

# 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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## CABINET 16 OCTOBER

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| <b>NEW DEPARTMENTAL SAVING PROPOSALS<br/>(CABINET 11 DECEMBER 2017)<br/>For discussion at budget scrutiny meetings in January</b> | <b>Page<br/>No.</b> | <b>Eq. Impact<br/>Page No.</b> |
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## SUMMARY OF REPLACEMENT SAVINGS

### Cabinet October 2017

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

### Cabinet December 2017

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

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

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

## SUMMARY OF PROGRESS AGAINST SAVINGS TARGETS 2018-19

### SAVINGS TARGETS: Cabinet September 2017

| SAVINGS TARGETS BY DEPARTMENT  | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Total<br>£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         |
| <b>Total</b>                   | <b>0</b>        | <b>5,619</b>    | <b>15,284</b>   | <b>828</b>      | <b>21,731</b> |
| <b>Cumulative</b>              | <b>0</b>        | <b>5,619</b>    | <b>20,903</b>   | <b>21,731</b>   |               |

### SAVINGS PROPOSALS: Cabinet October 2017

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

### SAVINGS PROPOSALS: Cabinet December 2017

| SAVINGS TARGETS BY DEPARTMENT | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Total<br>£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         |
| <b>Total</b>                  | <b>0</b>        | <b>1,794</b>    | <b>1,532</b>    | <b>115</b>      | <b>3,441</b>  |
| <b>Net Cumulative total</b>   | <b>0</b>        | <b>1,794</b>    | <b>3,326</b>    | <b>3,441</b>    |               |

### TOTAL SAVINGS PROPOSALS: Cabinet October 2017 + December 2017

| SAVINGS TARGETS BY DEPARTMENT | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Total<br>£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         |
| <b>Total</b>                  | <b>0</b>        | <b>2,094</b>    | <b>1,532</b>    | <b>115</b>      | <b>3,741</b>  |
| <b>Net Cumulative total</b>   | <b>0</b>        | <b>2,094</b>    | <b>3,626</b>    | <b>3,741</b>    |               |

### BALANCE OF SAVINGS TARGETS REMAINING

| SAVINGS TARGETS BY DEPARTMENT | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Total<br>£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         |
| <b>Total</b>                  | <b>0</b>        | <b>3,525</b>    | <b>13,752</b>   | <b>713</b>      | <b>17,990</b> |
| <b>Net Cumulative total</b>   | <b>0</b>        | <b>3,525</b>    | <b>17,277</b>   | <b>17,990</b>   |               |

**CABINET OCTOBER 2017**  
**Previously Agreed Savings**

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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



**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

| Ref   | Description of Saving  |  | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key) |
|-------|--|--|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|--------------------------------|
| D&BC5 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b>                            | <b>Building and Development Control</b><br>Eliminate the Planning Duty service (both face to face and dedicated phone line)<br>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<br>Reduce by 1FTE<br>none<br>Less assistance for pre app enquiries (unless charged)<br>reduced assistance for all residents in understanding the planning process |                 | 35              |                 | Low                             | High                                 | SS2                            |
| D&BC6 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Building and Development Control</b><br>Stop sending consultation letters on applications and erect site notices only<br>Site notices will be mandatory so failsafe system to be devised<br>none<br>None<br>none<br>Those without web site connections will find it difficult to search for application details<br>None   |                 | 10              |                 | Low                             | Med                                  | SNS2                           |
| ENV06 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Parking Services</b><br>Reduction in transport related budgets<br>May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement<br>some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible.<br>None<br>None<br>None<br>consistent with TOM direction of travel  |                 | 46              |                 | Low                             | Low                                  | SNS1                           |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

| Ref                              | Description of Saving   | 2016/17<br>£000  | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key) |     |
|----------------------------------|---|--|-----------------|-----------------|---------------------------------|--------------------------------------|--------------------------------|-----|
| <b><u>Swap Saving</u></b>        |   |  |                 |                 |                                 |                                      |                                |     |
| E&R8                             | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b></p>                              | <p><b>Parking Services - ORIGINALLY A GROWTH ITEM</b><br/>                     In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.<br/>                     Improvement of traffic enforcement efficiency and compliance by motorists<br/>                     Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%<br/>                     Increase in fines from PCNs and expenditure and a need for more accommodation<br/>                     Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure<br/>                     None</p>   |                 |                 | 500                             | Med                                  | High                           | SI2 |
| <b><u>Alternative Saving</u></b> |   |  |                 |                 |                                 |                                      |                                |     |
| ALT1                             | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services/Regulatory Services Partnership</b><br/>                     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.<br/>                     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.<br/>                     None<br/>                     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.<br/>                     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.<br/>                     None anticipated as vehicle emissions has no known correlation with equalities groups<br/>                     Both service area TOMS (Parking &amp; 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<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key)                  |
|---------------------|--|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|---|
| <b>Savings Type</b> |  | <b>Panel</b>    |                 |                 |                                 |                                      |   |
| <b>SI1</b>          | Income - increase in current level of charges  |                 |                 |                 |                                 |                                      | <b>Children &amp; Young People</b>              |
| <b>SI2</b>          | Income - increase arising from expansion of existing service/new service               |                 |                 |                 |                                 |                                      | <b>Corporate Capacity</b>                       |
| <b>SS2</b>          | Staffing: reduction in costs due to deletion/reduction in service                      |                 |                 |                 |                                 |                                      | <b>Healthier Communities &amp; Older People</b> |
| <b>SNS1</b>         | Non - Staffing: reduction in costs due to efficiency                                   |                 |                 |                 |                                 |                                      | <b>Sustainable Communities</b>                  |
| <b>SNS2</b>         | Non - Staffing: reduction in costs due to deletion/reduction in service                |                 |                 |                 |                                 |                                      |   |
| <b>SP1</b>          | Procurement / Third Party arrangements - efficiency                                    |                 |                 |                 |                                 |                                      |   |
| <b>SP2</b>          | Procurement / Third Party arrangements - deletion/reduction in service                 |                 |                 |                 |                                 |                                      |   |
| <b>SG1</b>          | Grants: Existing service funded by new grant   |                 |                 |                 |                                 |                                      |   |
| <b>SG2</b>          | Grants: Improved Efficiency of existing service currently funded by unringfenced grant |                 |                 |                 |                                 |                                      |   |
| <b>SPROP</b>        | 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<br>£000 | Risk<br>Analysis<br>Deliverability | Risk<br>Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|------|------------------------------------|--|-----------------|------------------------------------|--|--------------------------------|
| O&S   | CS48 | <b>Service Description</b>         | <b>Further rationalisation of HR Services</b><br>Reduction of HR business partner (HRBP's) posts | 130             | High                               | High                                       | SS1                            |
|       |      | <b>Service Implication</b>         | High risk to HR BP support to departments at time of change                                      |                 |                                    |  |                                |
|       |      | <b>Staffing Implications</b>       | Approximately two/three HR BP's at risk  |                 |                                    |  |                                |
|       |      | <b>Business Plan implications</b>  | Risk of supporting departments through change from PVR and other programmes                      |                 |                                    |  |                                |
|       |      | <b>Impact on other departments</b> | Will diminish HR support to customers on change management, employee relations,                  |                 |                                    |  |                                |
|       |      | <b>Equalities Implications</b>     | Will impact women in the division as a high number of HR employees are female                    |                 |                                    |  |                                |
| O&S   | CS51 | <b>Service Description</b>         | HR Transactions - including COT<br>HR Support - centralisation                                   | 90              | Medium                             | High                                       | SS1                            |
|       |      | <b>Service Implication</b>         | More self service  |                 |                                    |  |                                |
|       |      | <b>Staffing Implications</b>       | Reduction in staff numbers   |                 |                                    |  |                                |
|       |      | <b>Business Plan implications</b>  | HR transactions review part of long-term HR business plans                                       |                 |                                    |  |                                |
|       |      | <b>Impact on other departments</b> | resistance to change   |                 |                                    |  |                                |
|       |      | <b>Equalities Implications</b>     | 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<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |
|-------|-------|--|--|-----------------|--|--|--------------------------------|
| O&SC  | CS49  | Service<br>Description<br>Service<br>Implication<br>Staffing<br>Implications<br>Business Plan<br>implications<br>Impact on other<br>departments<br>Equalities<br>Implications  | <p><u>Human Resources - Business Partners</u><br/>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</p> <p>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<br>Description<br>Service<br>Implication<br>Staffing<br>Implications<br>Business Plan<br>implications<br>Impact on other<br>departments<br>Equalities<br>Implications | <p><u>Human Resources</u><br/>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<br>£000 | Risk<br>Analysis<br>Deliverability | Risk<br>Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|-----------|---|--|-----------------|------------------------------------|--|--------------------------------|
|       | CSD29     | <p><b>Division Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>                               | <p><u>Human Resources</u></p> <p><b>Recruitment and DBS review</b></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><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></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



CABINET DECEMBER 2017

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Unachievable savings to be replaced

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

CABINET DECEMBER 2017

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Unachievable savings to be replaced

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

CABINET DECEMBER 2017

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Unachievable savings to be replaced

| Panel | Ref   | Description of Saving              |   | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverability | Risk<br>Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|-------|------------------------------------|---|-----------------|------------------------------------|--|--------------------------------|
|       | CSD42 | <u>Division Description</u>        | <u>Business Improvement</u><br>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><br><b>Staffing support savings</b>  | 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

**CABINET DECEMBER 2017**

**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) | <b>Service/Section</b>             | <b>Infrastructure &amp; Transactions - Facilities Management</b>  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Description</b>                 | Renegotiation of income generated through the corporate catering contract   |                            | 20           |              |              | L                            | L                                 | SP1                      |
|       |                   | <b>Service Implication</b>         | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Impact on other departments</b> | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>TOM Implications</b>            | None  |                            |              |              |              |                              |                                   |                          |
| OSC   | CSREP 2018-19 (2) | <b>Service/Section</b>             | <b>Infrastructure &amp; Transactions - Facilities Management</b>  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Description</b>                 | Review the specification on the corporate cleaning contract and reduce frequency of visits  |                            | 15           |              |              | M                            | M                                 | SP2                      |
|       |                   | <b>Service Implication</b>         | Reduction in the frequency of cleaning is likely to result in a gradual deterioration in the overall cleanliness of the corporate buildings |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Impact on other departments</b> | Yes and also on users of the buildings.   |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|       |                   | <b>TOM Implications</b>            | None  |                            |              |              |              |                              |                                   |                          |

**CABINET DECEMBER 2017**

**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) | <b>Service/Section</b>             | <b>Resources</b>                              |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Description</b>                 | <b>Miscellaneous budgets within Resources</b> |                            | 13           |              |              | L                            | L                                 | SN2                      |
|         |                   | <b>Service Implication</b>         | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Impact on other departments</b> | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>TOM Implications</b>            | None  |                            |              |              |              |                              |                                   |                          |
|         | CSREP 2018-19 (4) | <b>Service/Section</b>             | <b>Resources</b>                              |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Description</b>                 | <b>Recharges to pension fund</b>              |                            | 128          |              |              | L                            | L                                 | SNS1                     |
|         |                   | <b>Service Implication</b>         | Procurement saving with no effect on service  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Impact on other departments</b> | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|         |                   | <b>TOM Implications</b>            | None  |                            |              |              |              |                              |                                   |                          |

**CABINET DECEMBER 2017**

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

**CABINET DECEMBER 2017**

**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)  | <b>Service/Section</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | Corporate<br>Dividend from CHAS 2013 Limited<br><br>None<br>None<br>None<br><br>None<br>None<br>None                      |                            | 215          |              | 0            | L                            | L                                 | SI2                      |
| Page 29 | CSREP 2018-19 (9)  | <b>Service/Section</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Corporate Governance</b><br>Reduction in running costs budgets<br><br>None<br>None<br>None<br><br>None<br>None<br>None |                            | 11           |              |              | L                            | L                                 | SNS2                     |
|         | CSREP 2018-19 (10) | <b>Service/Section</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Corporate Governance</b><br>SLLp - Increase in legal income<br><br>None<br>None<br>None<br><br>None<br>None<br>None    |                            | 25           |              |              | L                            | L                                 | SI2                      |

**CABINET DECEMBER 2017**

**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) | <b>Service/Section</b>             | <b>Corporate Governance</b>  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Description</b>                 | Audit and investigations   |                            | 50           |              |              | M                            | L                                 | SNS2                     |
|         |                    | <b>Service Implication</b>         | Reduction in service days  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>  | Reduce audit capacity.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b> | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>            |  |                            |              |              |              |                              |                                   |                          |
|         | CSREP 2018-19 (12) | <b>Service/Section</b>             | <b>Human Resources</b>   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Description</b>                 | Reduction in posts across the department   |                            | 185          |              |              | L                            | L                                 | SNS2                     |
|         |                    | <b>Service Implication</b>         | Reallocation of work.  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Staffing Implications</b>       | Reduction in overall HR staffing levels  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>  | Delivering to plan and SLAs by introducing new ways of working                             |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b> | Reduction of attendance at meetings  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>     | Due to nature of the workforce a larger portion of women than men affected by the proposal |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>            | None identified  |                            |              |              |              |                              |                                   |                          |



CABINET DECEMBER 2017

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) | <b>Service/Section</b>                           | <b>Business Improvement - Business Systems</b>  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Description</b><br><b>Service Implication</b> | Maintenance and Support reduction<br>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                      |
|         |                    | <b>Staffing Implications</b>                     | None  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>                | None - system retirement will take place in line with the IT strategy.  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b>               | None envisaged.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>                   | None envisaged.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>                          | In line with TOM technology layer.  |                            |              |              |              |                              |                                   |                          |
|         | CSREP 2018-19 (14) | <b>Service/Section</b>                           | <b>Business Improvement - Business Systems</b>  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Description</b><br><b>Service Implication</b> | M3 support to Richmond/Wandsworth<br>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                      |
|         |                    | <b>Staffing Implications</b>                     | The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>                | 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.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b>               | No impact on other departments is envisaged.  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>                   | None envisaged.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>                          | In line with TOM.   |                            |              |              |              |                              |                                   |                          |

**CABINET DECEMBER 2017**

**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) | <b>Service/Section</b>             | <b>Business Improvement - Business Systems</b>   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Description</b>                 | <b>Street Naming and Numbering Fees/Charges Review</b>   |                            | 15           |              |              | M                            | L                                 | SI1                      |
|         |                    | <b>Service Implication</b>         | 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. |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>  | In line with business plan.  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b> | None expected.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>     | None expected.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>            | In line with TOM.  |                            |              |              |              |                              |                                   |                          |
|         | CSREP 2018-19 (16) | <b>Service/Section</b>             | <b>Business Improvement - Management</b>   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Description</b>                 | <b>Operating cost reduction</b>  |                            | 11           |              |              | L                            | L                                 | SNS1                     |
|         |                    | <b>Service Implication</b>         | Reduction in purchasing of stationery and use of postage/mobile phones etc. to reduce operating costs.   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Staffing Implications</b>       | None.  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>  | In line with business plan.  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b> | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>            | In line with TOM   |                            |              |              |              |                              |                                   |                          |

**Total Replacement Savings 957**

**CABINET DECEMBER 2017**  
**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      | <b>Division</b>                    | <b>Infrastructure &amp; Transactions</b>  |              |              |              |                              |                                   |                          |     |
|           | <b>Description</b>                 | Restructure Post & Print section and delete 2 FTE posts.  | 382          | (47)         | 23           | 24                           | L                                 | L                        | SS2 |
|           | <b>Service Implication</b>         | 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. |              |              |              |                              |                                   |                          |     |
|           | <b>Staffing Implications</b>       | Delete 2 FTE posts which will result in two staff redundancies.   |              |              |              |                              |                                   |                          |     |
|           | <b>Business Plan implications</b>  | None  |              |              |              |                              |                                   |                          |     |
|           | <b>Impact on other departments</b> | Reduction in current level of service may impact some time critical processes.  |              |              |              |                              |                                   |                          |     |
|           | <b>Equalities Implications</b>     | None  |              |              |              |                              |                                   |                          |     |
| CS2015-03 | <b>Service Description</b>         | Transactional Services<br>Restructure of Transactional Services team  | 475          | (100)        | 50           | 50                           | L                                 | M                        | SS2 |
|           | <b>Service Implication</b>         | Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.   |              |              |              |                              |                                   |                          |     |
|           | <b>Staffing Implications</b>       | Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.  |              |              |              |                              |                                   |                          |     |
|           | <b>Business Plan implications</b>  | Existing BP targets will need to be revised to align with reduced resources   |              |              |              |                              |                                   |                          |     |
|           | <b>Impact on other departments</b> | Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.   |              |              |              |                              |                                   |                          |     |
|           | <b>Equalities Implications</b>     | TBA   |              |              |              |                              |                                   |                          |     |
|           | <b>TOM Implications</b>            | To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.   |              |              |              |                              |                                   |                          |     |

