Shared Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Increase 3rd party income	Economic outcomes					
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				
Enter a brief description of your main activities and objectives below		Enforcement cases	520	510	500	500	500	500	Economic Development Strategy			
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. 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. 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		Planning applications (economy dependant)	2700	2800	2800	2850	2900	2900	Merton Regeneration Strategy			
		BC applications (economy dependant)	1550	1600	1650	1700	1750	1750	1750	Medium Term Financial Strategy		
		Tree applications	600	600	600	600	600	600	600			
		Pre applications	115	120	125	125	125	125	125			
		Planning performance agreements	20	25	30	30	30	30	30			
		Prior approvals (permitted development)	620	640	640	640	650	650	650			
		Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
		Staff (FTE)	38	34	35	35	35	35				
		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	73	73	High	Monthly	Quality	Reduced customer service		
% Minor applications processed within 8 weeks	68	66	67	68	69	69	High	Monthly	Quality	Reduced customer service		
% Other applications processed within 8 weeks	87	85	85	85	85	85	High	Monthly	Quality	Reduced customer service		
Volume of Planning applications Total	4597	4450	4500	4500	4500	4500	High	Monthly	Quality	Reduced customer service		
% appeals lost	35	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	£2.11	High	Monthly	Business critical	Loss of income		
% Market share retained by LA (BC)	47	54	56	58	60	60	High	Monthly	Perception	Loss of income		
Number of enforcement cases closed	524	450	450	450	450	450	High	Monthly	Quality	Reduced service delivery		
Backlog of enforcement cases	542	650	650	700	750	750	Low	Monthly	Output	Reduced service delivery		

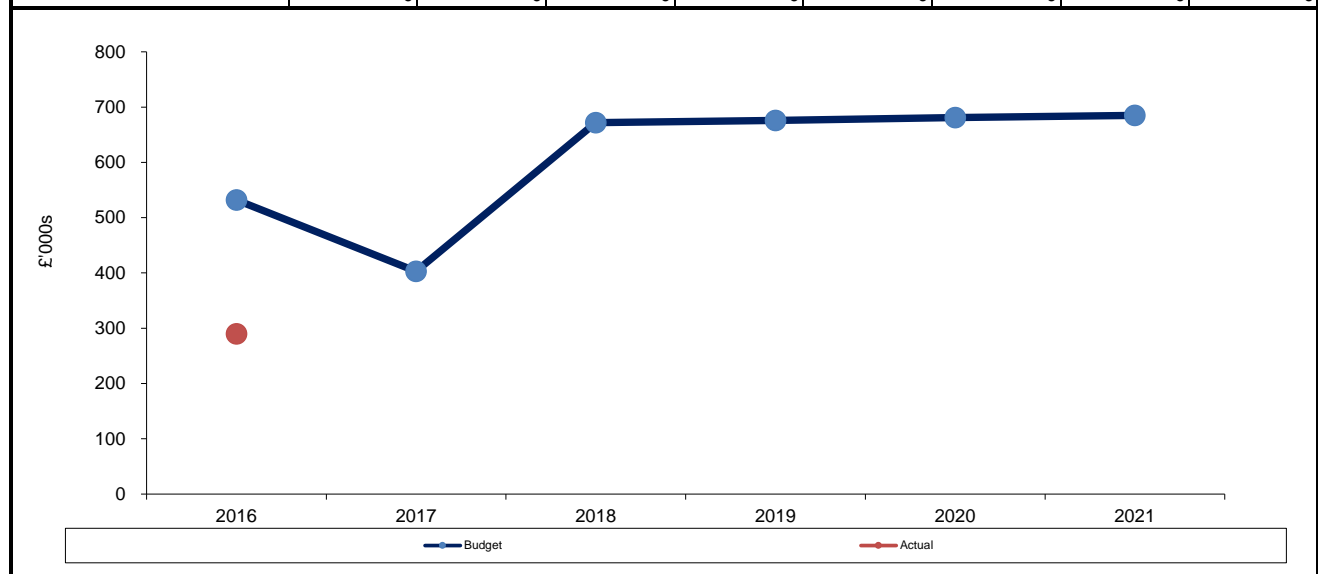
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	2,588	2,536	2,605	(77)	2,647	2,651	2,656	2,660
Employees	1,779	1,872	1,594	54	1,642	1,642	1,642	1,642
Premises	2	0	2	1	2	2	2	2
Transport	25	15	26	(13)	26	26	27	27
Supplies & Services	247	199	248	(119)	242	246	250	254
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	1,975	1,975	1,975	1,975
Government grants	0	0	0	0	0	0	0	0
Reimbursements	83	264	84	(25)	87	87	87	87
Customer & client receipts	1,973	1,982	2,118	554	1,888	1888	1888	1888
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

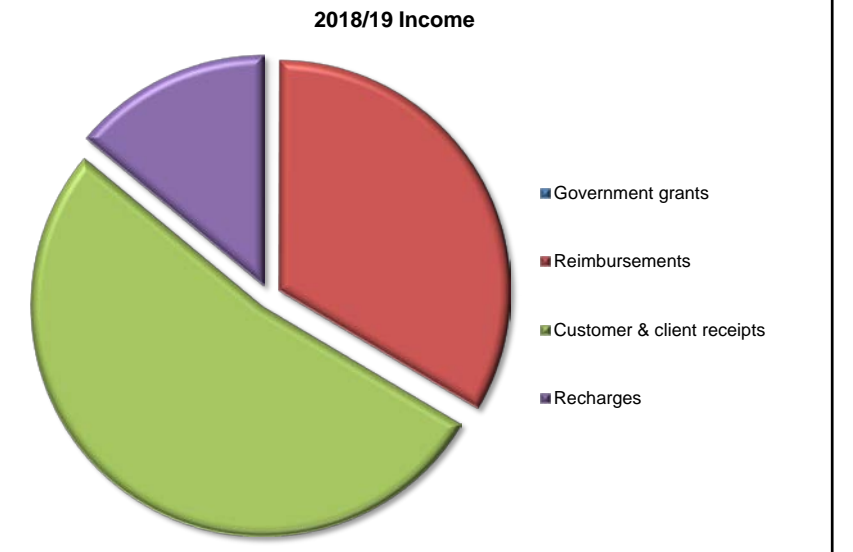
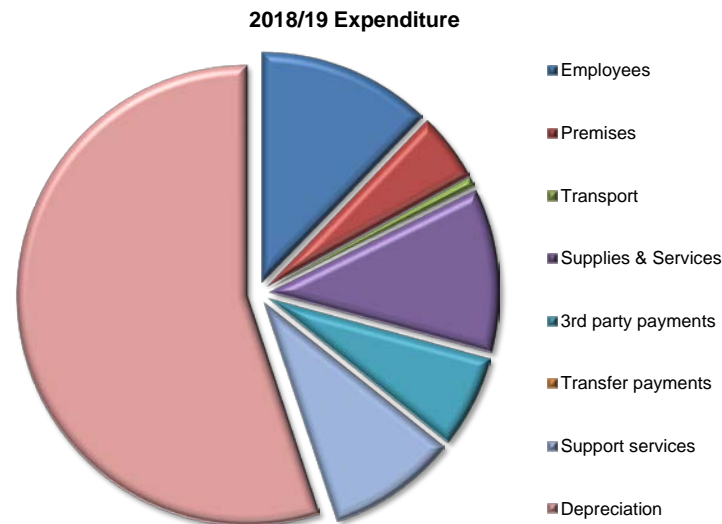
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Commercialisation of Building Control	Improved efficiency (savings)		12
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	
End date	2018-19					
Project 2		Project Title:	Improving the development management processes	Improved effectiveness		4
Start date	2015-16	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	
End date	2018-19					
Project 3		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience		4
Start date	2014-15	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	
End date	2018-19					
Project 4		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness		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	6	
End date	2018-19					
Project 5		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness		3
Start date	2014-15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	
End date	2018-19					
Project 6		Project Title:	Further develop Planning Performance agreements potential	Economic outcomes		2
Start date	2014-15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	
End date	2018-19					
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:			0	
End date						

Future Merton & Traffic and Highways		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Air Quality Action Plan		
Enter a brief description of your main activities and objectives below		Population	205,722	207,410	208,607	209,771	210,902			Climate Change Strategy	
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.									Community Plan		
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.									Economic Development Strategy		
The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.									Employment and Skills Action Plan		
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)									Health & Wellbeing Strategy		
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.									Local Plan		
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.									Local TFL Implementation Strategy		
									Merton Regeneration Strategy		
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)
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

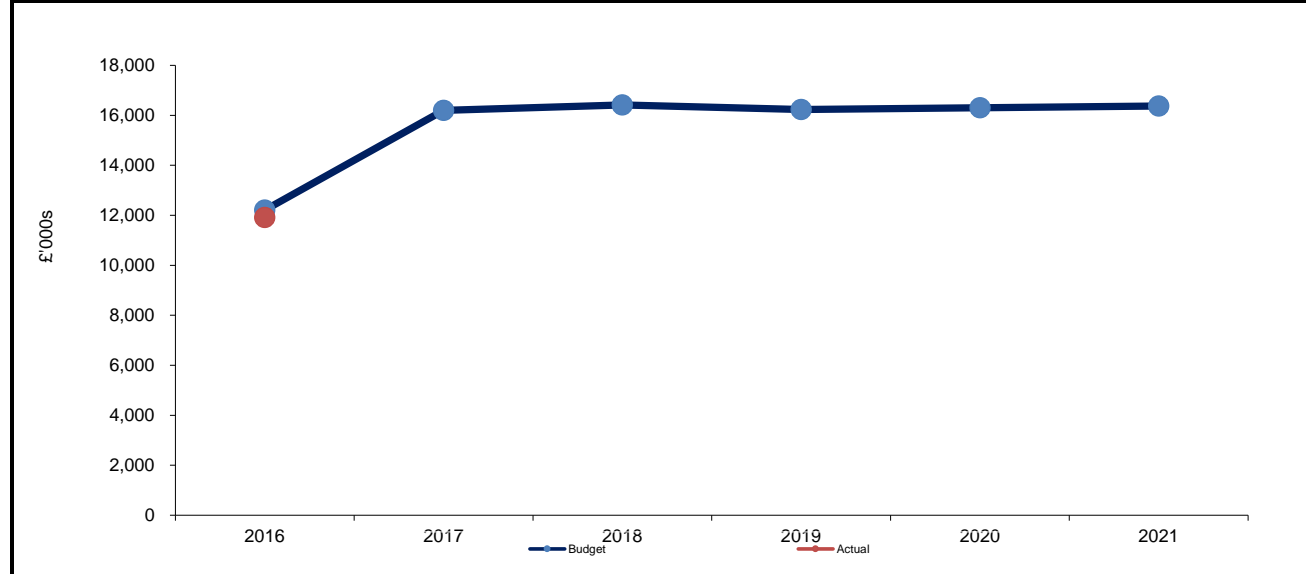
DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Expenditure	15,080	15,114	19,805	25	19,976	19,894	19,964	20,035	
Employees	2,594	2,710	2,378	128	2,434	2,434	2,435	2,436	
Premises	1,047	1,053	954	287	968	982	997	1,011	
Transport	132	132	135	(13)	137	139	141	143	
Supplies & Services	3,153	3,176	2,222	(379)	2,301	2,184	2,217	2,251	
3rd party payments	396	423	1,285	2	1,305	1,324	1,343	1,363	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	1,424	1,286	1,819	0	1,819	1,819	1,819	1,819	
Depreciation	6,334	6,334	11,012	0	11,012	11,012	11,012	11,012	
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)	3,560	3,660	3,660	3,660	
Government grants	16	281	1	(1)	1	1	1	1	
Reimbursements	947	1,173	1,199	(330)	1,193	1,293	1,293	1,293	
Customer & client receipts	1,907	1,745	1,905	271	1,869	1,869	1,869	1,869	
Recharges	0	0	497	0	497	497	497	497	
Council Funded Net Budget	12,210	11,915	16,203	(35)	16,416	16,234	16,304	16,375	



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	4,567		3,641	3,127	3,127	3,127
Transport Improvement		1,172	1,632		1,000			
Regeneration		3,254	2,829		3,032	3,301	1,000	
Other		53	12					35
	0	9,671	9,040	0	7,673	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
 E4 = (£100k)
 ERG1 (Growth) = (£150k)

2020/2021

2021/22

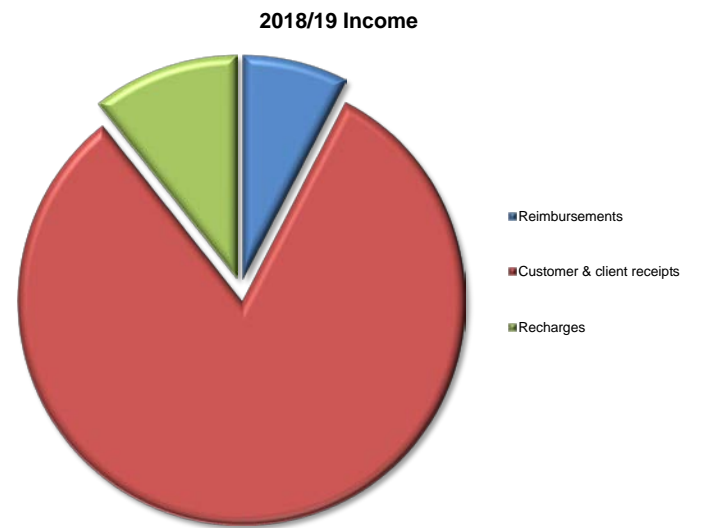
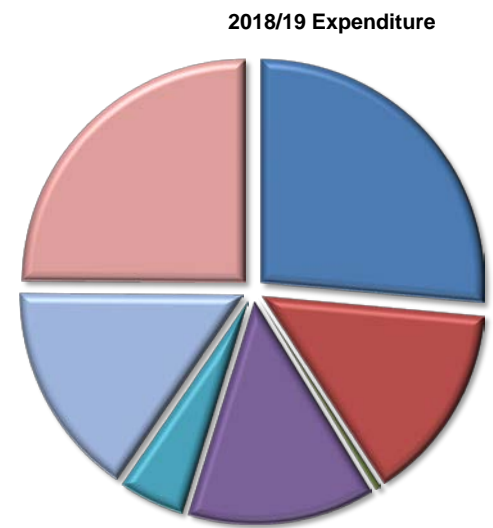
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal					
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								

Leisure & Cultural Development	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 Nick Draper Cabinet Member for Community & Culture</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Main Activities:</p> <p>Build infrastructure to enable local people to engage in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.</p> <p>Main Objectives:</p> <ul style="list-style-type: none"> - Build a new Morden Leisure Centre & open it for public use before end of 2018 - Negotiate contract changes with GLL to operate Morden Leisure Centre & make contract savings - Demolish existing Morden Park Pools & re-landscape site - Develop and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake - Develop & deliver Merton's - London Borough of Culture Bid (should it be successful) - Commission works to determine the most effective management solution for the Watersports Centre - Implement the new approved management arrangements for the Watersports Centre - Deliver the Commemorative WW1 Victoria Cross Stone Laying Ceremony - Deliver the council's support to the national 'The Battle's Over' initiative - Commission culture, arts & sports services where funding allows or with external funding - Deliver core functionality in Ride London, Mini Marathon, Fireworks, Tennis Car Parking, etc. - Manage Leisure Centres contract & New Wimbledon Theatre lease - Manage Polka & Attic Theatre grants - Manage Morden Assembly Hall & Dudley Hall Lease - Develop and deliver projects and programmes based on invest to save principles 	Population	205,722	207,410	208,607	213,497	212,180	213,198	Asset Management Plan		
	No. of Children & Young People aged 8-17 in west of borough	8,050	8,200	8,700	12,407	12,445	12,604	Children & Young person's Plan		
	Population of most disadvantaged wards	127,540	128,100	104,155	100,227	99,841	100,265	Cultural Strategy		
	Users of Merton's Leisure Centres	912,002	1,028,879	1,092,592	1,100,026	1,115,078	1,124,265	Community Plan		
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Open Spaces Strategy		
	Staff (FTE)	13.6	7.8	7.8	7.8	7.8	7.8	Social Inclusion Strategy		
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy		
	Volunteers	20	20	20	20	20	20			
	Staff seasonal	30	30	30	30	30	30			
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type
Income £ from Merton Active Plus	57,252	60,000	45,000	46,000	47,000	48,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre	340,733	397,000	365,000	370,000	375,000	380,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres	103,003	98,448	104,000	106,120	108,546	109,626	High	Monthly	Output	Reduced uptake of service
% residents rating facilities Good to Excellent	79	n/a	80	n/a	80	n/a	High	Biennial	Output	Reduced customer service
Total Number of Users of Merton's Leisure Centres	912,002	1,028,879	1,092,592	1,100,026	1,115,078	1,124,265	High	Monthly	Outcome	Reduced customer service
Total Number of Users of Polka Theatre	104,025	94,600	87,226	18,700	97,000	111,030	High	Quarterly	Output	Reduced uptake of service

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	2,329	2,320	1,977	83	1,982	1,992	1,972	1,981
Employees	705	678	523	22	524	524	524	524
Premises	277	336	282	86	285	290	294	298
Transport	9	9	8	0	8	8	8	8
Supplies & Services	456	438	269	43	269	272	247	251
3rd party payments	0	0	94	(68)	95	97	98	99
Transfer Payments	0	0	0	0	0	0	0	0
Support services	389	366	308	0	308	308	308	308
Depreciation	493	493	493	0	493	493	493	493
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	1,239	1,320	906	(172)	1,011	1,311	1,311	1,311
Government grants	0	0						
Reimbursements	148	123	77	0	77	77	77	77
Customer & client receipts	733	844	721	(172)	826	1,126	1,126	1,126
Recharges	358	353	108	0	108	108	108	108
Reserves								
Capital Funded								
Council Funded Net Budget	1,090	1,000	1,071	(89)	971	681	661	670
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
Morden Leisure Centre	1,574	477	6,068	0	6,389	242		
Wimbledon Park Lake de-silting			107	0	1,250			
Other	399	424	424	0	300	250	250	250
	1,973	901	6,599	0	7,939	492	250	250



Summary of major budget etc changes

2018/19

E&R1 = (£4k)
E&R2 = (£5k)
E&R4 = (£100k)

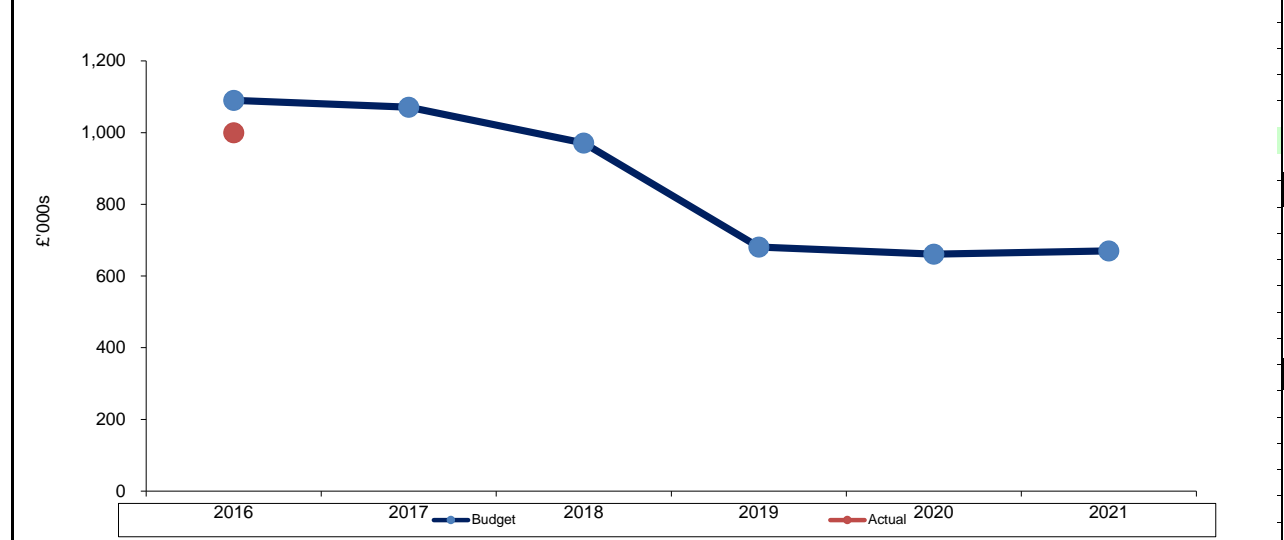
2019/20

ENR10 = (£300k)

2020/21

E3 = (£30k)

2021/22



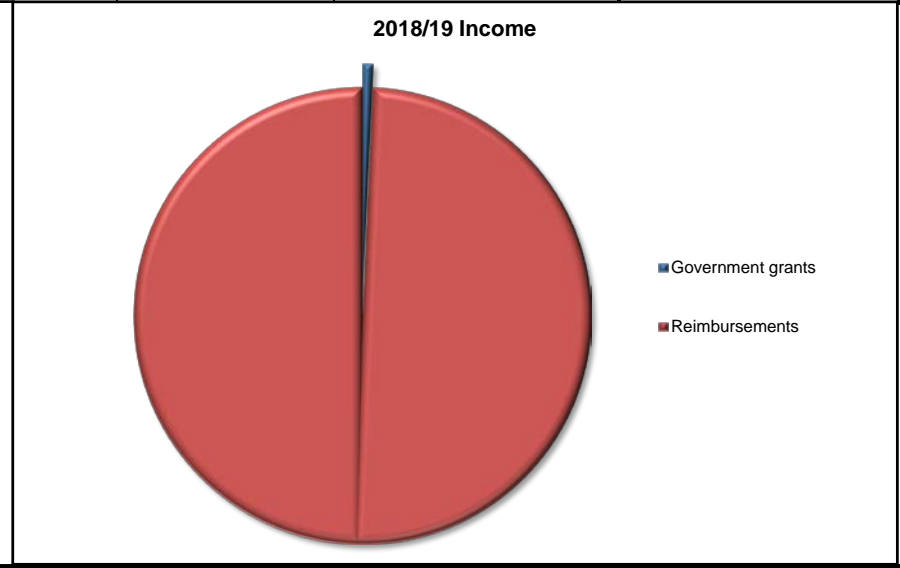
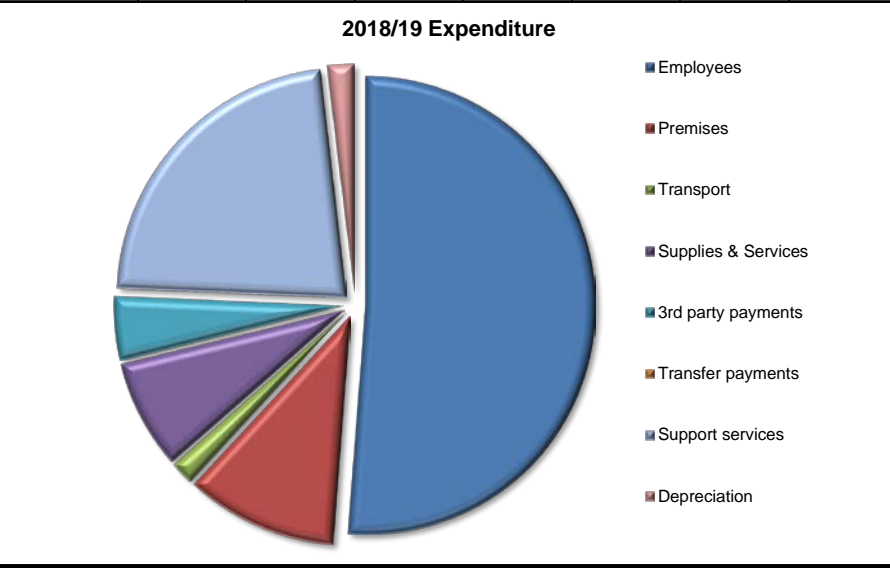
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience			
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			
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.	2	2	4
End date	2020						
Project 3		Project Title:	Leisure Centres Contract	Economic outcomes			
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.	2	1	2
End date	2018						
Project 4		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance			
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.	4	3	12
End date	2020						
Project 5		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Economic outcomes			
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	2	2	4
End date	2020						
Project 6		Project Title:	London Borough Of Culture - Merton	Improved customer experience			
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.	2	2	4
End date	2020						
Project 7		Project Title:	WW1 Victoria Cross Commemorative Stone Laying	Improved reputation			
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.	2	2	4
End date	2018						
Project 8		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Infrastructure renewal			
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.	3	1	3
End date	2025						
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							

Parking & CCTV Services	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21		2021/22			
Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking											
Enter a brief description of your main activities and objectives below	Number of resident permits issued	20,0041	21,043	22,095	23,199	24,358	Transport Plan				
The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.	Number of visitors permits issued	239,242	251,204	263,764	276,952	290,799	Safer & Stronger Strategic Assessment				
Objectives <ul style="list-style-type: none"> to enforce parking regulations across the borough including Controlled Parking Zones and bus lanes to implement measures to improve traffic enforcement efficiency, specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure to monitor the borough's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's. 	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Since January 2016 Public Space CCTV camera team, whose core activity is to review the operational structure, processes and number of CCTV cameras throughout the borough with the aim of achieving efficiencies without reducing the level of service to the residents, customers and our partners, was amalgamated with Parking Services.	Staff (FTE)	93.27	83.57	84.57	84.57	84.57	84.57				
	Transport	12	12	12	12	12	12				
	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
	% of parking permits issued within 5-7 days	94.5%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
	Sickness- No of days per FTE (12 month rolling average)	9.5	8	8	8	8	8	Low	Monthly	Quality	Loss of income
	Number of London Tribunal Cases won by Merton Council	New	54%	54%	54%	54%	54%	High	Monthly	Outcome	Loss of income
	Percentage of Public Space CCTV cameras working	98%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	6,060	6,195	6,043	466	6,131	6,153	6,176	6,198
Employees	3,342	3,406	3,078	328	3,140	3,140	3,140	3,140
Premises	619	625	646	74	655	665	675	684
Transport	98	138	82	16	100	101	103	104
Supplies & Services	544	585	477	48	472	479	486	494
3rd party payments	219	210	268	0	272	276	280	284
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,126	1,119	1,380	0	1,380	1,380	1,380	1,380
Depreciation	112	112	112	0	112	112	112	112
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	17,311	16,010	16,302	(2,082)	16,966	17,066	17,066	17,066
Government grants	0	0	0	0	0	0	0	0
Reimbursements	117	77	118	45	118	118	118	118
Customer & client receipts	17,194	15,933	16,184	(2,127)	16,848	16,948	16,948	16,948
Recharges								
Reserves								
Capital funded								
Council Funded Net Budget	(11,251)	(9,815)	(10,259)	(1,616)	(10,835)	(10,913)	(10,890)	(10,868)
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Forecast Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Parking Improvements		155				60		
CCTV Investment		323	192					
	0	478	192	0	0	60	0	0