**CABINET DECEMBER 2017  
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 | <b>Service/Section</b> Customers Services<br><b>Description</b> Merton Link - efficiency savings<br><br><b>Service Implication</b> Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology<br><b>Staffing Implications</b> None<br><b>Business Plan implications</b> In line with business plan<br><b>Impact on other departments</b> None<br><b>Equalities Implications</b> None<br><b>TOM Implications</b> In line with TOM | 613                  | (30)         | 30           |              | M                            | M                                 | SNS1                     |
|            | <b>TOTAL</b>   |                      |              |              |              |                              |                                   |                          |

**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: 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><u>Service</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><u>Cross Cutting</u></p> <p><b>Data review &amp; centralisation.</b></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 | <b>Service Description</b>         | <b>Cross Cutting</b><br><b>Review of CSF staffing structure beneath management level.</b>  | 1,049                | 189          |              |              |              | High                         | Medium                            |
|   |            | <b>Service Implication</b>         | 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. |                      |              |              |              |              |                              |                                   |
|   |            | <b>Staffing Implications</b>       | Expect a reduction of 13 posts from a total of 65FTE.  |                      |              |              |              |              |                              |                                   |
|   |            | <b>Business Plan implications</b>  | We will prioritise our core statutory education and social care functions.   |                      |              |              |              |              |                              |                                   |
|   |            | <b>Impact on other departments</b> | A smaller workforce will reduce our ability to work on cross cutting issues and new developments.  |                      |              |              |              |              |                              |                                   |
|   |            | <b>Equalities Implications</b>     | We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.  |                      |              |              |              |              |                              |                                   |
|   |            | <b>TOM Implications</b>            | 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.   |                      |              |              |              |              |                              |                                   |
| <b>Total Children, Schools and Families Savings</b> |            |                                    |  |                      | <b>229</b>   | <b>0</b>     | <b>0</b>     | <b>0</b>     |                              |                                   |

**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><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><b>Cross Cutting</b></p> <p><b>Review of non-staffing budgets across the department</b></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><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><b>Cross Cutting</b></p> <p><b>Reduction in business support unit staff</b></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><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><u>Children Social Care</u></p> <p><b>Delivery of preventative services through the Social Impact Bond</b></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><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><u>Children Social Care</u></p> <p><b>South London Family Drug and Alcohol Court commissioning</b></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                            |
| <b>Total Children, Schools and Families Savings</b> |            |   |   |                            | <b>229</b>   | <b>0</b>     | <b>0</b>     | <b>0</b>     |                              |                                   |



CABINET DECEMBER 2017

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 | <b>Service</b>                     | <b>Access, Assessment and Commissioning Staffing</b>   |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Description</b>                 | 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                      |
|       |            | <b>Service Implication</b>         | Given the previous reduction in staffing, this saving is no longer achievable without significant detriment to the safety and quality of service   |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Staffing Implications</b>       | 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.   |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Business Plan implications</b>  | The service would struggle to meet its plans   |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Impact on other departments</b> | 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. |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Equalities Implications</b>     | 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       | <b>Service</b>                     | <b>Extra Care Sheltered Housing</b>  |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Description</b>                 | A review of, and reduction in, the extra care sheltered housing provision.   | 1,572                | 330          | 0            | 0            | 0            | High                         | High                              | SP2 / SS2                |
|       |            | <b>Service Implication</b>         | The full original savings target would leave the services unsustainable given the level of care need these units are now supporting.   |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Staffing Implications</b>       | There would be potential redundancies within the in-house provision  |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Business Plan implications</b>  | 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.   |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Impact on other departments</b> | None   |                      |              |              |              |              |                              |                                   |                          |
|       |            | <b>Equalities Implications</b>     | 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.  |                      |              |              |              |              |                              |                                   |                          |

CABINET DECEMBER 2017

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><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> | <p><b>Shared Service Arrangement</b></p> <p>Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org.<br/>                     Opportunities for shared services have not emerged as hoped.<br/>                     Possible redundancies.<br/>                     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><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> | <p><b>Direct Provision</b></p> <p>Look at opportunities for shared services for in-house services</p> <p>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 |
| <b>TOTAL SAVINGS TO BE REPLACED</b> |      |  |  | 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><b>Service/Section Description</b></p> <p><b>Adult Social Care: Access &amp; Assessment</b></p> <p>Transport: moving commissioned taxis to direct payments. Service users can purchase taxi journeys more cheaply than the council.</p> <p><b>Service Implication</b></p> <p>Service users will receive the same transport levels, but delivered differently and will have more choice of taxi provider</p> <p><b>Staffing Implications</b></p> <p>nil</p> <p><b>Business Plan implications</b></p> <p>nil</p> <p><b>Impact on other departments</b></p> <p>nil</p> <p><b>Equalities Implications</b></p> <p>nil</p> <p><b>TOM Implications</b></p> <p>nil</p>  | 182                        | 50           | 0            | 0            | 0            | Medium                       | Medium                            | SNS1                     |
|       | CH72 | <p><b>Service/Section Description</b></p> <p><b>Adult Social Care: Direct provision</b></p> <p>Reviewing transport arrangements for in-house units, linking transport more directly to the provision and removing from the transport pool.</p> <p><b>Service Implication</b></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><b>Staffing Implications</b></p> <p>tbc</p> <p><b>Business Plan implications</b></p> <p>This will impact on E&amp;R as C&amp;H want to withdraw from the transport pool and manage vehicles from each unit.</p> <p><b>Impact on other departments</b></p> <p>Day centre users have a learning disability.</p> <p><b>Equalities Implications</b></p> <p>This is a substantial project that will impact on the refresh of the C&amp;H and E&amp;R TOMs</p> <p><b>TOM Implications</b></p> | 1,087                      | 100          | 0            | 0            | 0            | High                         | Medium                            | SNS1/2                   |
|       | CH73 | <p><b>Service/Section Description</b></p> <p><b>Adult Mental health</b></p> <p><b>Staffing</b></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><b>Service Implication</b></p> <p>A reductions in staffing to be achieved by decreased use of agency staff</p> <p><b>Staffing Implications</b></p> <p>Nil</p> <p><b>Business Plan implications</b></p> <p>Nil</p> <p><b>Impact on other departments</b></p> <p>Nil</p> <p><b>Equalities Implications</b></p> <p>Mental health service users may receive a less responsive service.</p> <p><b>TOM Implications</b></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><b>Service/Section</b><br/> <b>Description</b><br/> <b>Service Implication</b></p> <p><b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><b>Adult Social Care</b><br/> <b>Income maximisation</b></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<br/>                     The savings is net of increased staff costs of £90k<br/>                     Staffing and income budgets will need to be adjusted<br/>                     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><b>Service/Section</b><br/> <b>Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b></p> <p><b>TOM Implications</b></p>   | <p><b>Public Health</b></p> <p>Public Health: health related services in other budgets<br/>                     There will be reduced activity in non-statutory and lower priority programmes<br/>                     Nil<br/>                     nil<br/>                     nil<br/>                     By its nature Public Health focuses on those with poorer health outcomes, and they might receive a lower level of interventions<br/>                     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 |
|       |      |   | <b>TOTAL REPLACEMENT SAVINGS</b>   |              | 1,081        | 0            | 0            | 0                            |                                   |                          |      |
|       |      |   | <b>NET EFFECT OF REPLACEMENT SAVINGS</b>   |              | 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
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- 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 | <b>Service Description</b>         | <b>Access Assessment and Commissioning staffing</b><br>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)   |                 |              |              |              |              |                                   |                                |                          |
|       |             | <b>Service Implication</b>         | Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.   |                 |              |              |              |              |                                   |                                |                          |
|       |             | <b>Staffing Implications</b>       | Redundancies - Some staff would be subject to redundancy  |                 |              |              |              |              |                                   |                                |                          |
|       |             | <b>Business Plan implications</b>  | 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. |                 |              |              |              |              |                                   |                                |                          |
|       |             | <b>Impact on other departments</b> | The primary impact is on service users and partners, such as the NHS.   |                 |              |              |              |              |                                   |                                |                          |
|       |             | <b>Equalities Implications</b>     | 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><b>Service Description</b><br/> <b>Housing Needs</b><br/>                     Staff reduction in Housing Services<br/>                     Original staff savings in Housing were identified as unachievable but no alternatives were identified at that time</p> <p><b>Service Implication</b><br/>                     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><b>Staffing Implications</b><br/>                     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><b>Business Plan implications</b><br/>                     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><b>Impact on other departments Equalities Implications</b><br/>                     This will have an impact on children's and adult's social care<br/>                     BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.</p> <p><b>TOM Implications</b><br/>                     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><b>Service Description</b></p> <p><b>Shared Service Arrangement</b><br/>Reduced staffing through sharing services with neighbouring boroughs<br/>Original savings (£800k) less £100k still achievable and £600k alternatives saving</p> <p><b>Service Implication</b><br/>This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.</p> <p><b>Staffing Implications</b><br/>Possible redundancies.</p> <p><b>Business Plan implications</b><br/>This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.</p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b><br/>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><b>TOM Implications</b></p> |  | 100          | (100)        | 100          | 0            | High                              | High                           | SS2                      |
|         | HC&OP | CH39  | <p><b>Service Description</b></p> <p><b>Extra Care Sheltered Housing</b><br/>Reduction in staff for in-house unit and in contract value for commissioned unit, resulting in less support hours for residents.</p> <p><b>Service Implication</b><br/>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><b>Staffing Implications</b><br/>There would be potential redundancies within the in-house provision</p> <p><b>Business Plan implications</b><br/>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><b>Impact on other departments</b><br/>None</p> <p><b>Equalities Implications</b><br/>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                     |

CABINET DECEMBER 2017

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 | <b>Service Description</b>         | <b>Libraries</b><br>Shared services savings not achievable<br>Completion of Shared Library & Heritage Service Management Structure with another borough - £25k |                 | 48           | (48)         | 48           | 0            | High                              | High                           | SS2                      |
|       |              | <b>Staffing Implications</b>       | These changes may impact on staff.   |                 |              |              |              |              |                                   |                                |                          |
|       |              | <b>Business Plan implications</b>  | None.  |                 |              |              |              |              |                                   |                                |                          |
|       |              | <b>Impact on other departments</b> | Access to Library & Heritage Service managers may be more limited.   |                 |              |              |              |              |                                   |                                |                          |
|       |              | <b>Equalities Implications</b>     | None.  |                 |              |              |              |              |                                   |                                |                          |
|       |              | <b>TOM Implications</b>            | Identified as a key action within the new Library & Heritage Service TOM.  |                 |              |              |              |              |                                   |                                |                          |
|       |              | <b>Total Savings</b>               |  |                 | 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 | <b>Service/Section</b>             | <b>Leisure &amp; Culture</b>  | 573                        |              |              | 300          | Med                          | Low                               | SP1                      |
|       |       | <b>Description</b>                 | Two year extension of the GLL contract  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Service Implication</b>         | Extend continuity of service provision with same contractor for 2 further years.  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Business Plan implications</b>  | Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by two years  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Impact on other departments</b> | 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. |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Equalities Implications</b>     | Continuity of service maintained with existing contractual arrangements.  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>TOM Implications</b>            | 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