Summary of major budget etc. changes 2018/19

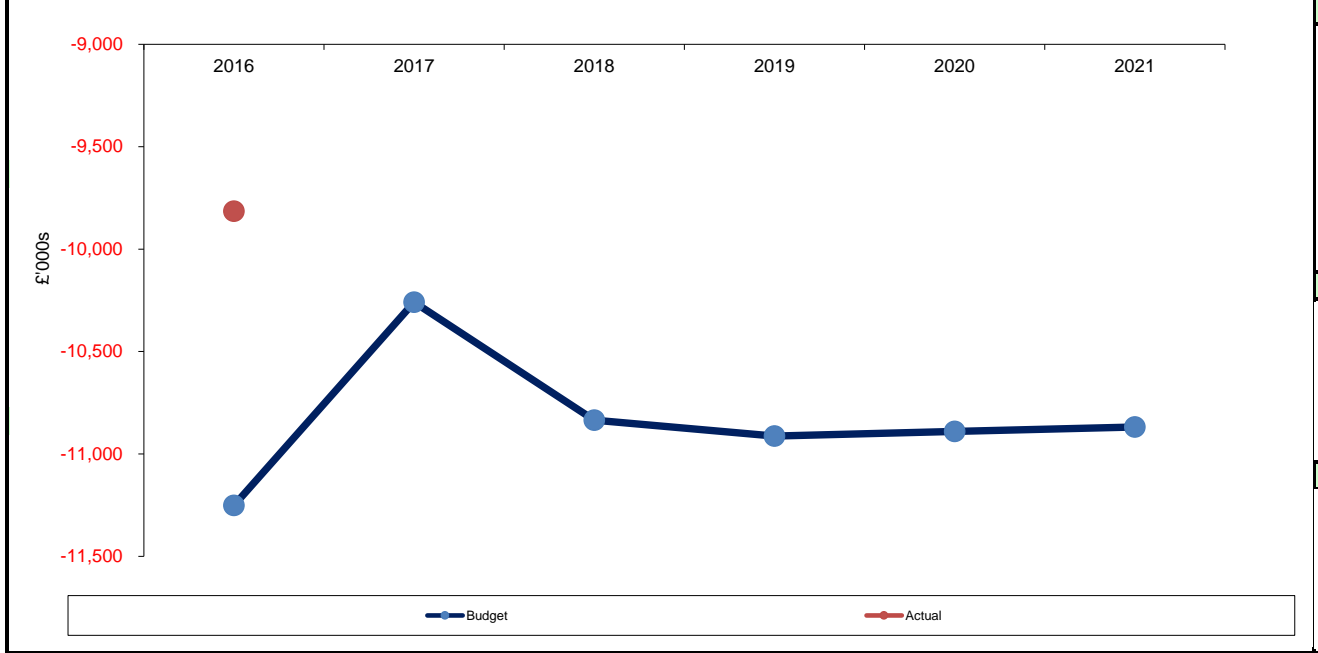
E&R7 = (£163k)
E&R10 = £80k
ENV06 = £46k
ENV07 = (£60k)
ENR2 = (£44k)
ENR3 = (£17k)
ALT1 (replacement saving) = (£440k)

2019/20

ENR4 = (£100k)

2020/21

2021/22



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

Parking & CCTV Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Review CEO Shift Patterns	Improved effectiveness					
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns				2	1	2
End date	2018-19								
Project 2		Project Title:	Review CCTV Shift Patterns	Infrastructure renewal					
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns				2	1	2
End date	2018-19								
Project 3		Project Title:	Procurement of new PCN system	Improved effectiveness					
Start date	2017-18	Project Details:	Procuring of a new PCN system which maybe linked with Enforcement and Safer Merton				2	3	6
End date	2018-19								
Project 4		Project Title:		Improved effectiveness					
Start date		Project Details:					2	1	2
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	<p>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).</p> <p>The grounds maintenance elements of the service are outsourced to idverde UK Limited, overseen by the Greenspaces client team who, in</p>
Parks & Green Spaces	
Cllr Nick Draper Cabinet Member for Community & Culture	
Service Provider: idverde UK Ltd	

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	E5 (2019/20) = (£50k) E6 (2019/20) = (£40k)	
Expenditure	5,053	5,331	3,144	275	3,172	3,199	3,226	3,254		
Employees	2,271	2,188	462	0	459	459	459	459		
Premises	762	842	357	142	366	371	376	382		
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	1,348	1,348	1,348		
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	1,174	1,174	1,174		
Recharges										
Reserves										
Council Funded Net Budget	2,839	3,090	1,886	214	1,914	1,851	1,878	1,906		
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	715		485		1,452	491	300	300		
	715	0	485	0	1,452	491	300	300		

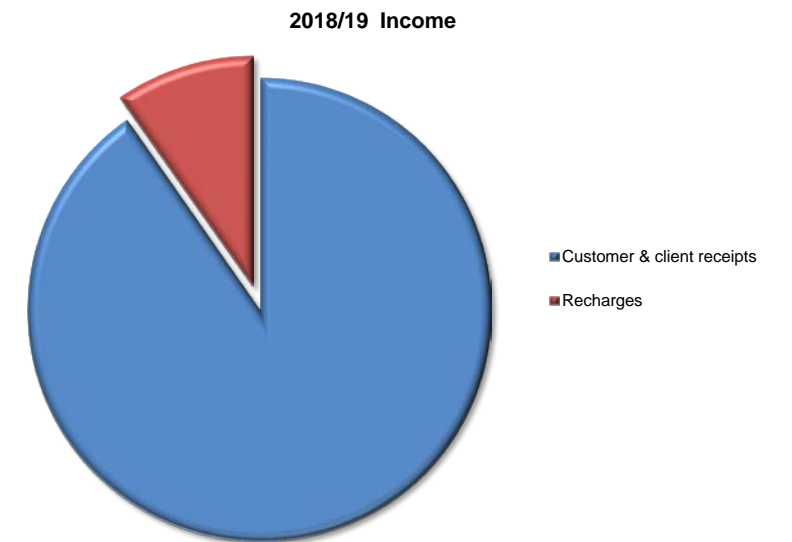
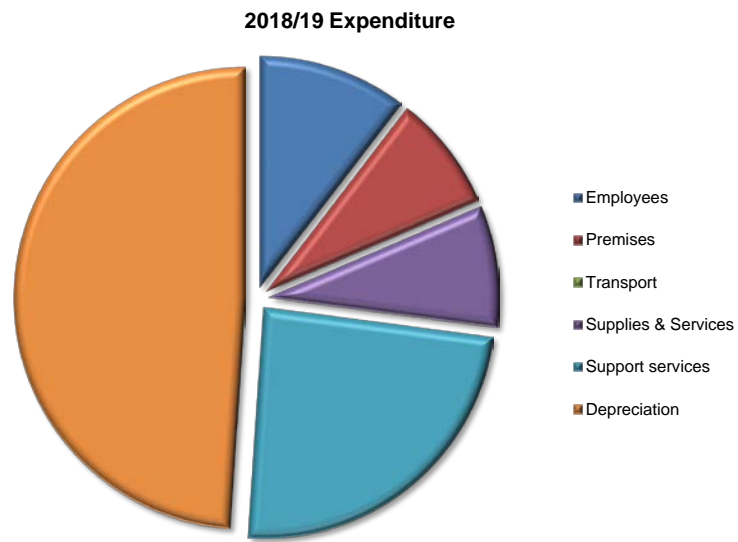
DETAILS OF MAJOR PROJECTS

Parks & Green Spaces

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Greenspaces TOM	Improved effectiveness			3	2	6
Start date	01/12/2017	Project Details:	Production & implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes					
End date	31/03/2019								
Project 2		Project Title:	Greenspaces Commercialisation	Improved efficiency (savings)			3	2	6
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					
End date	31/03/2019								
Project 3		Project Title:	Canons House & Rec Restoration	Improved customer experience			3	2	6
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.					
End date	31/03/2019								
Project 4		Project Title:	Morley Park	Improved customer experience			3	2	6
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					
End date	31/03/2019								
Project 5		Project Title:	Phase C, Lot 2 Contract	Improved reputation			3	2	6
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					
End date	31/03/2019								
Project 6		Project Title:	Re-use of Parks Assets	Improved efficiency (savings)			3	2	6
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					
End date	31/03/2019								
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 59		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									

Property	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 Mark Allison: Deputy Leader & Cabinet Member for Finance</p> <p>Enter a brief description of your main activities and objectives below</p> <p>To ensure that all property transactions provide value for money and comply with statute</p> <p>To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts.(Section 151)</p> <p>To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford.</p> <p>To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts.</p> <p>Community Right to Bid -to manage applications for community assets to be listed and claims for compensation.</p> <p>To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.</p> <p>Objectives</p> <ul style="list-style-type: none"> • complete Asset Valuations to timetable agreed with Director of Corporate Services • Implement review of non operational property to maximise revenue income • 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	Not known		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	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	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	8.0	8.0	Low	Quarterly	Outcome	Loss of income
Asset Valuations	167	150	150	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	2,056	2,061	2,066	2,071
Employees	228	233	213	31	214	214	214	214
Premises	140	165	183	37	167	170	172	175
Transport	1	1	1	0	1	1	1	1
Supplies & Services	166	202	171	67	175	177	180	182
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)	(2,893)	(2,888)	(2,883)	(2,878)

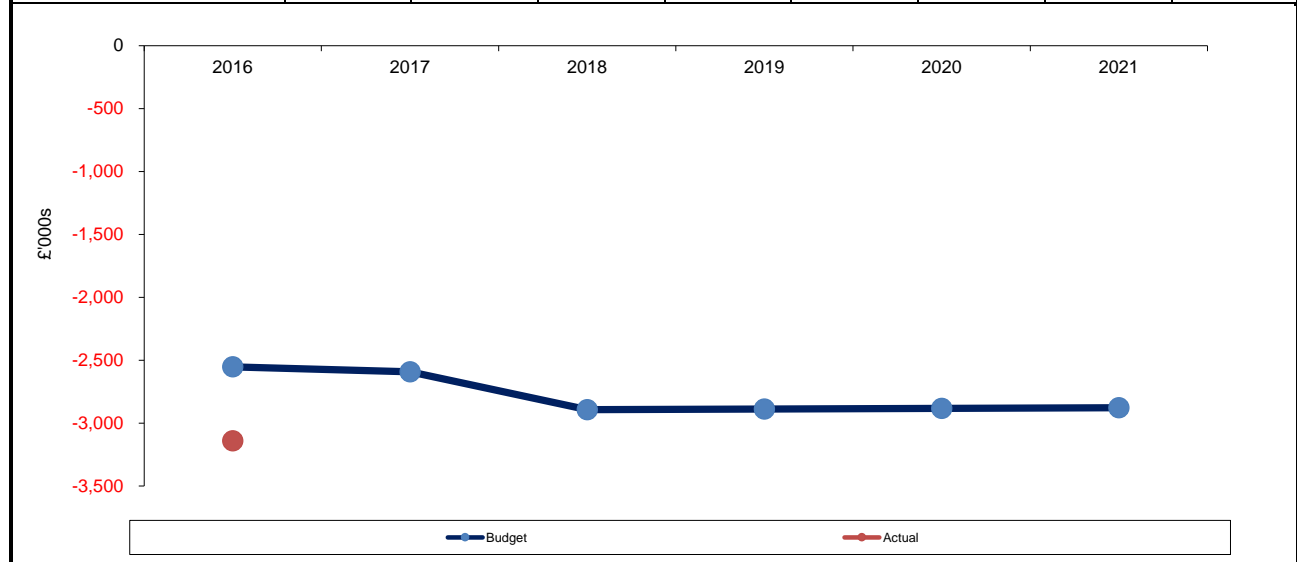


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Property		70						
	0	70	0	0	0	0	0	0