- 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

### 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 | <b>Service/Section</b>             | <b>Infrastructure &amp; Transactions - IT Service Delivery</b>   |                            |              |              |              | L                            | L                                 | SP1                      |
|         |              | <b>Description</b>                 | Revenue Saving associated with current MFD contract  |                            | 150          |              |              |                              |                                   |                          |
|         |              | <b>Service Implication</b>         | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Business Plan implications</b>  | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Impact on other departments</b> | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>TOM Implications</b>            | None   |                            |              |              |              |                              |                                   |                          |
|         | 2018-19 CS02 | <b>Service/Section</b>             | <b>Infrastructure &amp; Transactions - Facilities Management</b>   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Description</b>                 | Reduction in the level of building repairs and maintenance undertaken on the corporate buildings                               |                            | 100          |              |              | H                            | M                                 | SPROP                    |
|         |              | <b>Service Implication</b>         | The level of routine repairs, general maintenance works and  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Business Plan implications</b>  | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Impact on other departments</b> | Yes and users of the buildings.  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>TOM Implications</b>            | 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 | <b>Service/Section</b>             | <b>Infrastructure &amp; Transactions - Facilities Management</b>  | 33                         | 33           |              |              | L                            | L                                 | SNS1                     |
|         |              | <b>Description</b>                 | Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description. |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Service Implication</b>         |   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Staffing Implications</b>       | None<br>Removal of allowance to staff. Duties to be included in job description of Assistant Directors  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Impact on other departments</b> | Will be Assistant Directors across all departments.   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>TOM Implications</b>            | 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       | <b>Service/Section</b>                             | <b>Infrastructure &amp; Transactions - Facilities Management</b>                           | 630                        | 36           |              |              | L                            | M                                 | SS2                      |
|         | <b>Description</b> | Delete or full cost recovery of one post within FM |  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Service Implication</b>                         | Possible if deletion of post   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Staffing Implications</b>                       | Possible 1 FTE   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>                  | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b>                 | Schools  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>                     | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>                            | None   |                            |              |              |              |                              |                                   |                          |
|         | 2018-19 CS05       | <b>Service/Section</b>                             | <b>Resources</b>   |                            | 30           |              |              | H                            | M                                 | SS2                      |
|         |                    | <b>Description</b>                                 | Reduction in permanent staffing  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Service Implication</b>                         | Efficiencies of new financial system when fully embedded should minimise effect on service |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Staffing Implications</b>                       | 1 FTE  |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Business Plan implications</b>                  | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Impact on other departments</b>                 | Increase in self service   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>Equalities Implications</b>                     | None   |                            |              |              |              |                              |                                   |                          |
|         |                    | <b>TOM Implications</b>                            | 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 | <b>Service/Section</b>             | <b>Resources</b>                              |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Description</b>                 | <b>Miscellaneous budgets within Resources</b> |                            | 0            | 17           |              | L                            | L                                 | SNS2                     |
|         |              | <b>Service Implication</b>         | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Impact on other departments</b> | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>TOM Implications</b>            | None  |                            |              |              |              |                              |                                   |                          |
| Page 51 | 2018-19 CS07 | <b>Service/Section</b>             | <b>Resources</b>                              |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Description</b>                 | <b>Retender of insurance contract</b>         |                            |              | 50           | 25           | L                            | L                                 | SP1                      |
|         |              | <b>Service Implication</b>         | Procurement saving with no effect on service  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Impact on other departments</b> | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>TOM Implications</b>            | 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 | <b>Service/Section</b>   | <b>Revenues and Benefits</b>   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Increase in income from Enforcement Service</b><br>Increase in number of warrants received from ANPR contriventions<br>None<br>None<br>Increase in income for E & R<br>None |                            | 100          | 20           | 15           | L                            | L                                 | SI2                      |
|         | 2018-19 CS09 | <b>Service/Section</b>   | <b>Customer Contact</b>  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | Reduction/rationalisation in running costs budgets across multiple budgets<br>None<br>None<br>None<br>None<br>None<br>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<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|--------------|--|--|-------------------------------|-----------------|-----------------|-----------------|------------------------------|-----------------------------------|--------------------------|
| Page 54 | 2018-19 CS12 | <b>Service/Section</b>   | <b>Corporate Governance</b>  |                               |                 |                 |                 |                              |                                   |                          |
|         |              | <b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | SLLp - reduction in legal demand<br>Reduction in legal chargeable hours<br>Possible 1 lawyer<br>None<br>None<br>None   |                               |                 | 50              |                 | H                            | M                                 | SS2                      |
|         | 2018-19 CS13 | <b>Service/Section</b>   | <b>Corporate Governance</b>  |                               |                 |                 |                 |                              |                                   |                          |
|         |              | <b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | Audit and investigations<br>Reduction in service days<br>Shared service<br>Reduce audit capacity and resource for criminal and civil enforcement<br>None<br>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 | <b>Service/Section</b>             | <b>Business Improvement - Business Systems</b>   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Description</b>                 | M3 support to Richmond/Wandsworth  |                            | 20           |              |              | M                            | L                                 | SI2                      |
|         |              | <b>Service Implication</b>         | 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. |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Staffing Implications</b>       | The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Business Plan implications</b>  | 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.  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Impact on other departments</b> | No impact on other departments is envisaged.   |                            |              |              |              |                              |                                   |                          |
|         |              | <b>Equalities Implications</b>     | None envisaged; a full EI will be undertaken.  |                            |              |              |              |                              |                                   |                          |
|         |              | <b>TOM Implications</b>            | 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 | <b>Service/Section</b>             | <b>Business Improvement - Policy &amp; Partnerships</b>  | 248                        |              | 50           |              | M                            | M                                 |                          |  |
|         |              | <b>Description</b>                 | <b>Reduce headcount from 4.6 to 3.6</b>  |                            |              |              |              |                              |                                   |                          |  |
|         |              | <b>Service Implication</b>         | 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. |                            |              |              |              |                              |                                   |                          |  |
|         |              | <b>Staffing Implications</b>       | Deletion of one post   |                            |              |              |              |                              |                                   |                          |  |
|         |              | <b>Business Plan implications</b>  | See service implications   |                            |              |              |              |                              |                                   |                          |  |
|         |              | <b>Impact on other departments</b> | 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.  |                            |              |              |              |                              |                                   |                          |  |
|         |              | <b>Equalities Implications</b>     | These are likely since staff are affected.   |                            |              |              |              |                              |                                   |                          |  |
|         |              | <b>TOM Implications</b>            | 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 | <b>Service</b>                     | <b>Children Social Care</b>   |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Description</b>                 | <b>Delivery of preventative services through the Social Impact Bond</b>   | 6,793                      |              |              | 45           |              | High                         | Medium                            | SNS1                     |
|       |            | <b>Service Implication</b>         | 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. |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Staffing Implications</b>       | None  |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Business Plan implications</b>  | No specific Implications  |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Impact on other departments</b> | None  |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Equalities Implications</b>     | This is a service for some of our most vulnerable children and young people.  |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>TOM Implications</b>            | This is in line with the CSF TOM and our Child and Young Person well-being model approach.  |                            |              |              |              |              |                              |                                   |                          |
| C&YP  | CSF2017-06 | <b>Service</b>                     | <b>Children Social Care</b>   |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Description</b>                 | <b>South London Family Drug and Alcohol Court commissioning</b>   | 6,793                      |              |              | 45           |              | High                         | Medium                            | SNS1                     |
|       |            | <b>Service Implication</b>         | 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.   |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Staffing Implications</b>       | None  |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Business Plan implications</b>  | No specific Implications  |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Impact on other departments</b> | Potential impact on legal department.   |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>Equalities Implications</b>     | This is a service for some of our most vulnerable children and young people.  |                            |              |              |              |              |                              |                                   |                          |
|       |            | <b>TOM Implications</b>            | 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  | <b>Service Description</b>         | <b>Education</b><br>Review schools trade offer, raise charges or consider ceasing services from 2020. | 1,381        |              |              | 60           | Medium                       | Medium                            | SS2                      |  |
|  |   | <b>Service Implication</b>         |   |              |              |              |              |                              |                                   |                          | 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. |
|  |   | <b>Staffing Implications</b>       |   |              |              |              |              |                              |                                   |                          | If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.   |
|  |   | <b>Business Plan implications</b>  |   |              |              |              |              |                              |                                   |                          | Should funding not be secured there will be implications for service volumes and outcomes.   |
|  |   | <b>Impact on other departments</b> |   |              |              |              |              |                              |                                   |                          | Possible impact on child protection services if service reductions result in escalations from schools and others.  |
| <b>Equalities Implications</b>                           | We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.  |                                    |   |              |              |              |              |                              |                                   |                          |  |
| <b>TOM Implications</b>                                  | 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. |                                    |   |              |              |              |              |                              |                                   |                          |  |
| <b>Total</b>   |   |                                    |   | 0            | 0            | 150          | 0            |                              |                                   |                          |  |
| <b>Total CSF Target Savings</b>                          |   |                                    |   | 0            | 0            | 3,328        | 132          |                              |                                   |                          |  |
| <b>Savings identified as part of replacement savings</b> |   |                                    |   |              |              | 0            |              |                              |                                   |                          |  |
| <b>(Shortfall)/Surplus</b>                               |   |                                    |   | 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  | <b>Service/Section</b>             | <b>Regulatory Services Partnership</b>   |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Description</b>                 | 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 |     | <b>Service Implication</b>         | Will need to ensure no conflict of interest in respect of service delivery.  |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Staffing Implications</b>       | Developing new areas of business will need careful consideration of deployment of existing resources.  |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Business Plan implications</b>  | Consistent with Business Plan objectives   |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Impact on other departments</b> | None, but will need to consider potential impact on partner boroughs.  |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Equalities Implications</b>     | None.  |                            |              |              |              |                              |                                   |                          |
|         |     | <b>TOM Implications</b>            | Consistent with objective of making service more commercially driven.  |                            |              |              |              |                              |                                   |                          |
| SC      | E2  | <b>Service/Section</b>             | <b>Waste Services</b>  |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Description</b>                 | Thermal Treatment of wood waste from HRRC  | 302                        | 30           |              |              | Med                          | Med                               | SP2                      |
|         |     | <b>Service Implication</b>         | Reduced recycling rate at HRRC down by c26%  |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Business Plan implications</b>  | Change in focus to measure diversion from Landfill compared to recycling performance   |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Impact on other departments</b> | South London waste Partnership will need to be consulted   |                            |              |              |              |                              |                                   |                          |
|         |     | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |     | <b>TOM Implications</b>            | 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  | <b>Service/Section</b>             | <b>Leisure &amp; Culture Development Team</b>  |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Description</b>                 | Polka Theatre Grant Reduction  | 64                         |              | 30           |              | Low                          | Low                               | SG2                      |
|       |     | <b>Service Implication</b>         | 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. |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Business Plan implications</b>  | 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.'   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Impact on other departments</b> | Other departments will still be able to commission services from Polka, as they do currently.  |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>TOM Implications</b>            | 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  | <b>Service/Section</b>             | <b>Sustainable Communities</b>   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Description</b>                 | Income from Merantun Development Limited for services provided to the company by LBM                 | <b>0</b>                   | <b>100</b>   |              |              | <b>Low</b>                   | <b>Med</b>                        | <b>SP1</b>               |
|       |     | <b>Service Implication</b>         | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Business Plan implications</b>  | Consistent with Business Plan objectives   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Impact on other departments</b> | Increased work for finance and procurement teams delivered by service level agreements with Merantun |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>TOM Implications</b>            | In line with TOM objectives  |                            |              |              |              |                              |                                   |                          |
| SC    | E5  | <b>Service/Section</b>             | <b>Greenspaces</b>   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Description</b>                 | Letting of remaining vacant facilities in Greenspaces  | <b>513</b>                 | <b>50</b>    |              |              | <b>Low</b>                   | <b>Low</b>                        | <b>SI2</b>               |
|       |     | <b>Service Implication</b>         | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Business Plan implications</b>  | Consistent with Business Plan objectives   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Impact on other departments</b> | None insignificant   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|       |     | <b>TOM Implications</b>            | 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  | <b>Service/Section</b>             | <b>Greenspaces</b>                       |                            |              |              |              |                              |                                   |                          |
|   |     | <b>Description</b>                 | Increased tenancy income in Greenspaces  | 513                        | 40           |              |              | Med                          | Low                               | SI1                      |
|   |     | <b>Service Implication</b>         | None                                     |                            |              |              |              |                              |                                   |                          |
|   |     | <b>Staffing Implications</b>       | None                                     |                            |              |              |              |                              |                                   |                          |
|   |     | <b>Business Plan implications</b>  | Consistent with Business Plan objectives |                            |              |              |              |                              |                                   |                          |
|   |     | <b>Impact on other departments</b> | None insignificant                       |                            |              |              |              |                              |                                   |                          |
|   |     | <b>Equalities Implications</b>     | None                                     |                            |              |              |              |                              |                                   |                          |
|   |     | <b>TOM Implications</b>            | Integral to Greenspaces TOM              |                            |              |              |              |                              |                                   |                          |
| <b>Total Environment and Regeneration Savings</b> |     |                                    |  |                            | 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) |
|---|------|--|--|---|--------------|------------------------------|-----------------------------------|--------------------------|
| <b>Adult Social Care</b>                                |      |  |  |   |              |                              |                                   |                          |
|   |      |  | <b>Service</b>   | <b>Public Health</b>  |              |                              |                                   |                          |
| 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. | <b>Description</b>   | <b>Public Health</b>  |              | 500                          | <b>High</b>                       | <b>High</b>              |
|   |      |  | <b>Service Implication</b>   | 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.   |              |                              |                                   |                          |
|   |      |  | <b>Staffing Implications</b>   | 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. |              | -                            |                                   |                          |
|   |      |  | <b>Business Plan implications</b>  | 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.   |              |                              |                                   |                          |
|   |      |  | <b>Impact on other departments</b>   | Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.   |              |                              |                                   |                          |
|   |      |  | <b>Equalities Implications</b>   | Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.  |              |                              |                                   |                          |
|   |      | <b>TOM Implications</b>  | The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17. |   |              |                              |                                   |                          |
| <b>Total Community &amp; Housing 2019/20</b>            |      |  |  |   |              | <b>500</b>                   |                                   |                          |
| <b>Total C&amp;H Savings Proposal 2019/20</b>           |      |  |  |   |              | <b>500</b>                   |                                   |                          |
| <b>Total C&amp;H Savings target (Shortfall)/Surplus</b> |      |  |  |   |              | <b>500</b>                   |                                   |                          |
|   |      |  |  |   |              | <b>0</b>                     |                                   |                          |

**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) |             |
|--------------------------|------|---|------------------------------------|---|--------------|------------------------------|-----------------------------------|--------------------------|-------------|
| <b>Adult Social Care</b> |      |   |                                    |   |              |                              |                                   |                          |             |
|                          |      |   | <b>Service</b>                     | <b>ASC - Access &amp; Assessment</b>  |              |                              |                                   |                          |             |
| 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. | <b>Description</b>                 | <b>Older People's social care (mental health)</b>   |              |                              |                                   |                          |             |
|                          |      |   | <b>Service Implication</b>         | 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                          | <b>High</b>                       | <b>High</b>              | <b>SNS2</b> |
|                          |      |   | <b>Staffing Implications</b>       | Creating integrated teams will mean changing roles, locations and ways of working. Any Staff reductions will be in management posts   |              | 100                          | <b>High</b>                       | <b>High</b>              | <b>SS1</b>  |
|                          |      |   | <b>Business Plan implications</b>  | It may require a pooled budget  |              |                              |                                   |                          |             |
|                          |      |   | <b>Impact on other departments</b> | The integrated service will require a host organisation. The choice of the host will affect the demand on corporate services  |              |                              |                                   |                          |             |
|                          |      |   | <b>Equalities Implications</b>     | This will impact on the council's response to vulnerable older people, most of whom either have a disability or a mental impairment.  |              |                              |                                   |                          |             |
|                          |      |   | <b>TOM Implications</b>            | The TOM will need to be refreshed to reflect an integrated model  |              |                              |                                   |                          |             |
|                          |      |   | <b>Services</b>                    | <b>Adult Mental Health</b>  |              |                              |                                   |                          |             |
| 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   | <b>Description</b>                 | <b>Adult Mental Health</b>  | 1200         | 500                          | <b>Medium</b>                     | <b>High</b>              | <b>SS1</b>  |
|                          |      |   | <b>Service Implication</b>         | 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  |              |                              |                                   |                          |             |
|                          |      |   | <b>Staffing Implications</b>       | A reduction in mental health management and front line posts  |              |                              |                                   |                          |             |
|                          |      |   | <b>Business Plan implications</b>  | reduction in offer  |              |                              |                                   |                          |             |
|                          |      |   | <b>Impact on other departments</b> |   |              |                              |                                   |                          |             |
|                          |      |   | <b>Equalities Implications</b>     | By the nature of the service, these savings will impact on people with mental ill health  |              |                              |                                   |                          |             |
|                          |      |   | <b>TOM Implications</b>            | 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) |
|---|------|--|------------------------------------|---|-----------------|--------------|------------------------------|-----------------------------------|--------------------------|
|   |      |  | <b>Service</b>                     | <b>Public Health</b>  |                 |              |                              |                                   |                          |
| 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. | <b>Description</b>                 | <b>Public Health</b>  |                 | 500          | <b>High</b>                  | <b>High</b>                       | <b>SP1</b>               |
|   |      |  | <b>Service Implication</b>         | 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.   |                 |              |                              |                                   |                          |
|   |      |  | <b>Staffing Implications</b>       | 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. |                 | -            |                              |                                   |                          |
|   |      |  | <b>Business Plan implications</b>  | 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.   |                 |              |                              |                                   |                          |
|   |      |  | <b>Impact on other departments</b> | Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.   |                 |              |                              |                                   |                          |
|   |      |  | <b>Equalities Implications</b>     | Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.  |                 |              |                              |                                   |                          |
|   |      |  | <b>TOM Implications</b>            | The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.  |                 |              |                              |                                   |                          |
| <b>Total Community &amp; Housing 2020/21</b>            |      |  |                                    |   |                 | <b>1,600</b> |                              |                                   |                          |
| <b>Total C&amp;H Savings Proposal 2020/21</b>           |      |  |                                    |   |                 |              | <b>6,693</b>                 |                                   |                          |
| <b>Total C&amp;H Savings target (Shortfall)/Surplus</b> |      |  |                                    |   |                 |              | <b>(5,093)</b>               |                                   |                          |

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# Equality Analysis



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

|   |  |
|---|--|
| What are the proposals being assessed?                      | <b>Further development of an emissions based charging Policy for resident/business permits</b> |
| Which Department/ Division has the responsibility for this? | <b>Envf &amp; Regeneration /Public Protection/Parking and CCTV Services</b>                    |

| <b>Stage 1: Overview</b>   |   |
|--|---|
| 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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  |
| <b>Stage 1: Overview</b>   |   |
| 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 &amp; demolition the existing MPP</p> <p>Proposals:</p> <ol style="list-style-type: none"> <li>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.</li> </ol> |
| 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><b>Outcome 1</b> – 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><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></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><b>Outcome 3</b> – 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’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</b></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> |           |

|   |   |
|---|---|
| <b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.                                      | If a policy shows unlawful discrimination it <b>must</b> be removed or changed.                                     |
| <b>Note:</b> If your EA is assessed as <b>outcome 3</b> , 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.

| <b>Risks or improvements identified in the EIA</b> | <b>Action required</b> | <b>Performance measure &amp; target(s)</b> | <b>By when</b> | <b>Uses existing or additional resources?</b> | <b>Lead Officer</b> | <b>Progress</b> |
|--|------------------------|--|----------------|---|---------------------|-----------------|
| 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**

|  |  |                                  |                              |
|--|--|----------------------------------|------------------------------|
| <b>Assessment completed by:<br/>Name/Job Title</b>               | Christine Parsloe<br>Leisure & Culture Development Manager | <b>Signature:</b><br>C A Parsloe | <b>Date:</b><br>29 Sept 2017 |
| <b>Improvement action plan<br/>signed off by Head of Service</b> | Graeme Kane, Head of Public Space Division                 | <b>Signature:</b><br>G Kane      | <b>Date:</b><br>29 Sept 2017 |
| <b>Department</b>  | <b>Environment &amp; Regeneration</b>                      |                                  |                              |

# 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.<br>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  |

| <b>Stage 1: Overview</b>   |   |
|--|---|
| Name and job title of lead officer   | Mark Humphries, Assistant Director Infrastructure & Transactions  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | 2018-19CS01 – One off revenue saving associated with the financing of the current corporate Multi-Functional Device (MFD) contract.<br>2018-19CS02 – Reduction in the level of non-essential and general repairs and maintenance undertaken on the Council's corporate buildings.   |
| 2. How does this contribute to the council's corporate priorities?   | Reviewing the current divisional service delivery model and the associated corporate contracts to ensure that they provide an appropriate level of service and ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFS.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | CS01 – No affect as this is a budget saving associated with the financing of the corporate Multi-Functional Device (MFD) contract and will therefore have no operational implications.<br>CS02 – No direct impact but likely that staff and visitors will notice a gradual reduction in the condition of office accommodation and the public facing areas due to a reduction in the frequency of works like internal and external decorating. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No  |

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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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<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|------------------------------|----|--|
|  | Positive impact    |    | Potential<br>negative impact |    |  |
|  | Yes                | No | Yes                          | No |  |
| Age  |                    | X  |                              | X  | None.  |
| Disability                                   |                    | X  |                              | X  | None.  |
| Gender Reassignment                          |                    | X  |                              | X  | None.  |
| Marriage and Civil<br>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

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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.