Summary of major budget etc. changes

2018/19

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



2019/20

2020/21

2021/22

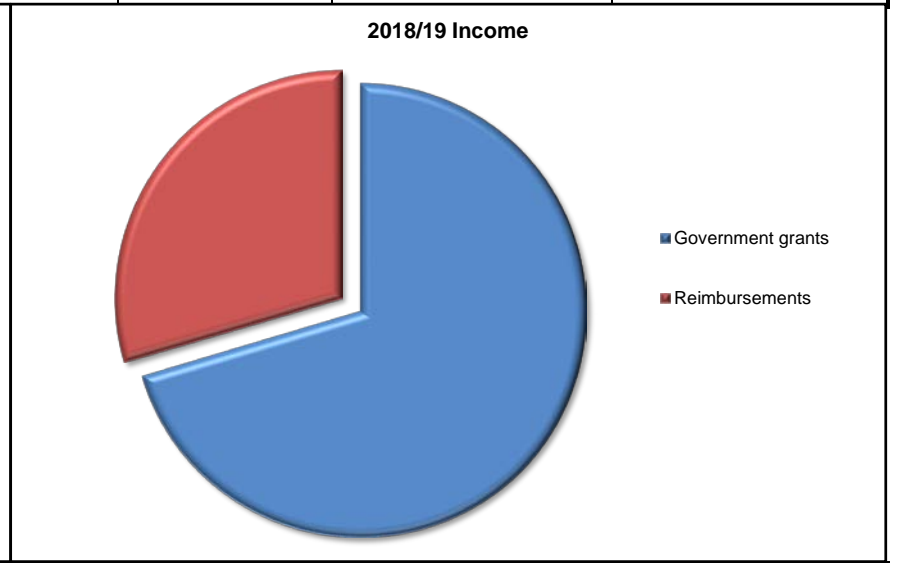
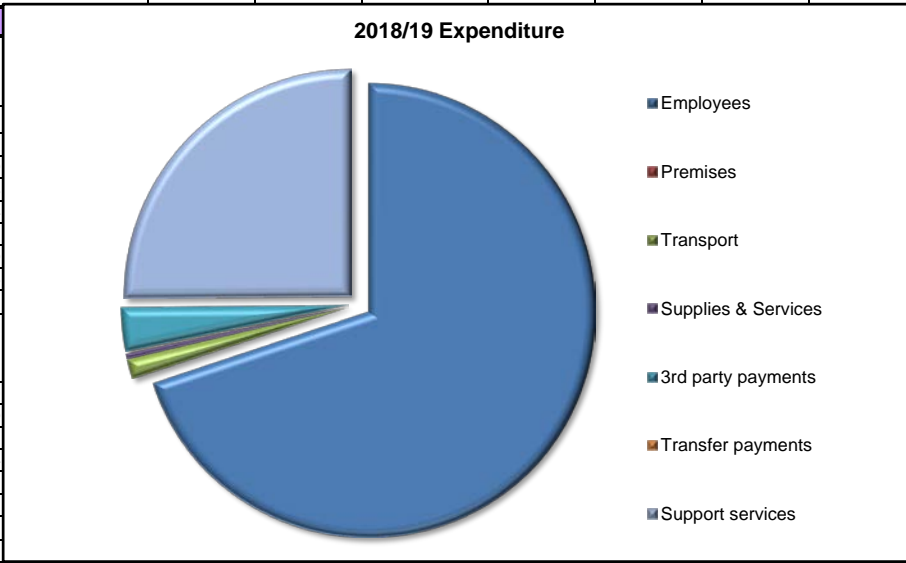
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

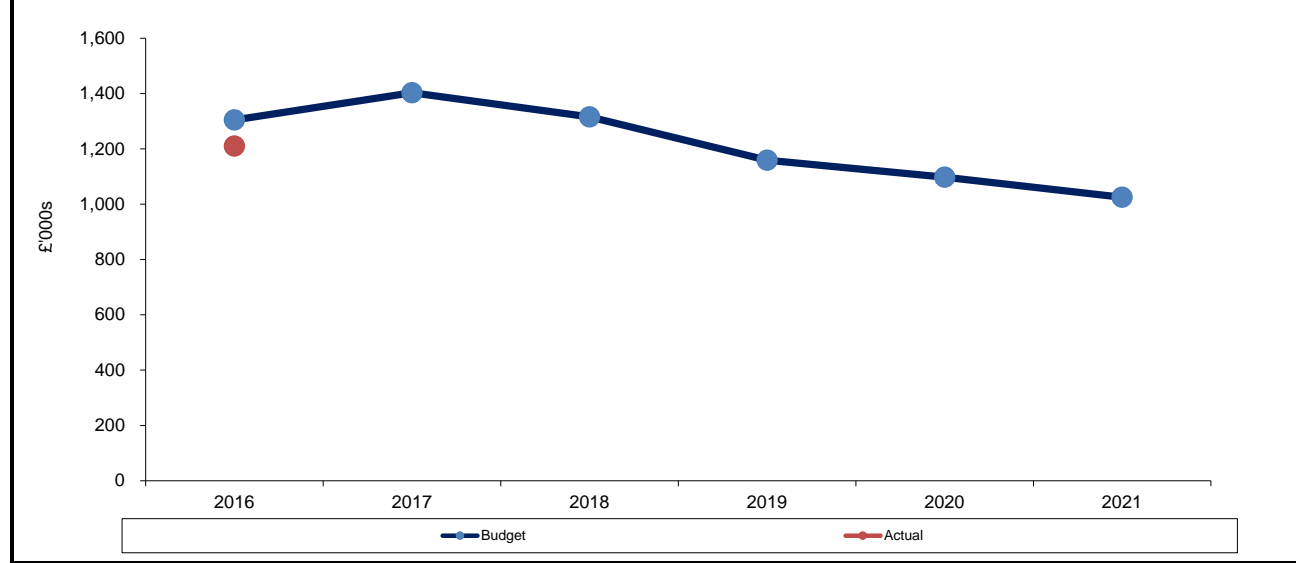
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	New secondary school		Infrastructure renewal		
Start date	2016-17	Project Details:	Land acquisition and granting of new leases.		2	2	4
End date	on going						
Project 2		Project Title:			Select 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							

Regulatory Services Partnership	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper: Cabinet Member for Community & Culture Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
A brief description of your main activities and objectives: Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton, LB Richmond and LB Wandsworth). Deliver savings and efficiencies by: <ul style="list-style-type: none"> reducing overheads generating additional income attracting new business rationalising ICT systems Transform the service by: <ul style="list-style-type: none"> demand management streamlining business processes implementing new ways of working 	Total number of food premises	1790	1803	1816	1829	1829	1829	Air Quality Action Plan			
	Total number of service requests	5995	6113	6234	6357	6357	6357	Climate Change Strategy			
	Licence/permit applications	1890	1900	1900	1900	1900	1900	Merton Regeneration Strategy Medium Term Financial Strategy			
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE)	39.48	39.48	86.18	86.18	86.18	86.18				
	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)	2020/21(P)				
	% service requests replied in 5 working days	95	96	96	96	96	96	High	Monthly	Perception	Reduced customer service
	Income generation by EHTSL	£392,026	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
	% of category A,B & non-compliant C food premises inspected	100	98	98	98	98	98	High	Annual	Business critical	Government intervention
	No. of underage sales test purchases	103	100	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour
	Annual average amount of Nitrogen Dioxide per m3	NMTP	40	40	40	40	40	Low	Annual	Outcome	Political risk
	Nitrogen Dioxide Diffusion Monitoring Sites in the Borough exceeding National Levels	29/50	New	0/50	0/50	0/50	0/50	Low	Quarterly	Outcome	Political risk
	Annual average amount of Particulates per m3	24	40	40	40	40	40	Low	Annual	Outcome	Political risk
	Number of licence applications determined within 28 days	96.75%	95%	95%	95%	95%	95%	High	Quarterly	Business critical	Reputational risk
	% of food premises rated 2 or below	9.65%	15%	15%	15%	15%	15%	Low	Quarterly	Outcome	Reputational risk

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	2,866	2,782	3,009	63	3,086	3,089	3,093	3,095
Employees	2,034	1,948	2,026	82	2,158	2,158	2,158	2,158
Premises	0	2	0	2	0	0	0	0
Transport	56	51	47	(1)	44	45	46	46
Supplies & Services	253	331	65	(32)	11	12	13	14
3rd party payments	11	0	95	12	97	98	100	101
Transfer payments	0	0	0	0	0	0	0	0
Support services	512	450	776	0	776	776	776	776
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	1,561	1,572	1,606	147	1,770	1,930	1,995	2,070
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,137	1,199	1,132	41	1,246	1,346	1,346	1,346
Customer & client receipts	424	372	474	106	524	584	649	724
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,305	1,210	1,403	210	1,316	1,159	1,098	1,025



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
Mortuary	45							
	45	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2018/19	ENV08 = (£40k) ENV09 = (£50k)
2019/20	ENR1 = (£100k) E1 = (£60k)
2020/21	E1 = (£65k)
2021/22	E1 = (£75k)

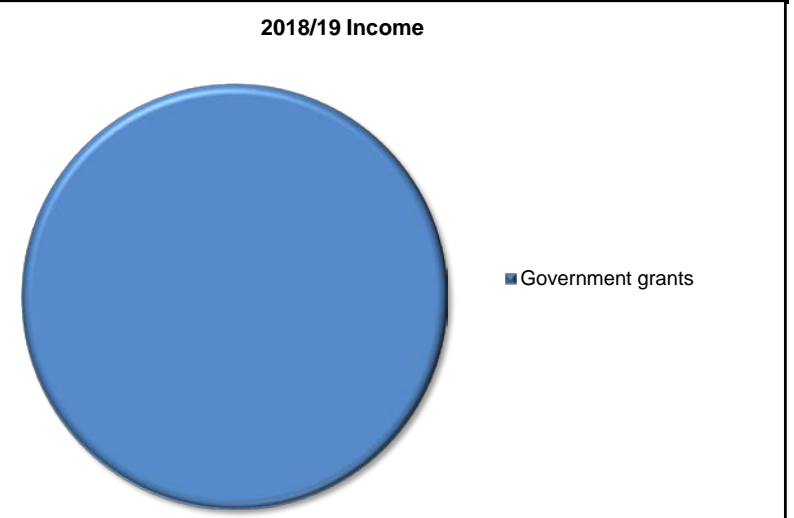
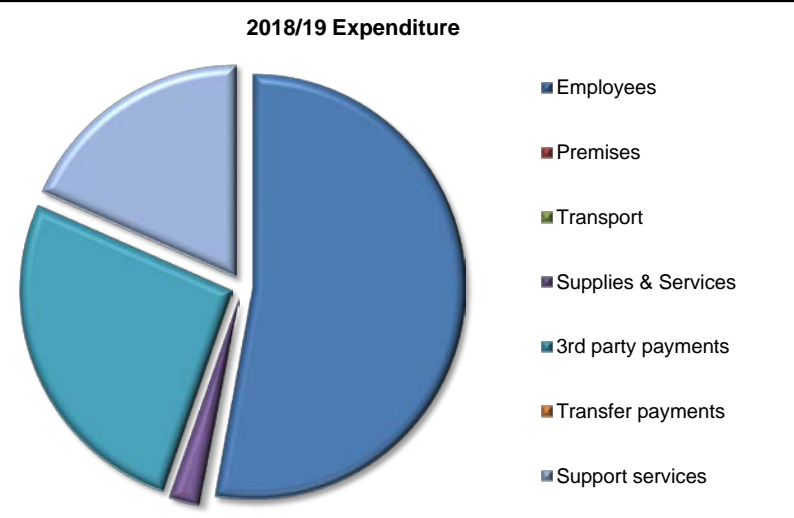
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Regulatory Services Partnership

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)		2
Start date	2016-17	Project Details:		2	1	
End date	2017-18					
Project 2		Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes		2
Start date	2015-16	Project Details:		2	1	
End date	2017-18					
Project 3		Project Title:		Select one major benefit		0
Start date	2015-16	Project Details:		0	0	
End date	2017-18					
Project 4		Project Title:		Select one major benefit		0
Start date	2014-15	Project Details:		0	0	
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						

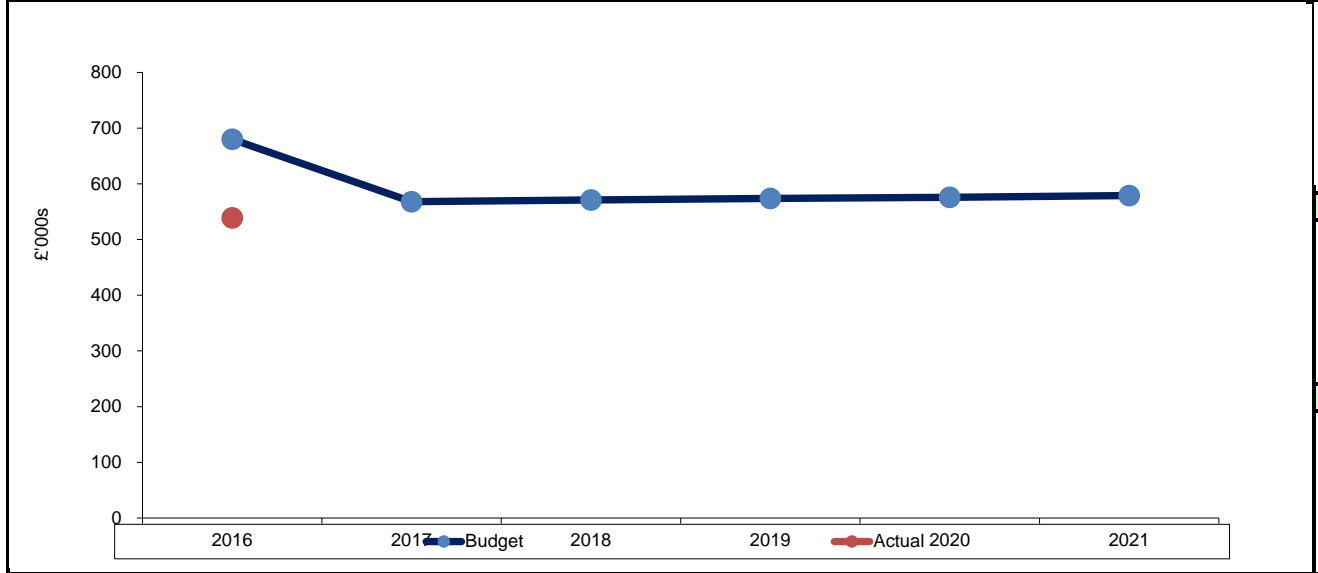
Safer Merton		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities		Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Enter a brief description of your main activities and objectives below		Number of new, actionable, ASB cases		360	400	400	400	350	350				
<p>Safer Merton delivers the council's statutory Community Safety Partnership function to tackle crime and disorder. The team consists of eight officers working across several themes:</p> <ol style="list-style-type: none"> 1) Tackling anti-social behaviour in non social housing 2) Protecting victims of Domestic Violence and Abuse and taking action against perpetrators 3) Managing and delivering a borough wide Neighbourhood Watch programme 4) Delivering the partnerships analytical functions 5) Managing and delivering the boroughs work to tackle hate crime 6) Managing and delivering the Home Office pilot to tackle alcohol related crime and ASB <p>The service also ensures that MOPACs Police and Crime plan priorities are delivered and will be working to ensure that the proposed sales of police stations, mergers of police command units and the introduction of its new VAWG strategy are rolled out appropriately across the borough to minimise negative impact. The service retains strategic oversight and commissioning of MOPAC funded workers.</p> <p>Safer Merton forms part of and is managed through the councils Public Protection division which forms part of the E&R Directorate. The work of Safer Merton is delivered in partnership with other statutory and non statutory partners. The statutory duty for Safer Merton consists of the following:</p> <ol style="list-style-type: none"> 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in a 		Population		205,722	207,410	208,607	209,771	210,902	210,902				
		No. Multi Agency Risk Assessment cases (domestic abuse)		162	170	170	170	200	210				
		% of all residents actively engaged in Neighbourhood Watch schemes		38%	40%	35%	38%	40%	40%				
		Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
		Staff (FTE)		9.10	7.99	7.49	7.49	7.49	7.49				
		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)				
		Multi Agency Risk Assessment cases - domestic abuse		309	153	153	153	200	2010	High	Monthly	Business critical	Safeguarding issues
		Number of Community Protection Warnings Issued		n/a	150	100	100	100	100	High	Quarterly	Outcome	Reduced enforcement
		Number of Community Protection Notices Issued		n/a	8	8	8	8	8	Low	Quarterly	Quality	Reduced enforcement
Number of new Neighbourhood Watch schemes		n/a	10	10	10	15	15	High	Annual	Outcome	Reduced service delivery		
Total Violence with Injury		n/a	1373	1373	1373	1200	1200	Low	Quarterly	Quality	Customer hardship		
Number of premise closure orders used		New	New	10	10	12	12	Low	Quarterly	Outcome	Anti social behaviour		

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	756	647	644	2	647	650	652	655
Employees	340	303	346	2	342	342	342	342
Premises	1	0	0	0	0	0	0	0
Transport	5	2	1	0	1	1	1	1
Supplies & Services	270	222	10	0	15	15	15	15
3rd party payments	0	4	168	0	170	173	175	178
Transfer payments	0	0	0	0	0	0	0	0
Support services	140	116	119	0	119	119	119	119
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	76	108	76	(37)	76	76	76	76
Government grants	76	27	76	(37)	76	76	76	76
Reimbursements	0	81	0	0	0	0	0	0
Customer & client receipts								
Recharge								
Council Funded Net Budget	680	539	568	(35)	571	574	576	579



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
CCTV	514			0	0	0	0	0
	514	0	0	0	0	0	0	0

Summary of major budget etc. changes	
	2018/19
	2019/20
	2020/21
	2021/22



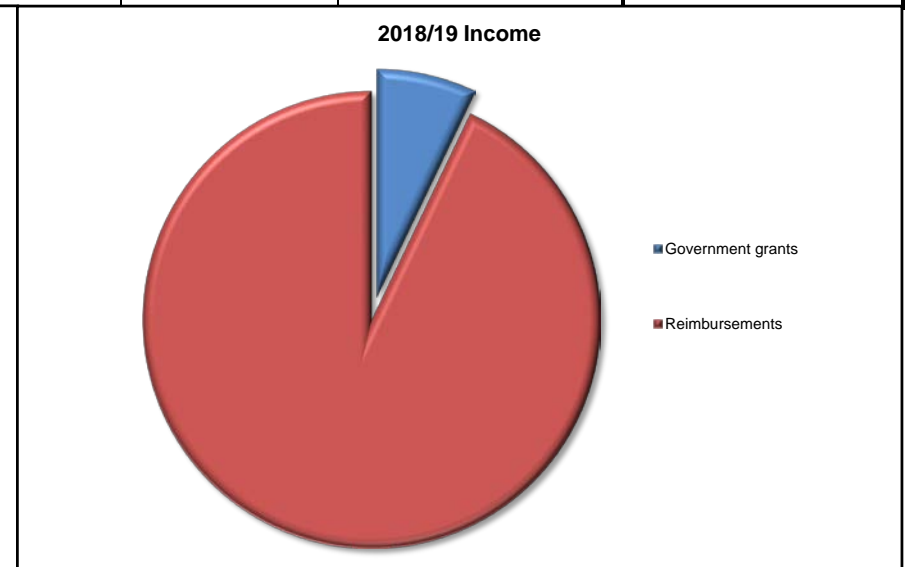
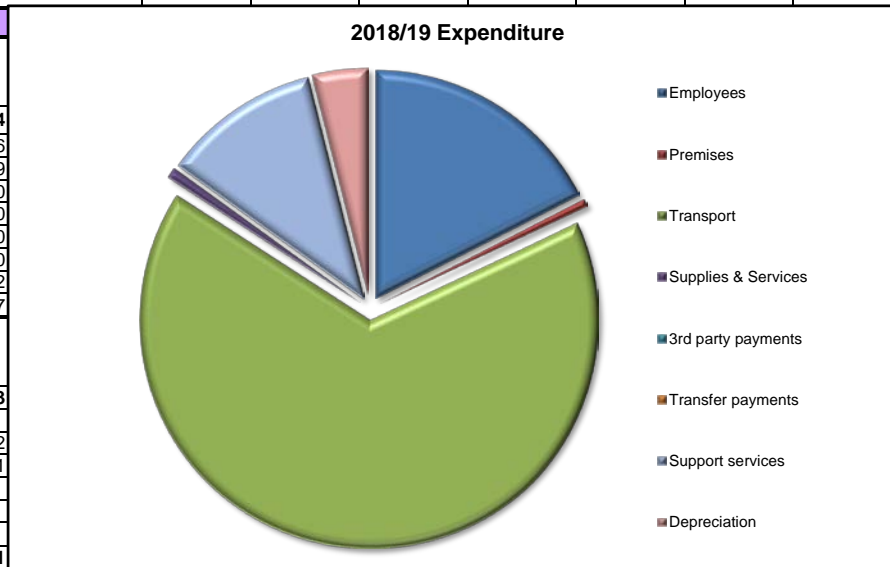
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Safer Merton

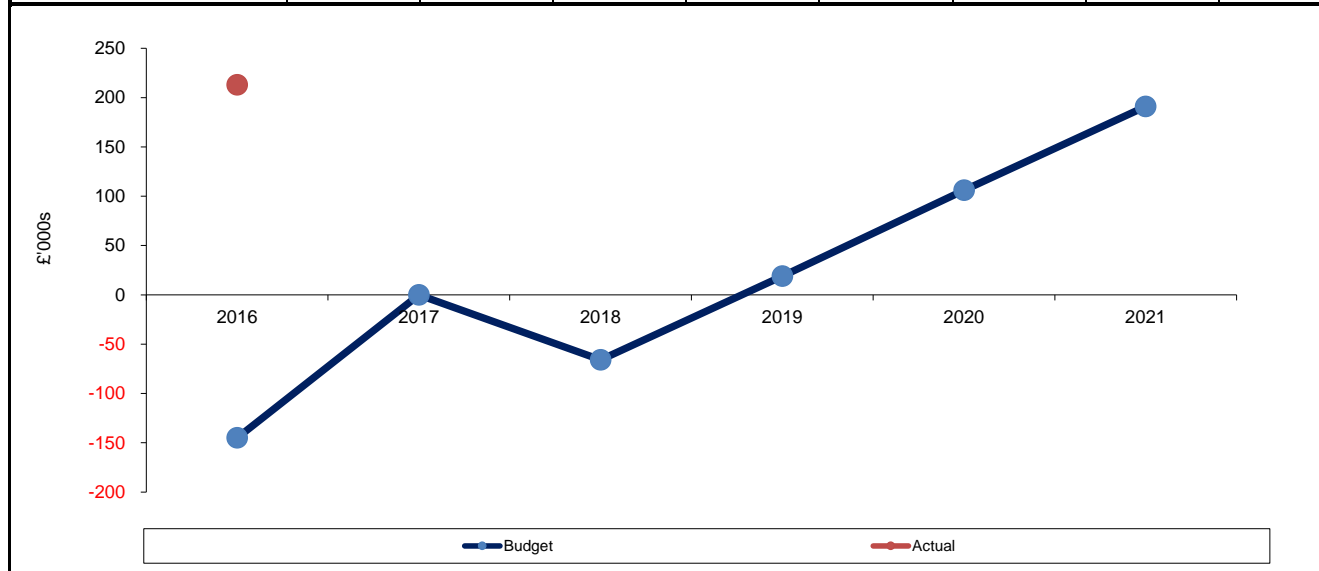
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Merton says NO MORE		Improved customer experience				
Start date	01/04/2017	Project Details:	Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second 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		2	2	4
End date	None								
Project 2		Project Title:	DVA commissioning		Improved customer experience				
Start date	01/01/2017	Project Details:	To bring together the two contracts for Independent Domestic Violence Advocates (IDVAs) and Mertons Refuge provision together to recommission. The recommission will be under a 3+1+1 term seeing a rise in investment from across the directorates of CSF, C&H and E&R. This work will improve the victims journey ensuring that the victims receive the right support, at the right time		Improved victim journey, improved outcomes for families, improved safety and an improved reputation for merton as a borough whom delivers good quality service to victims		2	3	6
End date	30/06/2018								
Project 3		Project Title:	ECINS procurement		Improved efficiency (savings)				
Start date	01/09/2017	Project Details:	Procurement of a new risk and information management system to improve safety for vulnerable people with partners from across all sectors coming together to share information and safeguard. Commissioned for use by safer merton and the YOT in CSF initially this software, which is cloud based, will deliver real time benefits to the public purse as we work to support, safeguard and/or enforce against some of our most complex and in need residents		By utilising information/intelligence in a more direct and real time environment we can identify a range outcomes which, when met, will reduce risk of crime, ASB, risk of exploitation, missing etc		3	2	6
End date	31/05/2018								
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									

Transport - Passenger Fleet Service	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	Children and Young People's Plan		
Enter a brief description of your main activities and objectives below	CSF Passenger Journeys - In-House		70,000	70,000	70,000	70,000	70,000		Special Educational Needs and Disabilities Strategy		
To provide effective Home to School and Vulnerable Adults transport service, using the in-house fleet of buses and assorted vehicles	C&H Passenger Journeys - In-House		70,000	70,000	70,000	70,000	70,000				
To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Councils fleet of vehicles.											
Anticipated non financial resources			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
No.Transport Fleet vehicles			40	40	40	40	40				
Staff			61	48.35	45.85	45.85	45.85	45.85			
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)
% Client user satisfaction			97	97	97	97	98	High	Annual	Outcome	Reduced customer service
Average % passenger vehicles in use		89	85	85	85	85	85	High	Annual	Unit cost	Reduced customer service
% in-house journey that meet timescales		83	85	85	85	85	85	High	Annual	Outcome	Reduced customer service
Sickness - average days per FTE		14.35	11	10.5	9.5	8	8	Low	Monthly	Unit cost	Increased costs

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	9,477	10,516	8,608	14	8,557	8,642	8,729	8,814
Employees	1,978	2,072	1,631	35	1,495	1,495	1,496	1,496
Premises	76	79	46	(6)	47	47	48	49
Transport	6,169	7,073	5,576	10	5,659	5,743	5,827	5,910
Supplies & Services	91	112	66	(13)	67	68	69	70
3rd party payments	0	0	0	(12)	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	847	864	952	0	952	952	952	952
Depreciation	316	316	337	0	337	337	337	337
Revenue £'000s	9,622	10,303	8,608	91	8,623	8,623	8,623	8,623
Government grants	0	0	0	0	0	0	0	0
Reimbursements	609	606	602	11	612	612	612	612
Customer & client receipts	9,013	9,697	8,006	80	8,011	8,011	8,011	8,011
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	(145)	213	0	105	(66)	19	106	191
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
Fleet Vehicles	500	348	208		542	300	300	300
GPS Vehicle Tracking		42	160					
Alleygating		27	40		40	40	40	40
Other			6		6			
	500	417	414	0	588	340	340	340



Summary of major budget etc. changes	
2018/19	2019/20
ENV32 = (£30k)	
ENV37 = (£35k)	
ENR5 = (£76k)	
ENR7 = (£10k)	
	2020/21
	2021/22



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

Transport - Passenger Fleet Service

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Review of Fleet provision (Vehicles)	Select one major benefit		
Start date	2017-18	Project Details:	Review of the full retained fleet and the future provision of vehicles.	3	2	6
End date	2018-19					
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	3.19	3.19	3.19	3.19				
Community Engagement and Enforcement	9	9	9	9	9	9				
SLWP	0	4	2	2	2	2				
Client Neighbourhood team	0	1.5	2.4	2.4	2.4	2.4				
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	8400	8400	8400		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%	70%	70%	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 E2 = (£30k)
Expenditure	20,750	21,353	15,457	376	15,307	15,264	15,466	15,667	
Employees	7,597	8,033	1,042	62	757	757	757	757	
Premises	452	421	397	-43	400	406	412	417	
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	12,852	12,798	12,989	13,180	
Transfer payments	2	0	2	-2	0	0	0	0	
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)	866	1,066	1,066	1,066	
Government grants	0	0	0	0	0	0	0	0	
Reimbursements	406	452	455	15	367	367	367	367	
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	14,441	14,198	14,400	14,601	
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						
	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			
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	5	2	10
End date	01/10/2018						
Project 2	Project Title:	Energy Recovery Facility (Phase B)		Select one major benefit			
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	3	2	6
End date	01/09/2018						

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Draft Departmental Budget Summaries 2018-19

NB: The financial information in the budget summaries includes the latest available details but will change as further information becomes available. (e.g. allocation of overheads). Updates will be provided for Cabinet in February 2018 and Council in March 2018.