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

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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 new budget savings for Infrastructure & Transactions division.<br>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.<br><br>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.<br>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<br>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

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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.

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

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# Equality Analysis

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

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

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

**Stage 2: Collecting evidence/ data**

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

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

The extent to which our new system will enable automation.

**Stage 3: Assessing impact and analysis**

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

| Protected characteristic (equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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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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<br>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, deletion of posts, changing criteria etc) | <ul style="list-style-type: none"> <li>Increase in income from Enforcement Service to be achieved through the increase in number of warrants being generated from ANPR contraventions.</li> <li>Rationalisation of supply budgets within Customer Contact</li> <li>Reduction in staffing within Revenues and Benefits (approximately 2 FTE).</li> </ul> |
| 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.<br>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<br>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   |

|                              |  |  |     |    |   |
|------------------------------|--|--|-----|----|---|
| <b>Race</b>                  |  |  | 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.   |
| <b>Religion/ belief</b>      |  |  | 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.  |
| <b>Sex (Gender)</b>          |  |  | 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. |
| <b>Sexual orientation</b>    |  |  | Yes |    | Existing policies and procedures will be applied to ensure fairness.  |
| <b>Socio-economic status</b> |  |  |     | 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?<br>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 |
|-------------------------|---|--------------------------|----------------|



| Stage 5: Sign off by Director/ Head of Service                  |   |                         |                |
|---|---|-------------------------|----------------|
| Improvement action plan signed off by Director/ Head of Service | <a href="#">David Kepler, Head of Revenues &amp; Benefits</a> | Signature: David Kepler | Date: 16.11.17 |

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# Equality Analysis

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

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

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Roger Kershaw, Interim AD Resources  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Savings from the need to restructure management across Corporate Services to balance our budget. It will potentially require a reduction of between 5 and 6 FTE managers and will impact significantly on the level of support/service offered to our customers and could result in potential risks across the Council's services. |
| 2. How does this contribute to the council's corporate priorities?   | Delivering a balanced budget.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | 5/6 individual posts in Corporate Services   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | NA   |

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

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| Protected characteristic (equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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<br>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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**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<br>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 4 of 4

**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<br>(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 &amp; 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>   |

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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).

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<br>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   | <a href="#">Sophie Ellis, AD Business Improvement</a> | Signature: | Date:21/11/17 |
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Add name/ job title</a>                   | Signature: | Date:         |

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# Equality Analysis

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

|   |   |
|---|---|
| What are the proposals being assessed?                      | Proposed replacement budget savings for Infrastructure & Transactions division.<br>Savings reference CSREP 2018-19 (1) and CSREP 2018-19 (2) replacement savings in 2018/19, which have all been assessed as not having any potential equalities impact implications. |
| Which Department/ Division has the responsibility for this? | Corporate Services – Infrastructure & Transactions Division   |

**Stage 1: Overview**

|  |  |
|--|--|
| Name and job title of lead officer   | Mark Humphries, Assistant Director Infrastructure & Transactions   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | CSREP 2018-19 (1) – Is an increase in the level of income derived from the reprocurement of the corporate catering contract.<br>CSREP 2018-19 (2) – Reduction in the operating cost of the corporate cleaning contract, which will be delivered through a review of the current specification and a reduction in the level and frequency of cleaning within the corporate buildings. |
| 2. How does this contribute to the council's corporate priorities?   | Reviewing the current divisional service delivery model and the associated corporate contracts to ensure that they provide an appropriate level of service and ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFs.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | No affect as this an increase in the level of income derived from the reprocurement of the corporate catering contract.<br>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<br>(equality group) | Tick which applies<br>Positive impact |    | Tick which applies<br>Potential<br>negative impact |    | Reason<br>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

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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.

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

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<br>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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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 of 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   | <a href="#">Roger Kershaw</a> | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Roger Kershaw</a> | 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<br>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<br><br>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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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)?**

Page 128

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

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

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

Page 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<br>(equality group) | Tick which applies<br>Positive impact |    | Tick which applies<br>Potential<br>negative impact |    | Reason<br>n/a |
|--|---------------------------------------|----|--|----|---------------|
|  | 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<br><br>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<br>(equality group) | Tick which applies<br>Positive impact |    | Tick which applies<br>Potential<br>negative impact |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|---------------------------------------|----|--|----|--|
|  | Yes                                   | No | Yes  | No |  |
|  | <b>Age</b>                            |    |  | x  |  |
| <b>Disability</b>                            |                                       |    |  |    |  |
| <b>Gender Reassignment</b>                   |                                       |    |  |    |  |
| <b>Marriage and Civil Partnership</b>        |                                       |    |  |    |  |
| <b>Pregnancy and Maternity</b>               |                                       |    |  |    |  |
| <b>Race</b>                                  |                                       |    |  |    |  |
| <b>Religion/ belief</b>                      |                                       |    |  |    |  |
| <b>Sex (Gender)</b>                          |                                       |    |  |    | 80% of the HR workforce are female   |
| <b>Sexual orientation</b>                    |                                       |    | x  |    |  |
| <b>Socio-economic status</b>                 |                                       |    |  |    |  |

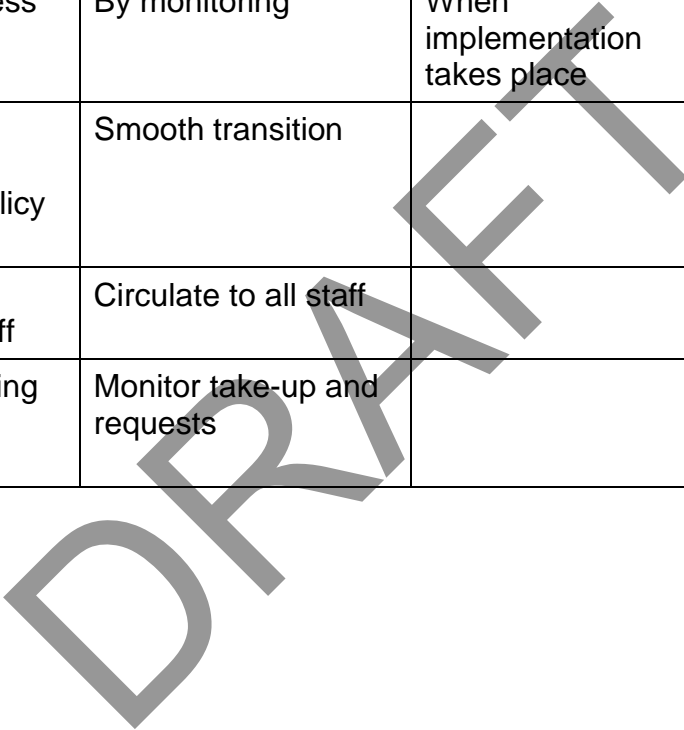


**7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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                   | <b>Kim Brown</b> | 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**

|  |                     |                   |              |
|--|---------------------|-------------------|--------------|
| <b>Assessment completed by</b>   | Kim Brown HR Lead   | <b>Signature:</b> | <b>Date:</b> |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | Add name/ job title | <b>Signature:</b> | <b>Date:</b> |

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# Equality Analysis

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

|   |  |
|---|--|
| What are the proposals being assessed?                      | Business Systems Team - Maintenance and Support reduction (BI01 17/18) |
| Which Department/ Division has the responsibility for this? | Business Improvement Division, Corporate Services Department           |

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

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

**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<br>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**

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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   | <a href="#">Sophie Ellis, AD Business Improvement</a> | Signature: | Date:21/11/17 |
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Add name/ job title</a>                   | 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&amp;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&amp;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&amp;R but will require the support of the Director of E&amp;R and their Departmental Management Team as sponsors.</p> |

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## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

| Protected characteristic<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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. |



|                              |  |  |   |   |   |
|------------------------------|--|--|---|---|---|
| <b>Sex (Gender)</b>          |  |  | √ |   | 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. |
| <b>Sexual orientation</b>    |  |  |   | √ |   |
| <b>Socio-economic status</b> |  |  |   | √ |   |

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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? |
|---|--|---|----------|-----------------------------------|--------------|--|
| Effect on staff within BI from transition to a shared support service.  | <p><b>Ensure training and support is available.</b></p> <p><b>Ensure arrangements in place to prioritise demand</b></p> <p><b>Ensure effective change control measures are in place.</b></p> <p><b>BSM to introduce strong client management</b></p> | <p><b>Training and support plan</b></p> <p>Shared services proposal signed off by DMT</p> <p>Change control processes signed off by AD BI</p> <p>Client management and governance arrangements signed off by AD BI and Director E&amp;R</p> | Sep 2018 | No                                | Clive Cooke  | Yes                                    |
|   |  |   |          |                                   |              |  |
|   |  |   |          |                                   |              |  |

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

| Stage 5: Sign off by Director/ Head of Service                  |   |            |               |
|---|---|------------|---------------|
| Assessment completed by   | <a href="#">Sophie Ellis, AD Business Improvement</a> | Signature: | Date:21/11/17 |
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Add name/ job title</a>                   | Signature: | Date:         |

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# Equality Analysis

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

|   |  |
|---|--|
| What are the proposals being assessed?                      | Business Systems Team - <b>Street Naming and Numbering Fees/Charges Review (CSREP15)</b> |
| Which Department/ Division has the responsibility for this? | Business Improvement Division, Corporate Services Department                             |

| <b>Stage 1: Overview</b>   |   |
|--|---|
| 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.  |

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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).

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<br>(equality group) | Tick which applies<br>Positive impact |    | Tick which applies<br>Potential<br>negative impact |    | Reason<br>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                        |                                       | √  |  | √  |  |

**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   | <a href="#">Sophie Ellis, AD Business Improvement</a> | Signature: | Date:21/11/17 |
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Add name/ job title</a>                   | 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.<br>Further reduction in commissioning budgets due to combining of contracts realising some savings.<br>We will continue to prioritise commissioning according to need vulnerability and risk.<br>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.<br>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<br>(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 | <a href="#">Carol Cammiss Business Partner CSF</a> | Signature: | Date: 01.12.17 |
|-------------------------|--|------------|----------------|

**Stage 5: Sign off by Director/ Head of Service**

|   |                                |            |               |
|---|--------------------------------|------------|---------------|
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Yvette Stanley</a> | 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<br>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 |
|-------------------------|------------------------------------|------------|----------------|

**Stage 5: Sign off by Director/ Head of Service**

|   |                                |            |                 |
|---|--------------------------------|------------|-----------------|
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Yvette Stanley</a> | 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  
 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 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 &amp; Young People Well-Being Model. This will deliver 45K savings in 2018/19 &amp; 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 |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | 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**

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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   | 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)?

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| Protected characteristic<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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 |
|-------------------------|------------------------------------|------------|----------------|

**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 |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified                |
|---|--------------------|----|---------------------------|----|---|
|   | Positive impact    |    | Potential negative impact |    |   |
|   | Yes                | No | Yes                       | No |   |
| Age                                       |                    |    |                           |    |   |
| Disability                                |                    |    |                           |    |   |
| Gender Reassignment                       |                    |    |                           |    |   |
| Marriage and Civil Partnership            |                    |    |                           |    |   |
| Pregnancy and Maternity                   |                    |    |                           |    |   |
| Race                                      |                    |    |                           |    |   |
| Religion/ belief                          |                    |    |                           |    |   |
| Sex (Gender)                              |                    |    |                           |    |   |
| Sexual orientation                        |                    |    |                           |    |   |
| Socio-economic status                     |                    |    |                           | x  | Possibility that smaller business' may not be able to so easily meet any charges for service. |



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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate       | How will you know this is achieved? e.g. performance measure/ target)        | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|-----------------------------------|--|---------|-----------------------------------|--------------|--|
| Smaller business' not so easily able to pay for advice.                 | Consider sliding scale of charges | Through assessment of take up of advice service offered at chargeable rates. | Ongoing | Existing                          | Paul Foster  | Not at this stage                      |
|   |                                   |  |         |                                   |              |  |
|   |                                   |  |         |                                   |              |  |

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

**Stage 4: Conclusion of the Equality Analysis**

**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 |
|-------------------------|-------------------------|------------------------|------------------|

## 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:<br> | 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?                      | <b>Thermal treatment of wood waste (Savings Ref. E2)</b> |
| Which Department/ Division has the responsibility for this? | <b>E&amp;R – Public Space - Waste Services</b>           |

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

**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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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.

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

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# 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?   | <b>Reduction in Core Arts Grants to Polka Theatre</b><br>(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  |
| <b>Stage 1: Overview</b>   |   |
| 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<br/> Aims: To reduce core voluntary arts grant<br/> Proposals:</p> <ol style="list-style-type: none"> <li>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.</li> </ol> <p><a href="#">What are you proposing and what are they designed to deliver?</a></p> |
| 2. How does this contribute to the council's corporate priorities?   | <p>Achieves savings<br/> <a href="#">Insert information as to how your proposals support the corporate priorities.</a></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 |   |
| <b>Age</b>                            | √               |    |                           | √  | The existing users of the theatres include young and older people       |
| <b>Disability</b>                     | √               |    |                           | √  | The existing users will include disabled people                         |
| <b>Gender Reassignment</b>            |                 | √  |                           | √  |   |
| <b>Marriage and Civil Partnership</b> |                 | √  |                           | √  |   |
| <b>Pregnancy and Maternity</b>        |                 | √  |                           | √  |   |
| <b>Race</b>                           | √               |    |                           | √  | The existing users will include people of different ethnic origins.     |
| <b>Religion/ belief</b>               | √               |    |                           | √  | The existing users will include people of different religions / beliefs |

|                              |   |   |  |   |   |
|------------------------------|---|---|--|---|---|
| <b>Sex</b>                   | √ |   |  | √ |   |
| <b>Sexual orientation</b>    |   | √ |  | √ |   |
| <b>Socio-economic status</b> | √ |   |  | √ | 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)

| <b>Outcome 1- ✓</b>   | <b>Outcome 2 -</b> | <b>Outcome 3 -</b>   | <b>Outcome 4 -</b> |
|---|--------------------|--|--------------------|
| <b>Outcome 1</b> – 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. |                    | <b>Outcome 3</b> - 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><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></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><b>Outcome 3</b> – 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’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</b></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><b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>   | <p>If a policy shows unlawful discrimination it <b>must</b> be removed or changed.</p>   |
| <p><b>Note:</b> If your EA is assessed as <b>outcome 3</b>, 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.

| <b>Risks or improvements identified in the EIA</b> | <b>Action required</b>  | <b>Performance measure &amp; target(s)</b>                              | <b>By when</b> | <b>Uses existing or additional resources?</b> | <b>Lead Officer</b> | <b>Progress</b>                         |
|--|---|---|----------------|---|---------------------|---|
| Audience / users displaced during developments     | Continue to fund until 2019/2020 to support outreach work during this development time. | Funding provided.<br>Outreach programmes delivered<br>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**

- 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**

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

# 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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. |



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? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
|   |                             |   |         |                                   |              |  |
|   |                             |   |         |                                   |              |  |
|   |                             |   |         |                                   |              |  |

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

|  |
|--|
| <b>Letting of vacant facilities in Greenspaces</b> |
|--|

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

| <b>Stage 1: Overview</b>   |  |
|--|--|
| 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<br>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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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   | <a href="#">Doug Napier, Greenspaces Manager</a>      | Signature: | Date: 06/12/2017 |
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Graeme Kane, Assistant Director, PSSC</a> | Signature: | Date:            |

# Equality Analysis

|  |
|--|
| <b>Increased tenancy income in Greenspaces</b> |
|--|

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

| <b>Stage 1: Overview</b>   |   |
|--|---|
| 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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   | <a href="#">Doug Napier, Greenspaces Manager</a>      | Signature: | Date: 06/12/2017 |
| Improvement action plan signed off by Director/ Head of Service | <a href="#">Graeme Kane, Assistant Director, PSSC</a> | 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<br>(equality group) | Tick which applies                  |                          | Tick which applies           |                                     | Reason<br>Briefly explain what positive or negative impact has been identified           |
|--|-------------------------------------|--------------------------|------------------------------|-------------------------------------|--|
|  | Positive impact                     |                          | Potential<br>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.

| <b>Stage 5: Sign off by Director/ Head of Service</b>           |  |                        |                       |
|---|--|------------------------|-----------------------|
| 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             |

# 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<br>(equality group) | Tick which applies |     | Tick which applies        |     | Reason<br>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                                 | <a href="#">Starting from April 2018.</a> |
| Existing or additional resources?       | <a href="#">N/A</a>                       |
| Lead Officer                            | <a href="#">Andy Ottaway-Searle</a>       |
| Action added to divisional / team plan? | <a href="#">Yes.</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   | 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   |

| <b>Stage 1: Overview</b>   |   |
|--|---|
| 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<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified    |
|--|--------------------|----|------------------------------|----|---|
|  | Positive impact    |    | Potential<br>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<br>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.

**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 |

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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<br>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              |

| <b>Stage 1: Overview</b>   |   |
|--|---|
| 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<br>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.

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**Stage 4: Conclusion of the Equality Analysis**

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

**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                               |

| <b>Stage 1: Overview</b>   |  |
|--|--|
| 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.

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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<br>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.**

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**Stage 4: Conclusion of the Equality Analysis**

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

**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             |

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# 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.

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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<br>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.

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**Stage 4: Conclusion of the Equality Analysis**

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

**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<br>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.**

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**Stage 4: Conclusion of the Equality Analysis**

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

**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*

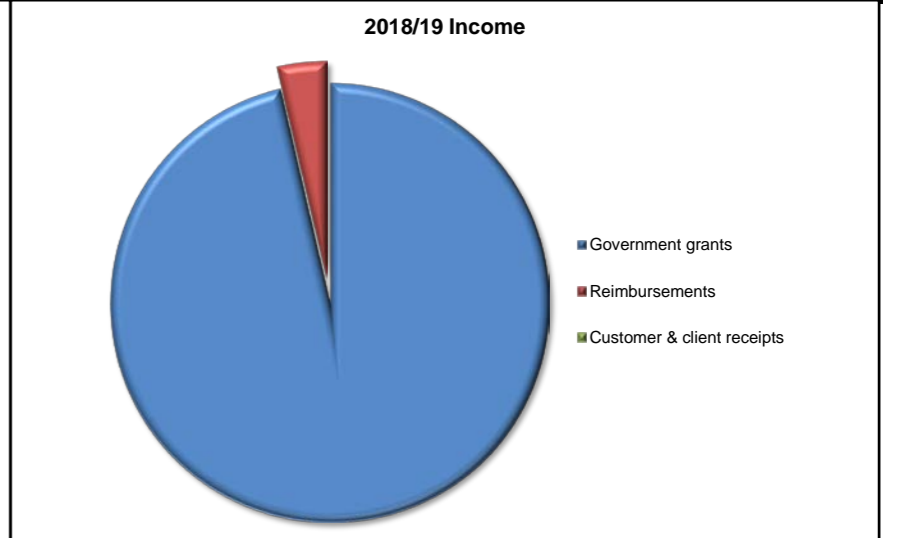
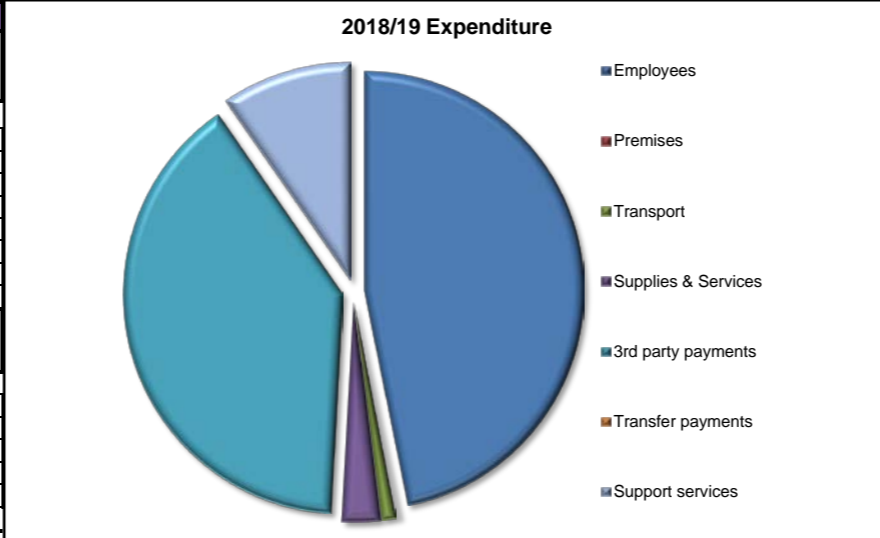




# **Children Schools & Families**

| Children's Social Care & Youth Inclusion<br>Cllr Katy Neep: Cabinet Member for Children's Services<br>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 &amp; legislated functions to children at risk of harm, children in care, children with disabilities care leavers &amp; 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 &amp; 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 &amp; 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 &amp; escalation up the model. This is the most efficient use of resources &amp; 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 &amp; 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 &amp; 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 &amp; their parents to prevent offending &amp; re-offending. It also supports the transforming families programme, helping targeted families to get back into work, &amp; 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<br/>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 |
| <b>Expenditure</b>                | <b>23,239</b>        | <b>26,242</b>  | <b>23,185</b>           | <b>2,127</b>                 | <b>23,900</b>  | <b>24,222</b>  | <b>24,284</b>  | <b>24,435</b>  |
| 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 |
| <b>Income</b>                     | <b>1,806</b>         | <b>2,211</b>   | <b>988</b>              | <b>(352)</b>                 | <b>1,127</b>   | <b>1,127</b>   | <b>1,127</b>   | <b>1,127</b>   |
| 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                    |                      |                |                         |                              |                |                |                |                |
| <b>Council Funded Net Budget</b>  | <b>21,432</b>        | <b>24,030</b>  | <b>22,197</b>           | <b>1,774</b>                 | <b>22,772</b>  | <b>23,095</b>  | <b>23,156</b>  | <b>23,308</b>  |

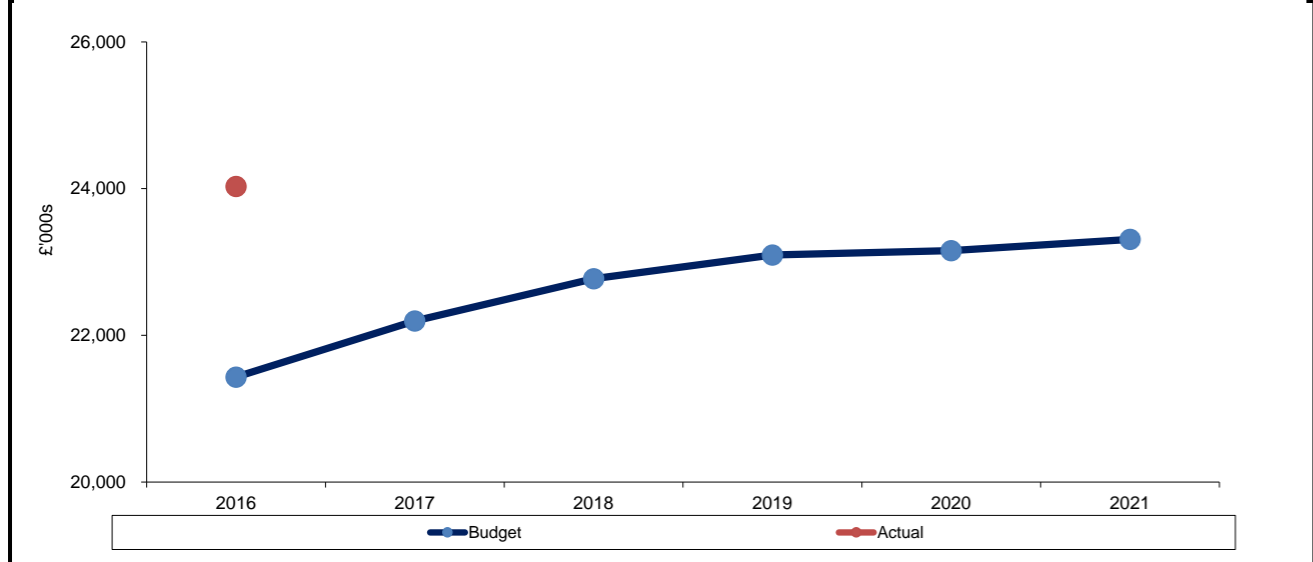


| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
|-----------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|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

**Summary of major budget etc. changes**

**2018/19**

**2019/20**



**2020/21**

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

**2021/22**

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

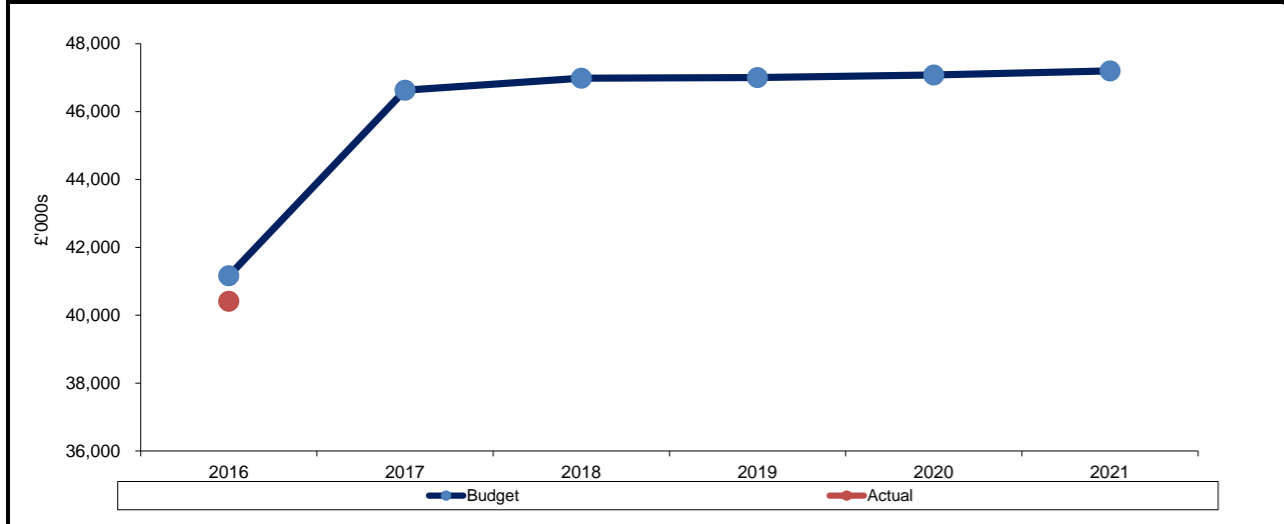
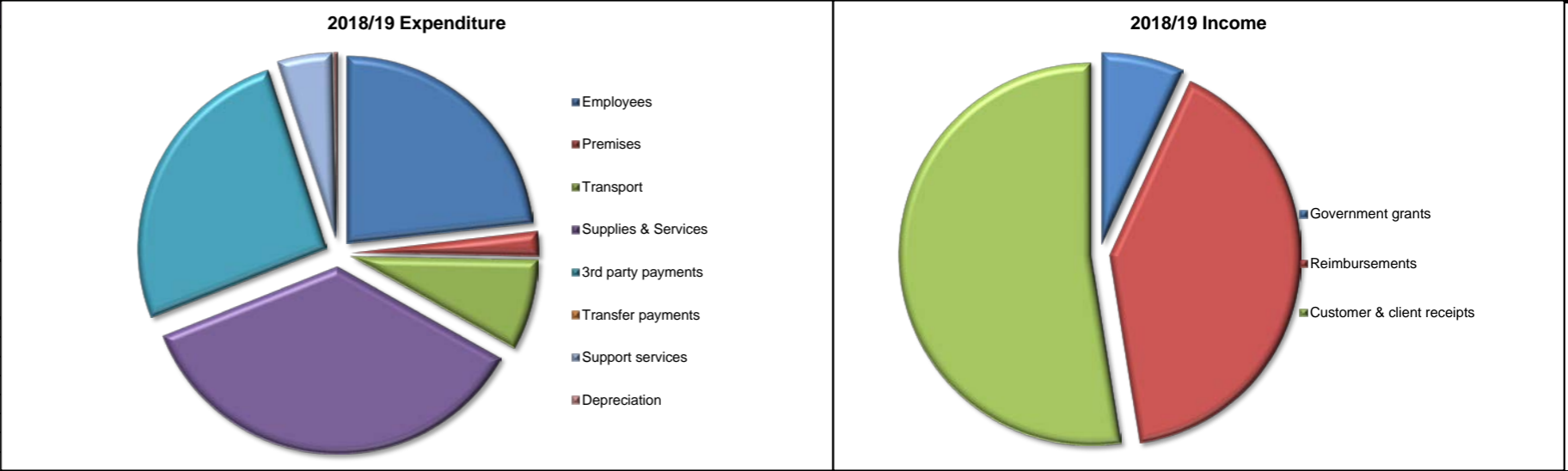
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Children's Social Care & Youth Inclusion**

| PROJECT DESCRIPTION |         | MAJOR PROJECT BENEFITS |   | Risk                                  |        |       |
|---------------------|---------|------------------------|---|---------------------------------------|--------|-------|
|                     |         |                        |   | Likelihood                            | Impact | Score |
| <b>Project 1</b>    |         | Project Title:         | <b>Well Being Model - CSC &amp; CYPWB/TOM</b>   | 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 |                        |   |                                       |        |       |
| <b>Project 2</b>    |         | Project Title:         | <b>Continuous Improvement and Inspection Readiness</b>  | 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 |                        |   |                                       |        |       |
| <b>Project 3</b>    |         | Project Title:         | <b>MOSAIC (CYPWB &amp; TOM) Phase 1 and 2.</b>  | 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 |                        |   |                                       |        |       |
| <b>Project 4</b>    |         | Project Title:         | <b>Workforce development</b>  | 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 |                        |   |                                       |        |       |
| <b>Project 5</b>    |         | Project Title:         | <b>Innovation work streams</b>  | 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 |                        |   |                                       |        |       |