SUMMARY

FULL TIME EQUIVALENTS

Total FTE Staff

2017/18	2018/19
1,726.2	1,743.1

SERVICE AREA ANALYSIS

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Corporate Services	10,865	264	(1,928)	9,201
Education Services]				
Children's Services] CSF	52,578	733	1,282	54,593
Environment and Regeneration]				
Adult Social Care]				
Cultural Services] C&H	64,317	1,708	(3,118)	62,907
Housing General Fund]				
Single Status	100	0	0	100
National insurances changes/autoenrolment	89		315	404
Pay Award	0	0	2,108	2,108
TOTAL NET SERVICE EXPENDITURE	151,133	3,140	(2,476)	151,797
<i>Corporate Provisions/Appropriations</i>	<i>(5,069)</i>	<i>0</i>	<i>(3,780)</i>	<i>(8,849)</i>
NET EXPENDITURE	146,064	3,140	(6,256)	142,948
Funded by:				
Revenue Support Grant	(15,520)	0	5,449	(10,071)
Business Rates	(36,518)	0	214	(36,304)
Improved Better Care Fund - Budget 2017	0		(2,115)	(2,115)
Adult Social Care Support Grant 2017-18	(751)	0	751	0
New Homes Bonus	(4,150)	0	1,040	(3,110)
Council Tax	(82,244)	0	(4,361)	(86,605)
WPCC Levy	(318)	0	0	(318)
Collection Fund	(1,766)	0	2,138	372
PFI Grant	(4,797)	0	(0)	(4,797)
	(146,064)	0	3,116	(142,948)
NET	0	3,140	(3,140)	0
NB				
Public Health	0	0	0	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	(4,338)	0.0
Further provision for revaluisation/RCCO	0	0.0
Pension Fund and Auto-enrolment	(169)	0.0
Contingency and centrally held provisions	(433)	0.0
Change in Grants	3	0.0
Appropriation to/from Reserves	1,632	0.0
Depreciation and impairment	0	0.0
Service Mitigation Fund - Appropriation to Reserve	0	0.0
Overheads - Charge to non-general fund	2	0.0
Transport - Additional provision	0	0.0
Merton Adult Education	0	0.0
Apprenticeship Levy	0	0.0
Balance Sheet Management CT & HB	230	0.0
TOTAL	(3,073)	0

SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS

Total FTE Staff

2017/18	2018/19
1,726.2	1,743.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	81,442	308	1,971	83,721
Premises	7,765	131	(102)	7,794
Transport	11,916	198	(221)	11,893
Supplies and Services	176,644	821	(602)	176,864
Third Party Payments	91,213	1,679	(1,886)	91,006
Transfer Payments	103,485	1	888	104,374
Support Services	29,076	0	2	29,078
Depreciation and Impairment Losses	22,317	0	(0)	22,317
GROSS EXPENDITURE	523,858	3,139	50	527,047
Income				
Government Grants	(259,165)	0	661	(258,505)
Other Reimbursements and Contributions	(21,022)	0	(3,477)	(24,498)
Customer and Client Receipts	(61,599)	0	(416)	(62,015)
Interest	0	0	0	0
Recharges	(30,401)	0	713	(29,688)
Reserves	(537)	0	(7)	(544)
GROSS INCOME	(372,724)	0	(2,526)	(375,250)
NET EXPENDITURE	151,134	3,140	(2,476)	151,797
Corporate Provisions	(5,069)	0	(3,780)	(8,849)
NET EXPENDITURE	146,065	3,140	(6,256)	142,949
Funded by:				
Revenue Support Grant	(15,520)	0	5,449	(10,071)
Business Rates	(36,518)	0	214	(36,303)
Improved Better Care Fund - Budget 2017	0	0	(2,115)	(2,115)
Adult Social Care Support Grant 2017-18	(751)	0	751	0
New Homes Bonus	(4,150)	0	1,040	(3,110)
Council Tax	(82,244)	0	(4,361)	(86,604)
WPCC Levy	(318)	0	0	(318)
Collection Fund	(1,766)	0	2,138	372
PFI Grant	(4,797)	0	(0)	(4,797)
	(146,065)	0	3,116	(142,947)
NET	0	3,140	(3,140)	0
Other Variations: Contingency/Other				

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	(4,338)	0.0
Further provision for revaluation/RCCO	0	0.0
Pension Fund and Auto-enrolment	(169)	0.0
Contingency and centrally held provisions	(433)	0.0
Change in Grants	3	0.0
Appropriation to/from Reserves	1,632	0.0
Depreciation and impairment	0	0.0
Service Mitigation Fund - Appropriation to Reserve	0	0.0
Overheads - Charge to non-general fund	2	0.0
Transport - Additional provision	0	0.0
Contingency	0	0.0
Apprenticeship Levy	0	0.0
Balance Sheet Management CT & HB	230	0.0
TOTAL	(3,073)	0

CORPORATE ITEMS ANALYSIS

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	13,415	0	(4,964)	8,451
Further provision for revaluisation/RCCO	25	0	0	25
Pension Fund	2,875	0	131	3,006
Pensions: Auto-enrolment	300	0	(300)	0
Centrally held provision for Utilities inflation	300	0	(300)	0
Adjustment re Income re P3/P4	400	0	(200)	200
Overheads - Charge to non-general fund	17	0	2	19
Provision for excess inflation	451	0	67	518
Bad Debt Provision	500	0	0	500
Redundancy/Pension Strain	1,000	0	0	1,000
Transport - Additional provision	91	0	0	91
Contingency	1,500	0	0	1,500
Apprenticeship Levy	450	0	0	450
Merton Adult Education	0	0	0	0
Loss of HB Admin. Grant	200	0	(21)	179
Change in Corporate Specific and Special Grants	206	0	3	209
LPFA - Provision for deficit contribution	86	0	0	86
Reduction in Education Services Grant	819	0	(819)	0
Other/Rounding	4	0	(3)	1
Local Election	0	0	350	350
Levies:-				
Lee Valley	190		0	190
London Pensions Fund	260		0	260
Environment Agency	164		0	164
WPCC	318		0	318
GROSS EXPENDITURE	23,572	0	(6,054)	17,518
Income				
Investment Income	(1,186)		626	(560)
Depreciation & Impairment	(22,318)		0	(22,318)
Appropriations to/from reserves (excluding Public Health)	(3,533)		1,632	(1,901)
Balance Sheet Management CT & HB	(450)		230	(220)
CHAS - IP/Dividend	(1,152)		(215)	(1,367)
GROSS INCOME	(28,639)	0	2,273	(26,366)
NET EXPENDITURE	(5,067)	0	(3,781)	(8,848)



2018/2019 ESTIMATES

CORPORATE SERVICES DEPARTMENT

DRAFT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

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

2017/18	2018/19
471.1	467.6
25.0	22.3
6.0	6.0
502.1	495.9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	23,811	26	(119)	23,718
Premises	2,859	43	(559)	2,343
Transport	148	2	7	156
Supplies and Services	11,353	172	(892)	10,633
Third Party Payments	1,848	21	(298)	1,571
Transfer Payments	93,388	0	0	93,388
Support Services	8,485	0	2	8,487
Depreciation and Impairment Losses	2,140	0	0	2,140
GROSS EXPENDITURE	144,032	264	(1,859)	142,437
Income				
Government Grants	(94,878)	0	21	(94,858)
Other Reimbursements and Contributions	(1,103)	0	(209)	(1,312)
Customer and Client Receipts	(13,344)	0	119	(13,225)
Interest	0	0	0	0
Recharges	(23,842)	0	0	(23,842)
Reserves	0	0	0	0
GROSS INCOME	(133,167)	0	(69)	(133,236)
NET EXPENDITURE	10,865	264	(1,928)	9,201

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

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

2017/18	2018/19
471.1	467.6
25.0	22.3
6.0	6.0
502.1	495.9

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2018/19 Estimate £000
	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	2,604	24	(210)	2,418
Infrastructure & Transactions	207	81	(641)	(353)
Business Improvement	214	25	(495)	(255)
Corporate Governance	1,249	32	35	1,316
Resources	2,041	60	(432)	1,669
HR	32	11	(185)	(142)
Corporate Items	4,518	30	0	4,548
TOTAL EXPENDITURE	10,865	264	(1,928)	9,201
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	10,865	264	(1,928)	9,201

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room, Transactional services and Commercial Services.

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2017/18	2018/19
90.7	86.3
0.0	4.0
90.7	90.3

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	4,113	0	(68)	4,045
Premises	2,674	41	(552)	2,162
Transport	30	0	(4)	26
Supplies and Services	2,655	38	(66)	2,628
Third Party Payments	312	2	(216)	98
Transfer Payments	9	0	0	9
Support Services	911	0	24	935
Depreciation and Impairment Losses	2,140	0	0	2,140
		0		
GROSS EXPENDITURE	12,845	81	(882)	12,044
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(46)	(46)
Customer and Client Receipts	(2,674)	0	287	(2,387)
Interest	0	0	0	0
Recharges	(9,964)	0	0	(9,964)
Reserves	0	0	0	0
GROSS INCOME	(12,638)	0	241	(12,397)
NET EXPENDITURE	207	81	(641)	(353)

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(688)	(3.0)
Transfer between departments	31	
Technical adjustments	16	2.6
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves		
TOTAL	(641)	(0.4)

CUSTOMER SERVICES

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

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2017/18	2018/19
133.0	132.0
9.0	9.0
142.0	141.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18		Other	2018/19
	Original Estimate £000	Inflation £000	Variations £000	Estimate £000
Expenditure				
Employees	5,152	0	(49)	5,103
Premises	29	0	(6)	24
Transport	80	1	0	81
Supplies and Services	1,048	16	(3)	1,061
Third Party Payments	431	6	0	438
Transfer Payments	0	0	0	0
Support Services	2,343	0	(163)	2,180
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,083	24	(221)	8,886
Income				
Government Grants	(1,232)	0	21	(1,211)
Other Reimbursements and Contributions	(970)	0	0	(970)
Customer and Client Receipts	(2,308)	0	(10)	(2,318)
Interest	0	0	0	0
Recharges	(1,969)	0	0	(1,969)
Reserves	0	0	0	0
GROSS INCOME	(6,479)	0	11	(6,469)
NET EXPENDITURE	2,604	24	(210)	2,418

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(68)	(1.0)
Transfer between departments		
Technical adjustments		
Depreciation adjustments		
Overhead adjustments	(163)	
Use of Reserves	21	
TOTAL	(210)	(1.0)

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Shared Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance.

FULL TIME EQUIVALENTS (FTE)

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

2017/18	2018/19
136.2	143.4
1.0	0.0
6.0	6.0
143.2	149.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	7,337	0	166	7,503
Premises	6	0	(0)	5
Transport	35	1	12	48
Supplies and Services	1,608	24	(43)	1,588
Third Party Payments	461	7	(82)	386
Transfer Payments	0	0	0	0
Support Services	548	0	141	689
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,995	32	193	10,220
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(6,962)	0	(158)	(7,120)
Interest	0	0	0	0
Recharges	(1,784)	0	0	(1,784)
Reserves	0	0	0	0
GROSS INCOME	(8,746)	0	(158)	(8,904)
NET EXPENDITURE	1,249	32	35	1,316

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(147)	1.0
Transfer between departments		
Technical adjustments	41	5.2
Depreciation adjustments		
Overhead adjustments	141	
Use of Reserves		
TOTAL	35	6.2

BUSINESS IMPROVEMENT

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

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2017/18	2018/19
25.5	25.2
11.0	8.3
36.5	33.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	1,244	0	193	1,437
Premises	0	0	0	0
Transport	3	0	(2)	2
Supplies and Services	1,693	25	(651)	1,068
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	303	0	0	303
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,244	25	(460)	2,810
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(35)	(35)
Customer and Client Receipts	(114)	0	0	(114)
Interest	0	0	0	0
Recharges	(2,916)	0	0	(2,916)
Reserves	0	0	0	0
GROSS INCOME	(3,030)	0	(35)	(3,065)
NET EXPENDITURE	214	25	(495)	(255)

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	8	1.5
Transfer between departments		
Technical adjustments	164	
Depreciation adjustments		
Overheads adjustments	0	
Use of reserves	(667)	(9.8)
TOTAL	(495)	(8.3)

RESOURCES

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

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2017/18	2018/19
50.6	49.6
3.0	1.0
53.6	50.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18		Other	2018/19
	Original Estimate £000	Inflation £000	Variations £000	Estimate £000
Expenditure				
Employees	3,229	0	(175)	3,054
Premises	103	2	0	104
Transport	2	0	0	2
Supplies and Services	3,807	57	(129)	3,735
Third Party Payments	108	2	0	109
Transfer Payments	0	0	0	0
Support Services	466	0	0	466
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	7,715	60	(304)	7,471
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(54)	0	(128)	(182)
Customer and Client Receipts	(726)	0	0	(726)
Interest	0	0	0	0
Recharges	(4,894)	0	0	(4,894)
Reserves	0	0	0	0
GROSS INCOME	(5,674)	0	(128)	(5,802)
NET EXPENDITURE	2,041	60	(432)	1,669

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(351)	(2.0)
Transfer between departments		
Technical adjustments	(81)	(1.0)
Depreciation adjustments		
Overhead adjustments		
Use of Reserves		
TOTAL	(432)	(3.0)

(0)

HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side.