| Education   | Planning Assumptions  |  |                    |                              |                    |            | The Corporate strategies your service contributes to |   |                   |                       |                                  |
|---|---|--|--------------------|------------------------------|--------------------|------------|--|---|-------------------|-----------------------|----------------------------------|
|   | Anticipated demand  | 2016/17  | 2017/18            | 2018/19                      | 2019/20            | 2020/21    |  | 2021/22   |                   |                       |                                  |
| <b>Cllr Katy Neep: Cabinet Member for Children's Services</b>   |   |  |                    |                              |                    |            |  |   |                   |                       |                                  |
| <b>Cllr Caroline Cooper-Marbiah: Cabinet Member for Education</b>   |   |  |                    |                              |                    |            |  |   |                   |                       |                                  |
| Enter a brief description of your main activities and objectives below  |   |  |                    |                              |                    |            |  |   |                   |                       |                                  |
| <p><b>Merton School Improvement (MSI)</b></p> <ul style="list-style-type: none"> <li>monitor, analyse &amp; evaluate pupil &amp; school performance</li> <li>developing skills in planning, teaching, assessment, leadership &amp; management</li> <li>working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> <li>strengthening partnership working and school to school support</li> </ul> <p><b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b></p> <ul style="list-style-type: none"> <li>building early help capacity in schools &amp; settings, families &amp; the community</li> <li>focus on safeguarding, early intervention &amp; prevention as well as direct support for families</li> <li>implementing the requirements of the Children and Families Act ensuring that families are central</li> <li>Specialist placement provision for pupils with SEN.</li> </ul> <p><b>Early Years Services</b> ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties</p> <ul style="list-style-type: none"> <li>delivering Children's Centre services through a locality model with a focus on early help &amp; targeted services for vulnerable families</li> <li>working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families</li> <li>Developing the work force to deliver holistically to vulnerable families and young children</li> </ul> <p><b>Education Inclusion</b></p> <ul style="list-style-type: none"> <li>providing universal &amp; targeted in house &amp; commissioned services for YP &amp; schools</li> <li>providing support to prevent bullying, substance misuse &amp; teenage pregnancy, to improve attendance</li> <li>developing alternative education offerings to enable YP to stay in ETE</li> <li>leading on the council's partnership with the police &amp; CAMHS for education</li> <li>improving attendance and reduce P-Excl in Merton schools</li> <li>My Futures Service</li> </ul> <p><b>School Organisation</b></p> <ul style="list-style-type: none"> <li>Pupil place planning, &amp; schools admissions</li> <li>School expansion &amp; capital programme management.</li> <li>SEN Transport commissioning</li> </ul> <p><b>Policy, Planning and Performance</b></p> <ul style="list-style-type: none"> <li>Service Planning, Performance Information and Performance Management, Policy and Communications</li> </ul> <p><b>MSCB</b> - is responsible for agreeing local child protection procedures and for monitoring the performance of local agencies' arrangements for safeguarding children</p> | Forecast increase in population 0-4                                     |  |                    | 780                          |                    |            | Children and Young People's Plan                     |   |                   |                       |                                  |
|   | Forecast increase in population 5-19                                    |  |                    | 2400                         |                    |            |  | SEN and Disabilities Strategy                       |                   |                       |                                  |
|   | Raise in Participation age 16-18  |  |                    | 160                          |                    |            |  | School Expansion Strategy                           |                   |                       |                                  |
|   | Forecast increase in Children & Y/P with EHCP                           |  |                    | 200-400                      |                    |            |  | Special Educational Needs and Disabilities Strategy |                   |                       |                                  |
|   | Increased demand for secondary school (total across all schools)        | 1 foe  | 2 foe (cumulative) | 6 foe (cumulative)           | 8 foe (cumulative) |            |  | School Expansion Strategy                           |                   |                       |                                  |
|   | Increased demand for special school places (total across all schools)   |  |                    | 100 more SEN places by 19-20 |                    |            |  | School Expansion Strategy                           |                   |                       |                                  |
|   | <b>Anticipated non financial resources</b>                              |  |                    |                              |                    |            |  |   |                   |                       |                                  |
|   |   | 2016/17  | 2017/18            | 2018/19                      | 2019/20            | 2020/21    | 2021/22  |   |                   |                       |                                  |
|   | Staff (FTE subject to change as a result of restructures)               | 297  | 286                | 285                          | 283                | 283        | 283  |   |                   |                       |                                  |
|   | <b>Performance indicator (LBC2020 indicators highlighted in purple)</b> |  |                    |                              |                    |            |  |   |                   |                       |                                  |
|   |   | <b>Actual performance (A) Performance Target (T) Proposed Target (P)</b> |                    |                              |                    |            |  | 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)   |   |                   |                       |                                  |
|   | Merton pupil average Attainment 8 score                                 | 53   | 50                 | 51                           |                    |            |  | High  | Annual            | Outcome               | Reputational risk                |
|   | Merton pupil Average Progress 8 score                                   | 0.28   | 0.51               | 0.51                         |                    |            |  | High  | Annual            | Outcome               | Reputational risk                |
|   | % outcome of Ofsted school inspections good or outstanding              | 91   | 89                 | 91                           |                    |            |  | High  | Monthly           | Outcome               | Inspection outcomes              |
| % secondary school attendance   | 95.5  | 95.2   | 95.6               |                              |                    |            | High   | Annual  | Outcome           | Increased costs       |                                  |
| % primary school attendance   | 96.2  | 96.1   | 96.2               |                              |                    |            | High   | Annual  | Outcome           | Breach statutory duty |                                  |
| % of new EHCP requests completed within 20 weeks  | 21  | 55   | 55                 |                              |                    |            | High   | Quarterly   | Outcome           | Safeguarding issues   |                                  |
| % Good or Outstanding children's centres per Ofsted   | 100   | 100  | 100                |                              |                    |            | High   | Quarterly   | Outcome           | Inspection outcomes   |                                  |
| % reception year surplus places   | 3.5   | 7.7  | 8                  |                              |                    |            | Low  | Annual  | Business critical | Parental choice       |                                  |
| %secondary school Yr7 surplus places Inc. Academies   | 6.5   | 9  | 5                  |                              |                    |            | Low  | Annual  | Business critical | Parental choice       |                                  |
| reaching the expected standard at Key Stage 2 in reading, writing and maths   | 57  | 58   | 58                 |                              |                    |            | Low  | Annual  | Outcome           | Inspection outcomes   |                                  |
| % spend on approved capital programme   | 100   | 80   | 80                 |                              |                    |            | High   | Annual  | Business critical | 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        |
| <b>Expenditure</b>                | 46,499                      | 45,854                | 51,857                         | (600)                               | 52,305                | 52,325                | 52,445                | 52,564                |
| Employees                         | 12,150                      | 11,421                | 12,337                         | (412)                               | 12,144                | 12,045                | 12,045                | 12,046                |
| Premises                          | 1,077                       | 819                   | 1,030                          | (209)                               | 1,083                 | 1,100                 | 1,117                 | 1,133                 |
| Transport                         | 3,965                       | 4,268                 | 4,116                          | 162                                 | 4,106                 | 4,167                 | 4,227                 | 4,288                 |
| Supplies & Services               | 14,433                      | 13,497                | 18,002                         | (341)                               | 18,740                | 18,775                | 18,810                | 18,845                |
| 3rd party payments                | 12,470                      | 13,422                | 13,736                         | 200                                 | 13,595                | 13,602                | 13,609                | 13,616                |
| Transfer payments                 | 10                          | 10                    | 10                             |                                     | 10                    | 10                    | 10                    | 10                    |
| Support services                  | 2,248                       | 2,271                 | 2,460                          |                                     | 2,460                 | 2,460                 | 2,460                 | 2,460                 |
| Depreciation                      | 146                         | 146                   | 167                            |                                     | 167                   | 167                   | 167                   | 167                   |
| <b>Revenue £'000s</b>             | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| <b>Income</b>                     | 5,338                       | 5,440                 | 5,227                          | 153                                 | 5,319                 | 5,319                 | 5,364                 | 5,364                 |
| Government grants                 | 484                         | 327                   | 232                            | 71                                  | 368                   | 368                   | 368                   | 368                   |
| Reimbursements                    | 2,127                       | 2,207                 | 2,033                          | (252)                               | 2,154                 | 2,154                 | 2,154                 | 2,154                 |
| Customer & client receipts        | 2,727                       | 2,906                 | 2,962                          | 334                                 | 2,796                 | 2,796                 | 2,841                 | 2,841                 |
| Interest                          |                             |                       |                                |                                     |                       |                       |                       |                       |
| Reserves                          |                             |                       |                                |                                     |                       |                       |                       |                       |
| Capital Funded                    |                             |                       |                                |                                     |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>41,162</b>               | <b>40,414</b>         | <b>46,630</b>                  | <b>(447)</b>                        | <b>46,987</b>         | <b>47,006</b>         | <b>47,081</b>         | <b>47,200</b>         |
| <b>Capital Budget £'000s</b>      | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| Primary Schools                   | 3,799                       | 4,382                 | 1,030                          |                                     | 650                   | 650                   | 650                   | 650                   |
| Secondary Schools                 | 7,798                       | 7,447                 | 5,077                          |                                     | 8,847                 | 5,781                 |                       |                       |
| Special Schools                   | 317                         | 215                   | 1,655                          |                                     | 7,304                 | 1,000                 |                       |                       |
| Other                             | 129                         | 463                   | 469                            |                                     | 104                   | 105                   |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   | 12042.55                    | 12,507                | 8,231                          | 0                                   | 16,905                | 7,536                 | 650                   | 650                   |



| Year    | Review   |
|---------|--|
| 2018/19 | Review of non-staffing budgets across the department: £28,000 - Part of CSF2017-01                             |
| 2019/20 | Review of CSF staffing structure beneath management level: £100,000 - Part of CSF2015-09                       |
| 2020/21 | Review schools trade offer, raise charges or consider ceasing services from 2020: £45,000 - Part of CSF2017-07 |
| 2021/22 |  |

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

**Education**

| PROJECT DESCRIPTION |                | MAJOR PROJECTS BENEFITS |   | Risk                                  |        |       |
|---------------------|----------------|-------------------------|---|---------------------------------------|--------|-------|
|                     |                |                         |   | Likelihood                            | Impact | Score |
| <b>Project 1</b>    |                | Project Title:          | <b>Well Being Model - CSC &amp; CYPWB/TOM</b>   | Improved effectiveness                |        |       |
| Start date          | <b>2016-17</b> | 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            | <b>2019-20</b> |                         |   |                                       |        |       |
| <b>Project 2</b>    |                | Project Title:          | <b>Improving pupil outcomes at KS2 &amp; KS4 (Edn TOM) &amp; School Improvement through partnership (Edn TOM)</b>   | Improved effectiveness                |        |       |
| Start date          | <b>2013-14</b> | 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            | <b>2018-19</b> |                         |   |                                       |        |       |
| <b>Project 3</b>    |                | Project Title:          | <b>Transforming Early Years (EY's TOM)</b>  | Improved effectiveness                |        |       |
| Start date          | <b>2013-14</b> | 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            | <b>2019-20</b> |                         |   |                                       |        |       |
| <b>Project 4</b>    |                | Project Title:          | <b>Implementation of requirements of Children &amp; Families Act (Edn TOM &amp; CYPWB) &amp; Education TOM/CYPWB Model &amp; Personal Budgets (Education TOM/C+F Act)</b>   | Improved customer experience          |        |       |
| Start date          | <b>2013-14</b> | 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            | <b>2019-20</b> |                         |   |                                       |        |       |
| <b>Project 5</b>    |                | Project Title:          | <b>Development of Adolescent offer including My Futures (NEET's) &amp; linked provision</b>   | Improved customer experience          |        |       |
| Start date          | <b>2013-14</b> | Project Details:        | Refocus ETE support and advice to ensure effective support and provision to SEN 16-25 years old.  | 2                                     | 3      | 6     |
| End date            | <b>2018-19</b> |                         |   |                                       |        |       |
| <b>Project 6</b>    |                | Project Title:          | <b>Implementation of Secondary &amp; Special School (SEN) Places Strategy (EducationTOM)</b>  | Infrastructure renewal                |        |       |
| Start date          | <b>2015-16</b> | 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            | <b>2018-19</b> |                         |   |                                       |        |       |
| <b>Project 7</b>    |                | Project Title:          | <b>Workforce development</b>  | Improved staff skills and development |        |       |
| Start date          | <b>2015-16</b> | 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            | <b>2019-20</b> |                         |   |                                       |        |       |



# **Community & Housing**





**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 |
| <b>Project 1</b>    | Project Title: <b>Assessment &amp; Care Management Processes</b> | Improved effectiveness   |   |            |        |       |
| Start date          | On-going   | Build on the implementation of MOSAIC to review and enhance day to day practice by all front line teams.   | 2 | 2          | 4      |       |
| End date            |  |  |   |            |        |       |
| <b>Project 2</b>    | Project Title: <b>Front Door</b>                                 | Improved sustainability  |   |            |        |       |
| Start date          | 01/04/2018   | Develop a new integrated 'front door; for Community & Housing that addresses the needs of adults outside of divisional silos, works with the voluntary sector and supports people to find solutions.   | 4 | 2          | 8      |       |
| End date            | 31/03/2020   |  |   |            |        |       |
| <b>Project 3</b>    | Project Title: <b>Integrated OP services</b>                     | Improved efficiency (savings)  |   |            |        |       |
| Start date          | 01/04/2018   | Seek to integrate services for older people that are physically frail or have mental health issues across health and social care, creating a one-stop service for the most vulnerable older people.  | 3 | 2          | 6      |       |
| End date            | 31/03/2020   |  |   |            |        |       |
| <b>Project 4</b>    | Project Title: <b>Mental Health</b>                              | Improved efficiency (savings)  |   |            |        |       |
| Start date          | 01/04/2018   | Undertake a fundamental review of adult mental health pathways and service arrangements, to ensure that our response meets our statutory duties and is financially sustainable.  | 3 | 2          | 6      |       |
| End date            | 31/03/2019   |  |   |            |        |       |
| <b>Project 5</b>    | Project Title: <b>Direct Provision</b>                           | Improved efficiency (savings)  |   |            |        |       |
| Start date          | 01/04/2018   | Review the offer of directly provided services to people with a learning disability to ensure that they are fit for purpose and meet the needs of older service users with an established pattern of support and younger people coming through transition.                                 | 4 | 2          | 8      |       |
| End date            | 31/03/2020   |  |   |            |        |       |
| <b>Project 6</b>    | Project Title: <b>Transitions</b>                                | Improved efficiency (savings)  |   |            |        |       |
| Start date          | 01/04/2018   | Work closely with CSF and families to support young people coming into adulthood from an earlier stage, setting realistic expectations and creating a wider range of options to support the transition to maximum independence. This will include developing transition specific services. | 3 | 3          | 9      |       |
| End date            | 31/03/2020   |  |   |            |        |       |
| <b>Project 7</b>    | Project Title: <b>Complex needs &amp; crisis</b>                 | Improved efficiency (savings)  |   |            |        |       |
| Start date          | Started  | Develop a model and provision for complex needs, challenging behaviours and crisis for adults with a learning disability.  | 2 | 2          | 4      |       |
| End date            | 31/03/2019   |  |   |            |        |       |
| <b>Project 8</b>    | Project Title: <b>Supported Living opportunities</b>             | Improved customer experience   |   |            |        |       |
| Start date          | Started  | Work with partners and stakeholders to develop a framework for supported living for people with physical and learning disabilities and mental health issues, to promote choice and independence.   | 2 | 3          | 6      |       |
| End date            | 31/03/2019   |  |   |            |        |       |
| <b>Project 9</b>    | Project Title: <b>Direct Provision</b>                           | Improved effectiveness   |   |            |        |       |
| Start date          | Started  | Implement new Mascot Telecare platform.  | 2 | 2          | 4      |       |
| End date            | 31/07/2018   |  |   |            |        |       |
| <b>Project 10</b>   | Project Title: <b>Commissioning</b>                              | Improved efficiency (savings)  |   |            |        |       |
| Start date          | 01/02/2018   | Develop an adults commissioning model following a peer review scheduled for February   | 3 | 2          | 6      |       |
| End date            | 31/03/2019   |  |   |            |        |       |



**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 |   |  |
| <b>Project 1</b>    |                | Project Title:          | <b>Homeless Reduction Act - Service Planning</b>   | Risk reduction and compliance |            |        |       |   |  |
| Start date          | <b>2017-18</b> | 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            | <b>2018-19</b> |                         |  |                               |            |        |       |   |  |
| <b>Project 2</b>    |                | Project Title:          | <b>Service re-structure</b>  | Improved efficiency (savings) |            |        |       |   |  |
| Start date          | <b>2016-17</b> | 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            | <b>2018-19</b> |                         |  |                               |            |        |       |   |  |
| <b>Project 3</b>    |                | Project Title:          | <b>Public Protection Technology Review</b>   | Improved effectiveness        |            |        |       |   |  |
| Start date          | <b>2016-17</b> | Project Details:        | Work with IT / E&R on re-procurement / replacement of M3PP.  |                               |            | 2      | 1     | 2 |  |
| End date            | <b>2018-19</b> |                         |  |                               |            |        |       |   |  |
| <b>Project 4</b>    |                | Project Title:          | <b>Refreshed Housing Enforcement Policy</b>  | Improved effectiveness        |            |        |       |   |  |
| Start date          | <b>2017-18</b> | 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            | <b>2018-19</b> |                         |  |                               |            |        |       |   |  |
| <b>Project 5</b>    |                | Project Title:          | <b>EDRMS Workflow</b>  | Improved effectiveness        |            |        |       |   |  |
| Start date          | <b>2016-17</b> | Project Details:        | Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly   |                               |            | 2      | 2     | 4 |  |
| End date            | <b>2018-19</b> |                         |  |                               |            |        |       |   |  |
| <b>Project 6</b>    |                | Project Title:          | <b>Review and re-brand Floating Support</b>  | Improved efficiency (savings) |            |        |       |   |  |
| Start date          | <b>2017-18</b> | Project Details:        | Re-brand floating support and supported housing to better fit the homelessness prevention agenda   |                               |            | 2      | 1     | 2 |  |
| End date            | <b>2018-19</b> |                         |  |                               |            |        |       |   |  |
| <b>Project 7</b>    |                | Project Title:          | <b>TOM Re-fresh</b>  | Improved effectiveness        |            |        |       |   |  |
| Start date          | <b>2017-18</b> | Project Details:        | Any actions arising from TOM Re-fresh in 2018.   |                               |            | 2      | 2     | 4 |  |
| End date            | <b>2018-19</b> |                         |  |                               |            |        |       |   |  |
| <b>Project 8</b>    |                | Project Title:          |  | Improved effectiveness        |            |        |       |   |  |
| Start date          |                | Project Details:        |  |                               |            |        |       | 0 |  |
| End date            |                |                         |  |                               |            |        |       |   |  |
| <b>Project 9</b>    |                | Project Title:          |  | Select one major benefit      |            |        |       |   |  |
| Start date          |                | Project Details:        |  |                               |            |        |       | 0 |  |
| End date            |                |                         |  |                               |            |        |       |   |  |
| <b>Project 10</b>   |                | Project Title:          |  | Select one major benefit      |            |        |       |   |  |
| Start date          |                | Project Details:        |  |                               |            |        |       | 0 |  |
| End date            |                |                         |  |                               |            |        |       |   |  |