FULL TIME EQUIVALENTS (FTE)

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

2017/18	2018/19
35.0	31.0
1.0	0.0
0.0	0.0
36.0	31.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	2,027	3	(185)	1,845
Premises	47	1	0	48
Transport	(3)	0	0	(3)
Supplies and Services	226	3	0	229
Third Party Payments	290	4	0	294
Transfer Payments	0	0	0	0
Support Services	398	0	0	398
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,985	11	(185)	2,811
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(79)	0	0	(79)
Customer and Client Receipts	(560)	0	0	(560)
Interest	0	0	0	0
Recharges	(2,315)	0	0	(2,315)
Reserves	0	0	0	0
GROSS INCOME	(2,953)	0	0	(2,953)
NET EXPENDITURE	32	11	(185)	(142)

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(185)	(4.00)
Transfer between departments		
Technical adjustments		
Depreciation adjustments		
Overheads adjustments		
Use of reserves		
TOTAL	(185)	(4.0)

CORPORATE ITEMS

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

FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2017/18	2018/19
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees*	708	22	0	730
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	315	8	0	323
Third Party Payments	246	0	0	246
Transfer Payments	93,379	0	0	93,379
Support Services	3,516	0	0	3,516
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	98,165	30	0	98,195
Income				
Government Grants	(93,647)	0	0	(93,647)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	(0)	0	0	(0)
Reserves	0	0	0	0
GROSS INCOME	(93,647)	0	0	(93,647)
NET EXPENDITURE	4,518	30	0	4,548

Other Variations are analysed as follows:

Major Items	£000	fte
Savings		
Transfer between departments		
Technical adjustments		
Overheads adjustments		
TOTAL	0	0.0

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



2018/2019 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of Permanent Staff

Number of DSG Staff

Number of Fixed term contracts

Total FTE

	2017/18	2018/19
Number of Permanent Staff	432.2	431.3
Number of DSG Staff	79.2	78.7
Number of Fixed term contracts	12.2	14.0
Total FTE	523.6	524.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000	2018/19 DSG Estimate £000	2018/19 LA Estimate £000
Expenditure						
Employees	27,443	45	167	27,655	4,676	22,979
Premises	1,136	18	675	1,829	69	1,760
Transport	4,366	64	(73)	4,357	67	4,290
Supplies and Services	156,555	447	679	157,681	135,000	22,681
Third Party Payments	24,095	159	103	24,357	13,496	10,861
Transfer Payments	10	0	0	10	0	10
Support Services	5,056	0	0	5,056	233	4,823
Depreciation and Impairment Losses	5,922	0	0	5,922	0	5,922
GROSS EXPENDITURE	224,583	733	1,551	226,867	153,541	73,326
Income						
Government Grants	(162,819)	0	784	(162,035)	(151,243)	(10,792)
Other Reimbursements and Contributions	(4,867)	0	(1,908)	(6,775)	(1,467)	(5,308)
Customer and Client Receipts	(3,023)	0	149	(2,874)	(287)	(2,587)
Interest	0	0	0	0	0	0
Recharges	(759)	0	713	(46)	0	(46)
Reserves	(567)	0	(7)	(544)	(544)	0
GROSS INCOME	(172,005)	0	(269)	(172,274)	(153,541)	(18,733)
NET EXPENDITURE	52,578	733	1,282	54,593	0	54,593

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(489)	(1.0)
Overhead adjustments	0	
Depreciation adjustments	0	
Technical adjustments	540	
Transfer between departments	723	
Growth	500	
Use of Reserves adjustment	8	
TOTAL	1,282	(1.0)

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

SERVICE AREA ANALYSIS

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000	2018/19 DSG Estimate £000	2018/19 LA Estimate £000
Senior Management	1,221	11	11	1,243	0	1,243
Childrens Social Care	22,197	152	423	22,772	123	22,649
Education	46,092	120	231	46,443	32,572	13,871
Schools	(26,216)	0	(724)	(26,940)	(32,695)	5,755
Other Childrens, Schools and Families	9,284	450	1,341	11,075	0	11,075
TOTAL NET EXPENDITURE	52,578	733	1,282	54,593	0	54,593

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

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

FULL TIME EQUIVALENTS

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

2017/18	2018/19
3.0	3.0
0.0	0.0
0.0	0.0
3.0	3.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000	2018/19 DSG Estimate £000	2018/19 LA Estimate £000
Expenditure						
Employees	507	1	0	508	0	508
Premises	0	0	0	0	0	0
Transport	1	0	1	2	0	2
Supplies and Services	672	10	0	682	0	682
Third Party Payments	0	0	10	10	0	10
Transfer Payments	0	0	0	0	0	0
Support Services	41	0	0	41	0	41
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,221	11	11	1,243	0	1,243
Income						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	0	0	0	0	0	0
NET EXPENDITURE	1,221	11	11	1,243	0	1,243

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Savings	(90)	0.0
Technical adjustments	101	
TOTAL	11	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

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

FULL TIME EQUIVALENTS

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

2017/18	2018/19
202.0	202.3
2.0	2.0
12.2	14.0
216.2	218.3

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000	2018/19 DSG Estimate £000	2018/19 LA Estimate £000
Expenditure						
Employees	10,846	1	340	11,188	111	11,077
Premises	54	1	0	55	0	55
Transport	245	4	(4)	244	1	243
Supplies and Services	678	10	(19)	669	5	664
Third Party Payments	9,063	136	245	9,444	0	9,444
Transfer Payments	0	0	0	0	0	0
Support Services	2,299	0	0	2,299	6	2,293
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	23,185	152	562	23,899	123	23,776
Income						
Government Grants	(947)	0	(139)	(1,086)	0	(1,086)
Other Reimbursements and Contributions	(41)	0	0	(41)	0	(41)
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(988)	0	(139)	(1,127)	0	(1,127)
NET EXPENDITURE	22,197	152	423	22,772	123	22,649

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	0.0
Growth	400	
Transfer between departments	(66)	
Overhead adjustments	0	
Depreciation adjustments	0	
Use of Reserves adjustment	0	
Technical adjustments	89	
TOTAL	423	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

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

FULL TIME EQUIVALENTS

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

	2017/18	2018/19
Number of Permanent Staff	208.6	208.4
Number of DSG Staff	77.2	76.7
Number of Fixed term contracts	0.0	0.0
Total FTE	285.7	285.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000	2018/19 DSG Estimate £000	2018/19 LA Estimate £000
Expenditure						
Employees	12,337	0	(193)	12,144	3,798	8,346
Premises	1,029	17	37	1,083	21	1,062
Transport	4,115	61	(70)	4,106	65	4,041
Supplies and Services	18,002	35	703	18,740	16,316	2,424
Third Party Payments	13,736	7	(148)	13,595	13,284	311
Transfer Payments	10	0	0	10	0	10
Support Services	2,460	0	0	2,460	227	2,233
Depreciation and Impairment Losses	167	0	0	167	0	167
GROSS EXPENDITURE	51,856	120	329	52,305	33,711	18,594
Income						
Government Grants	(232)	0	(136)	(368)	0	(368)
Other Reimbursements and Contributions	(1,481)	0	(673)	(2,154)	(308)	(1,846)
Customer and Client Receipts	(2,962)	0	166	(2,796)	(287)	(2,509)
Interest	0	0	0	0	0	0
Recharges	(552)	0	552	0	0	0
Reserves	(537)	0	(7)	(544)	(544)	0
GROSS INCOME	(5,764)	0	(98)	(5,862)	(1,139)	(4,723)
NET EXPENDITURE	46,092	120	231	46,443	32,572	13,871

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(118)	0.0
Growth	100	
Overhead adjustments	0	
Transfer between departments	(3)	
Use of Reserves adjustment	(138)	
Depreciation adjustments	0	
Technical adjustments	390	
TOTAL	231	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

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

FULL TIME EQUIVALENTS

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

2017/18	2018/19
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000	2018/19 DSG Estimate £000	2018/19 LA Estimate £000
Expenditure						
Employees	768	0	0	768	768	0
Premises	48	0	0	48	48	0
Transport	0	0	0	0	0	0
Supplies and Services	126,965	0	499	127,464	118,679	8,785
Third Party Payments	212	0	0	212	212	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,755	0	0	5,755	0	5,755
GROSS EXPENDITURE	133,748	0	499	134,247	119,707	14,540
Income						
Government Grants	(158,805)	0	(1,223)	(160,028)	(151,243)	(8,785)
Other Reimbursements and Contributions	(1,159)	0	0	(1,159)	(1,159)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(159,964)	0	(1,223)	(161,187)	(152,402)	(8,785)
NET EXPENDITURE	(26,216)	0	(724)	(26,940)	(32,695)	5,755

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	0	
Use of Reserves adjustment	0	
Technical adjustments	(724)	
TOTAL	(724)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

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

FULL TIME EQUIVALENTS

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

2017/18	2018/19
18.7	17.7
0.0	0.0
0.0	0.0
18.7	17.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000	2018/19 DSG Estimate £000	2018/19 LA Estimate £000
Expenditure						
Employees	2,986	41	19	3,046	0	3,046
Premises	5	0	639	644	0	644
Transport	4	0	0	4	0	4
Supplies and Services	10,238	393	(504)	10,127	0	10,127
Third Party Payments	1,084	16	(5)	1,095	0	1,095
Transfer Payments	0	0	0	0	0	0
Support Services	256	0	0	256	0	256
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	14,573	450	149	15,172	0	15,172
Income						
Government Grants	(2,835)	0	2,283	(552)	0	(552)
Other Reimbursements and Contributions	(2,186)	0	(1,235)	(3,421)	0	(3,421)
Customer and Client Receipts	(61)	0	(17)	(78)	0	(78)
Interest	0	0	0	0	0	0
Recharges	(207)	0	161	(46)	0	(46)
Reserves	0	0	0	0	0	0
GROSS INCOME	(5,289)	0	1,192	(4,097)	0	(4,097)
NET EXPENDITURE	9,284	450	1,341	11,075	0	11,075

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(281)	(1.0)
Transfer between departments	792	
Overhead adjustments	0	
Use of Reserves adjustment	146	
Technical adjustments	684	
TOTAL	1,341	0.0



2018/2019 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

DRAFT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2017/18	2018/19
308	303
5	3
313	306

SERVICE AREA ANALYSIS

Street Scene and Waste

Public Protection and Development

Sustainable Communities

Senior Management and Support

TOTAL EXPENDITURE

CHANGE BETWEEN YEARS			
2017/2018 Original Estimate £000	Inflation £000	Other Variations £000	2018/2019 Estimate £000
17,458	324	(522)	17,260
(8,287)	28	(688)	(8,947)
14,013	79	101	14,193
0	3	(25)	(22)
23,183	434	(1,134)	22,483

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2017/18	2018/19
308	303
5	3
313	306

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/2018 Original Estimate £000	Inflation £000	Other Variations £000	2018/2019 Estimate £000
Expenditure				
Employees	14,055	1	(164)	13,892
Premises	2,868	43	(19)	2,892
Transport	5,927	88	13	6,028
Supplies and Services	4,354	66	(21)	4,399
Third Party Payments	15,768	236	(62)	15,942
Transfer Payments	2	0	(2)	0
Support Services	8,522	0	0	8,522
Depreciation and Impairment Losses	13,876	0	0	13,876
GROSS EXPENDITURE	65,372	434	(255)	65,551
Income				
Government Grants	(77)	0	0	(77)
Other Reimbursements and Contributions	(3,841)	0	(34)	(3,875)
Customer and Client Receipts	(35,175)	0	(845)	(36,020)
Recharges	(3,094)	0	0	(3,094)
Reserves	0	0	0	0
GROSS INCOME	(42,187)	0	(879)	(43,066)
NET EXPENDITURE	23,183	434	(1,134)	22,483

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,358)	(4)
Growth	222	0
Depreciation adjustments	0	0.0
Overheads adjustments	0	0
Transfer between departments	1	0
Technical adjustments	0	1
Use of Reserves adjustments	0	0
TOTAL*	(1,135)	(2.5)

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Space, Contracting, and Commissioning*: Greenspaces, Leisure & Culture, Transport Services, and Waste Management and Operations.