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

**Libraries**

| PROJECT DESCRIPTION |         | MAJOR PROJECTS BENEFITS |  |  | Risk                          |        |       |
|---------------------|---------|-------------------------|--|--|-------------------------------|--------|-------|
|                     |         |                         |  |  | Likelihood                    | Impact | Score |
| <b>Project 1</b>    |         | Project Title:          | <b>Partnership development</b>   |  | 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 |                         |  |  |                               |        |       |
| <b>Project 2</b>    |         | Project Title:          | <b>Heritage Strategy</b>   |  | 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 |                         |  |  |                               |        |       |
| <b>Project 3</b>    |         | Project Title:          | <b>London Libraries Consortium</b>   |  | 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 |                         |  |  |                               |        |       |
| <b>Project 4</b>    |         | Project Title:          | <b>Children &amp; Young People's projects</b>  |  | 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 |                         |  |  |                               |        |       |
| <b>Project 5</b>    |         | Project Title:          | <b>Customer consultation, marketing and promotion</b>  |  | 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 |                         |  |  |                               |        |       |
| <b>Project 6</b>    |         | Project Title:          | <b>Income Generation</b>   |  | 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 |                         |  |  |                               |        |       |
| <b>Project 7</b>    |         | Project Title:          | <b>Assisted digital support</b>  |  | 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 |                         |  |  |                               |        |       |
| <b>Project 8</b>    |         | Project Title:          | <b>Security services contract</b>  |  | 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 |                         |  |  |                               |        |       |
| <b>Project 9</b>    |         | Project Title:          | <b>Library redevelopments</b>  |  | 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 |                         |  |  |                               |        |       |
| <b>Project 10</b>   |         | 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:<br>South Thames College<br>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                                  |                |                                  |  |
| <b>Council Funded Net Budget</b>   | <b>-26</b>  | <b>465</b>  | <b>30</b>               | <b>-6</b>                    | <b>46</b>      | <b>62</b>      | <b>78</b>   | <b>110</b>                         |                |                                  |  |
| 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 |   |   |
| <b>Project 1</b>    |         | Project Title:          | <b>Improve Ofsted status</b><br><br>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 |                         |   |                              |            |        |       |   |   |
| <b>Project 2</b>    |         | Project Title:          | <b>Embed employability, maths and English strands in courses where applicable</b><br><br>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 |                         |   |                              |            |        |       |   |   |
| <b>Project 3</b>    |         | Project Title:          | <b>Develop new apprenticeship scheme</b><br><br>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 |                         |   |                              |            |        |       |   |   |
| <b>Project 4</b>    |         | Project Title:          | <b>Expand provision in deprived areas of the borough and / or amongst deprived communities</b><br><br>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 |                         |   |                              |            |        |       |   |   |
| <b>Project 5</b>    |         | Project Title:          | <b>Embed new evidence base and overhaul course provision</b><br><br>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 |                         |   |                              |            |        |       |   |   |
| <b>Project 6</b>    |         | Project Title:          | <b>Embed new commissioning arrangements across all services</b><br><br>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 |                         |   |                              |            |        |       |   |   |
| <b>Project 7</b>    |         | Project Title:          |   | Select one major benefit     |            |        |       |   | 0 |
| Start date          |         | Project Details:        |   |                              |            |        |       |   |   |
| End date            |         |                         |   |                              |            |        |       |   |   |
| <b>Project 8</b>    |         | Project Title:          |   | Select one major benefit     |            |        |       |   | 0 |
| Start date          |         | Project Details:        |   |                              |            |        |       |   |   |
| End date            |         |                         |   |                              |            |        |       |   |   |
| <b>Project 9</b>    |         | Project Title:          |   | Select one major benefit     |            |        |       |   | 0 |
| Start date          |         | Project Details:        |   |                              |            |        |       |   |   |
| End date            |         |                         |   |                              |            |        |       |   |   |
| <b>Project 10</b>   |         | Project Title:          |   | Select one major benefit     |            |        |       |   | 0 |
| Start date          |         | Project Details:        |   |                              |            |        |       |   |   |
| End date            |         |                         |   |                              |            |        |       |   |   |





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

**Public Health**

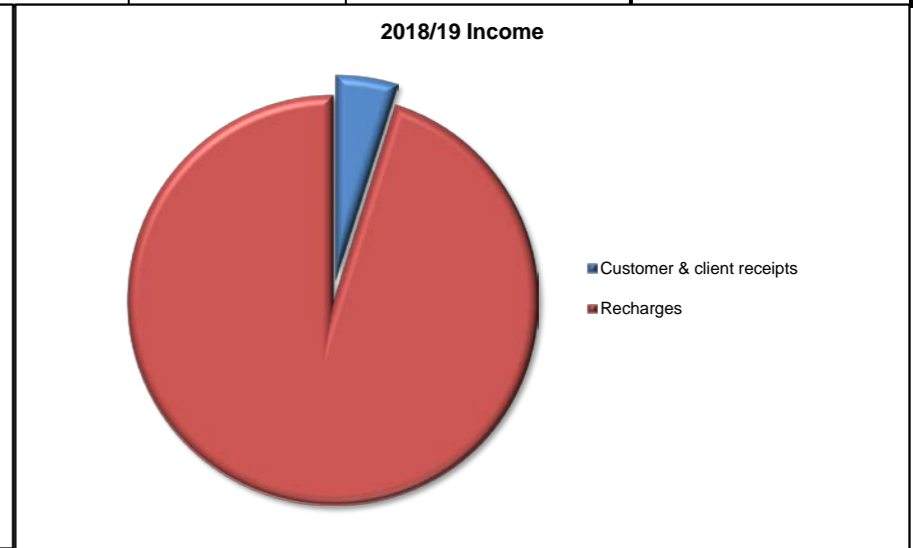
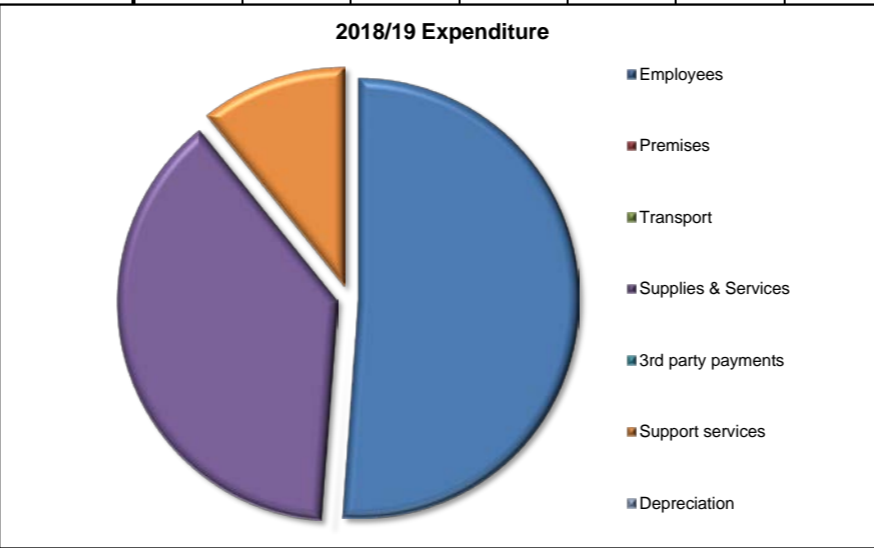
|                   |         | PROJECT DESCRIPTION  | MAJOR PROJECTS BENEFITS       | Risk       |        |       |
|-------------------|---------|--|-------------------------------|------------|--------|-------|
|                   |         |  |                               | Likelihood | Impact | Score |
| <b>Project 1</b>  |         | Project Title: <b>East Merton Model of Health and Wellbeing/Wilson (TOM URN: PH 5)</b>   | Improved effectiveness        |            |        |       |
| Start date        | 2018/19 | Project Details: <b>TOM TRANSFORMATION DELIVERY PLAN - EAST MERTON MODEL AND WILSON</b><br>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: <b>SOCIAL PRESCRIBING:</b> 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. <b>WHOLE SYSTEM APPROACH TO DIABETES:</b> 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.<br>PH Lead: Amy Potter |                               | 3          | 3      | 9     |
| End date          | 2021-22 |  |                               |            |        |       |
| <b>Project 2</b>  |         | Project Title: <b>Embed Health and Wellbeing in all policies (TOM URN: PH2; PH3; PH4)</b>  | Improved effectiveness        |            |        |       |
| Start date        | 2018-19 | Project Details: <b>TOM TRANSFORMATION DELIVERY PLAN - HEALTH IN ALL POLICIES</b><br>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 |  |                               |            |        |       |
| <b>Project 3</b>  |         | Project Title: <b>Sexual Health Strategy and Integrated sexual health services (TOM URN: PH6)</b>  | Improved effectiveness        |            |        |       |
| Start date        | 2018-19 | Project Details: <b>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</b><br>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 |  |                               |            |        |       |
| <b>Project 4</b>  |         | Project Title: <b>Redesign of Adult substance misuse treatment services (drugs and alcohol) (TOM URN: PH6)</b>   | Improved effectiveness        |            |        |       |
| Start date        | 2018-19 | Project Details: <b>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</b><br>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 |  |                               |            |        |       |
| <b>Project 5</b>  |         | Project Title: <b>Development of collaborative commissioning approaches to adult services (TOM URN: PH7)</b>   | Improved effectiveness        |            |        |       |
| Start date        | 2018-19 | Project Details: <b>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (ADULTS)</b><br>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:<br>- Mental Health pathways and substance misuse<br>- Falls prevention and strategic approach to active ageing<br>- Disability strategy<br>- Supported Housing<br>- Approach to healthy lifestyles services post 3/2019 (break clause in current commissioning)  |                               | 2          | 2      | 4     |
| End date          | 2018-19 |  |                               |            |        |       |
| <b>Project 6</b>  |         | Project Title: <b>Development of integrated Children's Services (TOM URN: PH7)</b>   | Improved effectiveness        |            |        |       |
| Start date        | 2016-17 | Project Details: <b>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP)</b><br>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 |  |                               |            |        |       |
| <b>Project 7</b>  |         | Project Title: <b>Joint Strategic Needs Assessment Plus/Intelligence Hub (TOM URN: PH11)</b>   | Improved effectiveness        |            |        |       |
| Start date        | 2018-19 | Project Details: <b>TOM TRANSFORMATION DELIVERY PLAN - JSNA PLUS/INTELLIGENCE HUB</b><br>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 |  |                               |            |        |       |
| <b>Project 8</b>  |         | Project Title:   | Improved effectiveness        |            |        |       |
| Start date        |         | Project Details:   |                               | 2          | 2      | 4     |
| End date          |         |  |                               |            |        |       |
| <b>Project 9</b>  |         | Project Title:   | Improved efficiency (savings) |            |        |       |
| Start date        |         | Project Details:   |                               | 2          | 2      | 4     |
| End date          |         |  |                               |            |        |       |
| <b>Project 10</b> |         | Project Title:   | Improved effectiveness        |            |        |       |
| Start date        |         | Project Details:   |                               | 2          | 2      | 4     |
| End date          |         |  |                               |            |        |       |



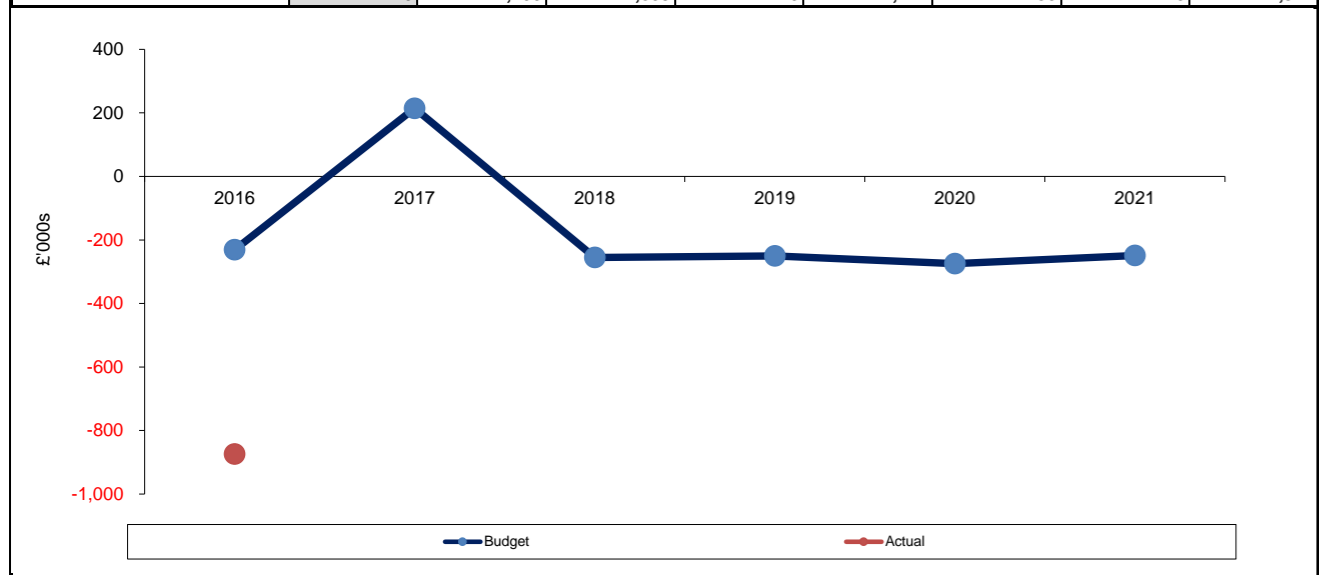
# **Corporate Services**

| 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         |  |                       |   |                          |
| <b>Enter a brief description of your main activities and objectives below</b>   | Core IT Systems support and management (days)                           | 5000   | 5720           | 5720           | 5720           | 5720           | 5720            | Customer Contact Strategy                            |                       |   |                          |
| <b>Continuous Improvement and Corporate Change will:</b><br>- 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.<br>- Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies.<br>- Drive and facilitate the Targeting Operating Models (TOM) refresh process<br>- Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT. | Continuous improvement & Corporate Change (days)                        | 880  | 880            | 880            | 880            | 880            | 880             | IT Strategy and Implementation Plan                  |                       |   |                          |
|   | Policy, Strategy & Partnerships   | 770  | 770            | 770            | 770            |                |                 | Information Management Strategy                      |                       |   |                          |
|   | Comms & Engagement  | 1120   | 1120           | 880            | 880            | 880            | 880             | Voluntary Sector Strategy                            |                       |   |                          |
|   |   |  |                |                |                |                |                 |  | Equality Strategy     |   |                          |
| <b>Business Systems team</b> 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.               | <b>Anticipated non financial resources</b>                              | <b>2016/17</b>   | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> | <b>2021/22</b>  |  |                       |   |                          |
|   | Staff - CI & CC (FTE & fixed term)                                      | 5.3  | 4.8            | 4.8            | 3.0            | 2.0            | 2.0             | Community Plan                                       |                       |   |                          |
|   | Staff - Policy, Strategy & Partnerships                                 | 4.8  | 4.8            | 4.8            | 4.8            | 3.8            | 3.8             | Communications Strategy                              |                       |   |                          |
|   | 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             |  |                       |   |                          |
| <b>The Policy, Strategy and Partnerships team</b> 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  | <b>Performance indicator (LBC2020 indicators highlighted in purple)</b> | <b>Actual Performance (A) Performance Target (P) Proposed Target (T)</b> |                |                |                |                | <b>Polarity</b> | <b>Reporting cycle</b>                               | <b>Indicator type</b> | <b>Main impact if indicator not met</b> |                          |
|   |   | 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            | 350            | TBC             | High   | Quarterly             | Outcome                                 | Reduced customer service |
|   | % who agree people from different backgrounds get on (ARS)              | 93%  | 90             | 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        |
| <b>Expenditure</b>                | <b>3,481</b>                | <b>4,263</b>          | <b>3,244</b>                   | <b>125</b>                          | <b>2,810</b>          | <b>2,835</b>          | <b>2,810</b>          | <b>2,836</b>          |
| 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                     | 0                     |
| Support services                  | 317                         | 331                   | 303                            | -                                   | 303                   | 303                   | 303                   | 303                   |
| Depreciation                      |                             |                       |                                |                                     |                       |                       |                       |                       |
| <b>Revenue £'000s</b>             | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| <b>Income</b>                     | <b>3,712</b>                | <b>5,137</b>          | <b>3,030</b>                   | <b>(179)</b>                        | <b>3,065</b>          | <b>3,085</b>          | <b>3,085</b>          | <b>3,085</b>          |
| 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                    |                             |                       |                                |                                     |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>(231)</b>                | <b>(874)</b>          | <b>214</b>                     | <b>(54)</b>                         | <b>(255)</b>          | <b>(250)</b>          | <b>(275)</b>          | <b>(249)</b>          |
| <b>Capital Budget £'000s</b>      | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| 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                   |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   | <b>0</b>                    | <b>1,100</b>          | <b>1,809</b>                   | <b>0</b>                            | <b>2,412</b>          | <b>250</b>            | <b>0</b>              | <b>1,942</b>          |



| Summary of major budget etc. changes |   |
|--------------------------------------|---|
| <b>2018/19</b>                       | CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k<br>CS2015-02 Expiration of salary protection 16k<br>CSREP 2018-19 (13) Maintenance and Support reduction £10k<br>CSREP 2018-19 (14) M3 support to Richmond/Wandsworth £20k<br>CSREP 2018-19 (15) Street Naming and Numbering Fees/Charges Review £15k<br>CSREP 2018-19 (16) Operating cost reduction £11k |



|                |   |
|----------------|---|
| <b>2019/20</b> | 2018-19 CS14 M3 support to Richmond/Wandsworth £20k       |
| <b>2020/21</b> | 2018-19 CS15 Policy & Partnerships -reduce headcount £50k |
| <b>2021/22</b> |   |