* Previously the Street Scene and Waste division

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2017/18	2018/19
87	78
0	0
87	78

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/2018 Original Estimate £000	Inflation £000	Other Variations £000	2018/2019 Estimate £000
Expenditure				
Employees	3,659	0	(424)	3,235
Premises	1,082	16	0	1,098
Transport	5,626	84	0	5,710
Supplies and Services	966	15	(5)	976
Third Party Payments	13,949	209	(62)	14,096
Transfer Payments	2	0	(2)	0
Support Services	2,781	0	0	2,781
Depreciation and Impairment Losses	1,746	0	0	1,746
GROSS EXPENDITURE	29,811	324	(493)	29,642
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(1,308)	0	78	(1,230)
Customer and Client Receipts	(10,314)	0	(107)	(10,421)
Recharges	(731)	0	0	(731)
Reserves	0	0	0	0
GROSS INCOME	(12,353)	0	(29)	(12,382)
NET EXPENDITURE	17,458	324	(522)	17,260

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(587)	(6.5)
Growth	65	
Depreciation adjustments	0	
Overheads adjustments	0	
Transfer between departments	0	
Technical adjustments	0	
Use of reserves adjustments	0	
TOTAL*	(522)	(6.5)

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2017/18	2018/19
131	133
0	0
131	133

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/2018 Original Estimate £000	Inflation £000	Other Variations £000	2018/2019 Estimate £000
Expenditure				
Employees	5,450	0	190	5,640
Premises	646	10	0	656
Transport	131	2	13	146
Supplies and Services	553	8	(63)	498
Third Party Payments	531	8	0	539
Transfer Payments	0	0	0	0
Support Services	2,275	0	0	2,275
Depreciation and Impairment Losses	112	0	0	112
GROSS EXPENDITURE	9,697	28	140	9,865
Income				
Government Grants	(76)	0	0	(76)
Other Reimbursements and Contributions	(1,250)	0	(114)	(1,364)
Customer and Client Receipts	(16,658)	0	(714)	(17,372)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(17,984)	0	(828)	(18,812)
NET EXPENDITURE	(8,287)	28	(688)	(8,947)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(688)	2.0
Depreciation adjustments	0	
Overheads adjustments	0	
Technical adjustments	0	
Use of Reserves adjustments		
TOTAL*	(688)	2

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

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

* Greenspaces and Leisure & Development transferred to Public Space, Contracting & Commissioning.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2017/18	2018/19
82	84
5	3
86	87

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/2018 Original Estimate £000	Inflation £000	Other Variations £000	2018/2019 Estimate £000
Expenditure				
Employees	4,184	1	105	4,290
Premises	1,139	17	(19)	1,137
Transport	162	2	0	164
Supplies and Services	2,641	40	37	2,718
Third Party Payments	1,286	19	0	1,305
Transfer Payments	0	0	0	0
Support Services	3,300	0	0	3,300
Depreciation and Impairment Losses	12,018	0	0	12,018
GROSS EXPENDITURE	24,730	79	123	24,932
Income				
Government Grants	(1)	0	0	(1)
Other Reimbursements and Contributions	(1,283)	0	2	(1,281)
Customer and Client Receipts	(8,203)	0	(24)	(8,227)
Recharges	(1,230)	0	0	(1,230)
Reserves	(0)	0	0	(0)
GROSS INCOME	(10,717)	0	(22)	(10,739)
NET EXPENDITURE	14,013	79	101	14,193

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(93)	1.0
Growth	157	
Depreciation adjustments		
Overheads adjustments		
Transfer between departments	1	
Technical adjustments	35	1.0
Use of Reserves adjustments		
TOTAL*	100	2.0

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2017/18	2018/19
8	8
0	0
8	8

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/2018 Original Estimate £000	Inflation £000	Other Variations £000	2018/2019 Estimate £000
Expenditure				
Employees	762	0	(35)	727
Premises	1	0	0	1
Transport	8	0	0	8
Supplies and Services	194	3	10	207
Third Party Payments	2	0	0	2
Transfer Payments	0	0	0	0
Support Services	166	0	0	166
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,133	3	(25)	1,111
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,133)	0	0	(1,133)
Reserves	0	0	0	0
GROSS INCOME	(1,133)	0	0	(1,133)
NET EXPENDITURE	0	3	(25)	(22)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	10	
Overheads adjustments	0	
Technical adjustments	(35)	
Use of Reserves adjustments	0	
TOTAL*	(25)	0.0

* Any difference due to roundings.



2018/2019 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

DRAFT

SUMMARY: COMMUNITY AND HOUSING

	2017/18	2018/19
Number of FTE Staff	374.06	402.01
Number of FTE PCT TUPE staff	13.73	12.87
Number of Fixed Term contract	0.00	2.00
Total FTE	387.79	416.88

SERVICE AREA ANALYSIS

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Adult Social Care	58,998	1,508	(1,649)	58,856
Libraries and Heritage	2,662	58	(73)	2,647
Merton Adult Education	29	37	(1,268)	(1,202)
Housing General Fund	2,224	84	(108)	2,200
Senior Management	404	22	(20)	406
NET EXPENDITURE	64,317	1,708	(3,118)	62,907
Public Health	0	0	(0)	(0)

COMMUNITY AND HOUSING DEPARTMENT Total

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

FULL TIME EQUIVALENTS

	2017/18	2018/19
Number of FTE Staff	374.06	402.01
Number of FTE PCT TUPE staff	13.73	12.87
Number of Fixed Term contract	0.00	2.00
Total FTE	387.79	416.88

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	15,944	237	(336)	15,845
Premises	902	27	(199)	729
Transport	1,475	44	(168)	1,351
Supplies and Services	4,383	136	(367)	4,151
Third Party Payments	49,502	1,263	(1,629)	49,136
Transfer Payments	10,085	1	890	10,976
Support Services	7,013	0	0	7,013
Depreciation and Impairment Losses	379	0	(0)	379
GROSS EXPENDITURE	89,682	1,708	(1,809)	89,581
Income				
Government Grants	(1,391)	0	(144)	(1,535)
Other Reimbursements and Contributions	(11,211)	0	(1,326)	(12,537)
Customer and Client Receipts	(10,057)	0	161	(9,896)
Interest	0	0	0	0
Recharges	(2,706)	0	0	(2,706)
Reserves	0	0	0	0
GROSS INCOME	(25,365)	0	(1,309)	(26,674)
NET EXPENDITURE	64,317	1,708	(3,118)	62,907

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Savings	(162)	2.00
Savings-Other	(2,036)	0
Growth	702	0
Overheads adjustments	0	0
Depreciation adjustments	0	0
Rebasing of Income	0	0
Technical adjustments	(770)	0
Transfers between departments	(1,300)	0
Grants	0	0
Other	(152)	0
Use of Reserves Adjustment	0	0.00
TOTAL	(3,718)	2.00

COMMUNITY AND HOUSING DEPARTMENT
Merton Adult Learning

This a commissioned service via South Thames College and Groundwork London. The service continues to popular courses whilst expanding provision for families and enhancing offer in maths,english and employability courses.

FULL TIME EQUIVALENTS

Number of FTE Staff

4.66

3.75

Number of Fixed Term contract

0.00

0.00

Total FTE

4.66

3.75

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18		Other	2018/19
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	306	26	(23)	308
Premises	17	3	(3)	17
Transport	0	0	0	0
Supplies and Services	168	8	(155)	21
Third Party Payments	891	0	161	1,052
Transfer Payments	0	0	0	0
Support Services	28	0	(0)	28
Depreciation and Impairment Losses	0	0	(0)	0
GROSS EXPENDITURE	1,410	37	(21)	1,426
Income				
Government Grants	(1,374)	0	0	(1,374)
Other Reimbursements and Contributions	0	0	(1,248)	0
Customer and Client Receipts	(7)	0	0	(7)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(1,381)	0	(1,248)	(1,381)
NET EXPENDITURE	29	37	(1,268)	46

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers from Public Health	(1,248)	
Grants	0	
Other	(20)	
Use of Reserves Adjustment	0	
TOTAL	(1,268)	0.00

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library. Service has also ventured into securing small grants from various organisations

FULL TIME EQUIVALENTS

Number of FTE Staff

2017/18	2017/18
33.30	30.35
0.00	1.00
33.30	31.35

Number of Fixed Term Contract

Total FTE

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	1,076	38	(44)	1,070
Premises	485	12	(175)	322
Transport	4	0	1	5
Supplies and Services	399	8	241	648
Third Party Payments	18	1	(1)	18
Transfer Payments	0	0	0	0
Support Services	688	0	0	688
Depreciation and Impairment Losses	301	0	0	301
GROSS EXPENDITURE	2,971	58	23	3,052
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(66)	(66)
Customer and Client Receipts	(309)	0	(30)	(339)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(309)	0	(96)	(405)
NET EXPENDITURE	2,662	58	(73)	2,647

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Savings	0	
Savings-Income	(30)	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	23	
Transfers between departments	0	
Grants	0	
Other - Other income	(66)	
Use of Reserves Adjustment	0	
TOTAL	(73)	0.00

**COMMUNITY AND HOUSING DEPARTMENT
Housing General Fund**

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

2017/18	2018/19
25.33	24.53
0.00	0.00
25.33	24.53

Number of Fixed Term Contract

Total FTE

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	1,014	42	(104)	953
Premises	39	2	(1)	40
Transport	29	1	(1)	29
Supplies and Services	186	6	(3)	189
Third Party Payments	2,296	33	145	2,474
Transfer Payments	571	0	0	571
Support Services	287	0	0	287
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	4,422	84	36	4,542
Income				
Government Grants	0	0	(144)	(144)
Other Reimbursements and Contributions	(2,020)	0	0	(2,020)
Customer and Client Receipts	(178)	0	0	(178)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,198)	0	(144)	(2,342)
NET EXPENDITURE	2,224	84	(108)	2,200

Other Variations are analysed as follows:

Major Items	£000	fte
Savings Staff	(62)	0.00
Savings Non-apy	0	
Growth	0	
New Homelessness Reduction Grant	0	
Depreciation adjustments	0	
Technical adjustments	0	
Grants	0	
Other	(46)	
Use of Reserves Adjustment	0	
TOTAL	(108)	0.00

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

Adult Social Care is divided into three areas:- 1) Access & Assessment includes the following services:- older people, mental health, learning & physical disability, concessionary, reablement, equipment and safeguarding services. 2) Commissioning which includes:- Contracts, brokerage and voluntary organisation. 3) Direct Provision which includes all in-house provisions.

FULL TIME EQUIVALENTS

	2017/18	2018/19
Number of FTE Staff	308.77	323.72
Number of FTE PCT TUPE staff	13.73	12.87
Number of Fixed Term Contract	0.00	0.00
Total FTE	322.50	336.59

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	13,320	113	(146)	13,286
Premises	361	10	(20)	351
Transport	1,442	43	(169)	1,316
Supplies and Services	3,491	112	(450)	3,153
Third Party Payments	46,297	1,229	(1,934)	45,592
Transfer Payments	9,514	1	890	10,405
Support Services	5,972	0	0	5,972
Depreciation and Impairment Losses	78	0	0	78
GROSS EXPENDITURE	80,475	1,508	(1,828)	80,154
Income				
Government Grants	(17)	0	0	(17)
Other Reimbursements and Contributions	(9,191)	0	(12)	(9,203)
Customer and Client Receipts	(9,563)	0	191	(9,372)
Interest	0	0	0	0
Recharges	(2,706)	0	0	(2,706)
Reserves	0	0	0	0
GROSS INCOME	(21,477)	0	179	(21,298)
NET EXPENDITURE	58,998	1,508	(1,649)	58,856

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Savings	(100)	2.00
Savings- other	(1,406)	
Growth	702	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	(793)	
Transfers between departments	(52)	
Grants	0	
Other -	0	
Use of Reserves Adjustment	0	
TOTAL	(1,649)	2.00

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and Executive Assistant

FULL TIME EQUIVALENTS

Number of FTE Staff
Number of Fixed Term Contract
Total FTE

2017/18	2018/19
2.00	2.00
0.00	0.00
2.00	2.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	228	19	(19)	228
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	139	3	(1)	141
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	38	0	0	38
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	404	22	(20)	406
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	404	22	(20)	406

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	(20)	
Use of Reserves Adjustment	0	
TOTAL	(20)	0.00

**COMMUNITY AND HOUSING DEPARTMENT
Public Health**

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

FULL TIME EQUIVALENTS	2017/18	2018/19
Number of FTE Staff	11.96	17.66
Number of Fixed Term Contracts	4.60	1.00
Total FTE	16.56	18.66

SUBJECTIVE ANALYSIS OF ESTIMATES

	2017/18 Original Estimate £000	Inflation £000	Other Variations £000	2018/19 Estimate £000
Expenditure				
Employees	1,117	0	60	1,177
Premises	2	0	1	3
Transport	2	0	0	2
Supplies and Services	3,476	0	(583)	2,893
Third Party Payments	6,200	0	(327)	5,873
Transfer Payments	0	0	0	0
Support Services	151	0	0	151
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	10,948	0	(849)	10,099
Income				
Government Grants	(10,727)	0	279	(10,448)
Other Reimbursements and Contributions	(221)	0	(30)	(251)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	600	600
GROSS INCOME	(10,948)	0	849	(10,099)
NET EXPENDITURE	0	0	(0)	(0)

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(600)	
Growth	0	
Salaries	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other Income	0	
Use of Reserves Adjustment	600	
TOTAL	0	0.00

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