**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 |
| <b>Project 1</b>    |                | Project Title:        | <b>Customer Contact programme</b>  |   | Improved customer experience  |        |       |
| Start date          | <b>2013-14</b> | 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            | <b>2018-19</b> |                       |  |   |                               |        |       |
| <b>Project 2</b>    |                | Project Title:        | <b>Electronic document and records management system</b>   |   | Improved efficiency (savings) |        |       |
| Start date          | <b>2013-14</b> | 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            | <b>2018-19</b> |                       |  |   |                               |        |       |
| <b>Project 3</b>    |                | Project Title:        | <b>Social Care Information System - phase 2</b>  |   | Improved efficiency (savings) |        |       |
| Start date          | <b>2018/19</b> | 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            | <b>2019/20</b> |                       |  |   |                               |        |       |
| <b>Project 4</b>    |                | Project Title:        |  |   |                               |        |       |
| Start date          |                | Project Details:      |  |   |                               |        | 0     |
| End date            |                |                       |  |   |                               |        |       |
| <b>Project 5</b>    |                | Project Title:        | <b>Strategic Partner Programme</b>   |   |                               |        |       |
| Start date          | <b>2017-18</b> | 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            | <b>2018-19</b> |                       |  |   |                               |        |       |
| <b>Project 6</b>    |                | Project Title:        | <b>4Ps</b>   |   |                               |        |       |
| Start date          | <b>2017-18</b> | 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            | <b>2018/9</b>  |                       |  |   |                               |        |       |
| <b>Project 7</b>    |                | Project Title:        |  |   |                               |        |       |
| Start date          |                | Project Details:      |  |   | 0                             | 0      | 0     |
| End date            |                |                       |  |   |                               |        |       |
| <b>Project 8</b>    |                | Project Title:        |  |   |                               |        |       |
| Start date          |                | Project Details:      |  |   | 0                             | 0      | 0     |
| End date            |                |                       |  |   |                               |        |       |
| <b>Project 9</b>    |                | Project Title:        |  |   |                               |        |       |
| Start date          |                | Project Details:      |  |   | 0                             | 0      | 0     |
| End date            |                |                       |  |   |                               |        |       |
| <b>Project 10</b>   |                | Project Title:        |  |   |                               |        |       |
| Start date          |                | Project Details:      |  |   | 0                             | 0      | 0     |
| End date            |                |                       |  |   |                               |        |       |



**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 |    |  |
| <b>Project 1</b>    |            | Project Title:          | <b>Support new intake of councillors</b>   | 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, Mayor's 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 |                         |  |                               |            |        |       |    |  |
| <b>Project 2</b>    |            | Project Title:          | <b>Efficiency programme in Mayor's Office</b>  | 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 |                         |  |                               |            |        |       |    |  |
| <b>Project 3</b>    |            | Project Title:          | <b>Committee report workflow</b>   | 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 |                         |  |                               |            |        |       |    |  |
| <b>Project 4</b>    |            | Project Title:          | <b>Scrutiny Improvement Programme</b>  | 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 |                         |  |                               |            |        |       |    |  |
| <b>Project 5</b>    |            | Project Title:          | <b>Creation of centralised Local Land Charges Register</b>   | 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    |                         |  |                               |            |        |       |    |  |
| <b>Project 6</b>    |            | Project Title:          | <b>2018/22 Administer statutory elections, referendums and ballots.</b>  | 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 |                         |  |                               |            |        |       |    |  |
| <b>Project 7</b>    |            | Project Title:          | <b>Work with Local Government Boundary Commission on planned Electoral Review of Merton</b>  | 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    |                         |  |                               |            |        |       |    |  |
| <b>Project 8</b>    |            | Project Title:          | <b>General Data Protection Regulation (GDPR)</b>   | 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 |                         |  |                               |            |        |       |    |  |
| <b>Project 9</b>    |            | Project Title:          |  | Select one major benefit      |            |        |       |    |  |
| Start date          |            | Project Details:        |  |                               |            | 0      | 4     | 0  |  |
| End date            |            |                         |  |                               |            |        |       |    |  |
| <b>Project 10</b>   |            | Project Title:          |  | Risk reduction and compliance |            |        |       |    |  |
| Start date          |            | Project Details:        |  |                               |            | 0      | 3     | 0  |  |
| End date            |            |                         |  |                               |            |        |       |    |  |





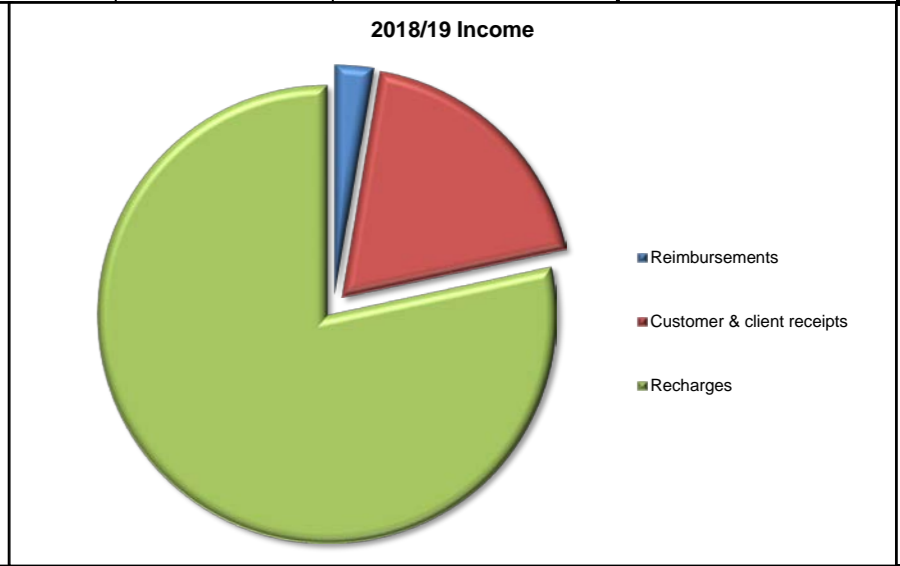
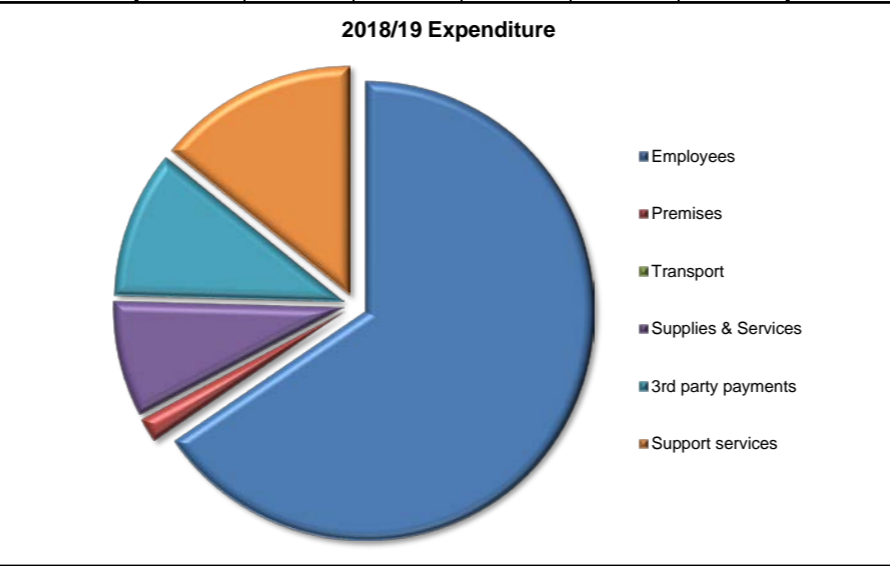
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Customer Services**

| PROJECT DESCRIPTION |                | MAJOR PROJECT BENEFIT |   | Risk                         |        |       |
|---------------------|----------------|-----------------------|---|------------------------------|--------|-------|
|                     |                |                       |   | Likelihood                   | Impact | Score |
| <b>Project 1</b>    |                | Project Title:        | <b>Universal Credit Implementation</b>  | Economic outcomes            |        |       |
| Start date          | <b>2015-16</b> | 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            | <b>2019-20</b> |                       |   |                              |        |       |
| <b>Project 2</b>    |                | Project Title:        | <b>Implement an Outside Wedding Venue</b>   | Economic outcomes            |        |       |
| Start date          | <b>2013-14</b> | Project Details:      | Planning permission approved for outside wedding venue at Morden Park House. Funding has identified   | 2                            | 2      | 4     |
| End date            | <b>2018-19</b> |                       |   |                              |        |       |
| <b>Project 3</b>    |                | Project Title:        | <b>Council Tax support scheme</b>   | Economic outcomes            |        |       |
| Start date          | <b>2017-18</b> | 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            | <b>2018-19</b> |                       |   |                              |        |       |
| <b>Project 4</b>    |                | Project Title:        | <b>Review Debt Collection Processes</b>   | Improved effectiveness       |        |       |
| Start date          | <b>2015-16</b> | 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            | <b>2018-19</b> |                       |   |                              |        |       |
| <b>Project 5</b>    |                | Project Title:        | <b>Redesign of Merton Link</b>  | Improved customer experience |        |       |
| Start date          | <b>2015-16</b> | Project Details:      | Implement the re-design of Merton Link area to improve the customer experience and increase self service  | 2                            | 1      | 2     |
| End date            | <b>2018-19</b> |                       |   |                              |        |       |
| <b>Project 6</b>    |                | Project Title:        |   | Select one major benefit     |        |       |
| Start date          |                | Project Details:      |   | 0                            | 0      | 0     |
| End date            |                |                       |   |                              |        |       |
| <b>Project 7</b>    |                | Project Title:        |   | Select one major benefit     |        |       |
| Start date          |                | Project Details:      |   | 0                            | 0      | 0     |
| End date            |                |                       |   |                              |        |       |
| <b>Project 8</b>    |                | Project Title:        |   | Select one major benefit     |        |       |
| Start date          |                | Project Details:      |   | 0                            | 0      | 0     |
| End date            |                |                       |   |                              |        |       |
| <b>Project 9</b>    |                | Project Title:        |   | Select one major benefit     |        |       |
| Start date          |                | Project Details:      |   | 0                            | 0      | 0     |
| End date            |                |                       |   |                              |        |       |
| <b>Project 10</b>   |                | 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<br><br>1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer<br>2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development<br>3) Provide HR advice and consultancy support across the Council<br>4) Produce HR metrics, analyse people-related problems and take appropriate actions<br>5) Produce HR strategies, policy frameworks and systems to support effective people management<br>6) Support and develop capacity building in Members | Employees in Merton for HR, payroll, advice, L&D, EAP etc.        | 4,400      | 4,200      | 4,000      | 3800       | 3800       | 3800   | Workforce Strategy            |                |                                  |
|   | 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   | 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                    |

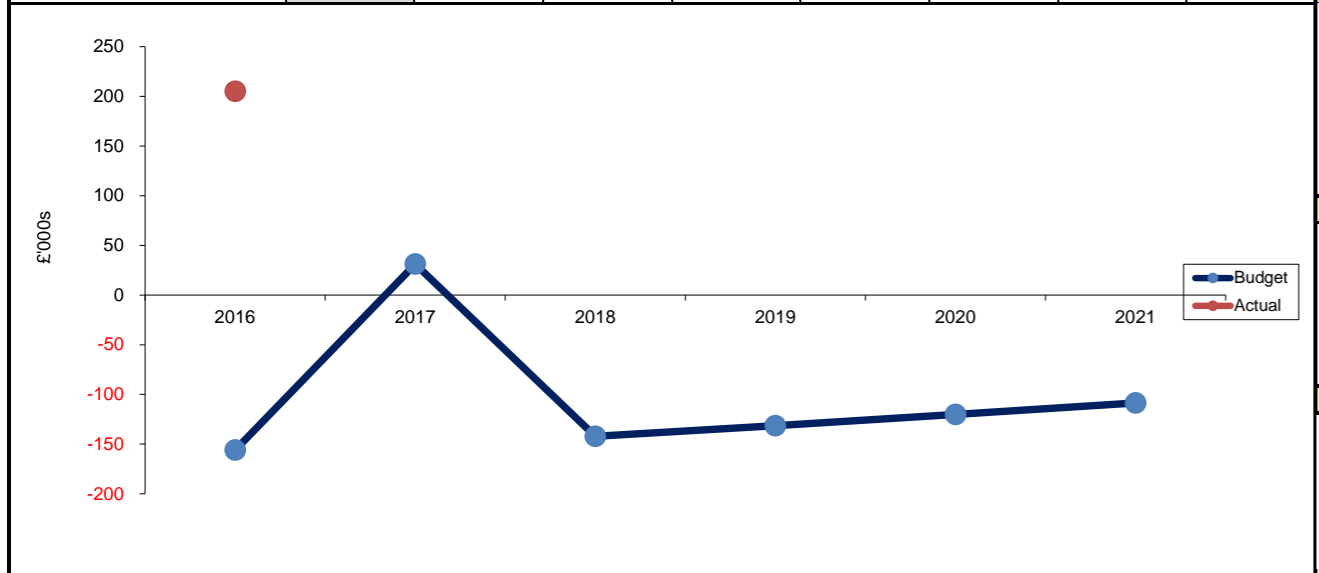
| DEPARTMENTAL BUDGET AND RESOURCES |                      |                |                         |                              |                |                |                |                |
|-----------------------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|----------------|
| 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 |
| <b>Expenditure</b>                | 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 |
| <b>Income</b>                     | 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                    |                      |                |                         |                              |                |                |                |                |
| <b>Council Funded Net Budget</b>  | (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**

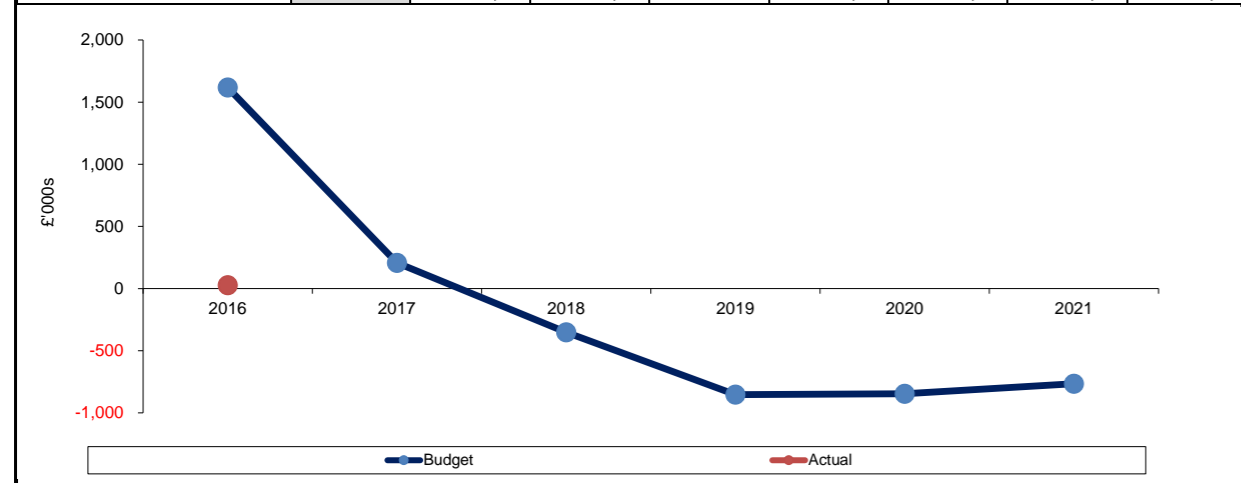
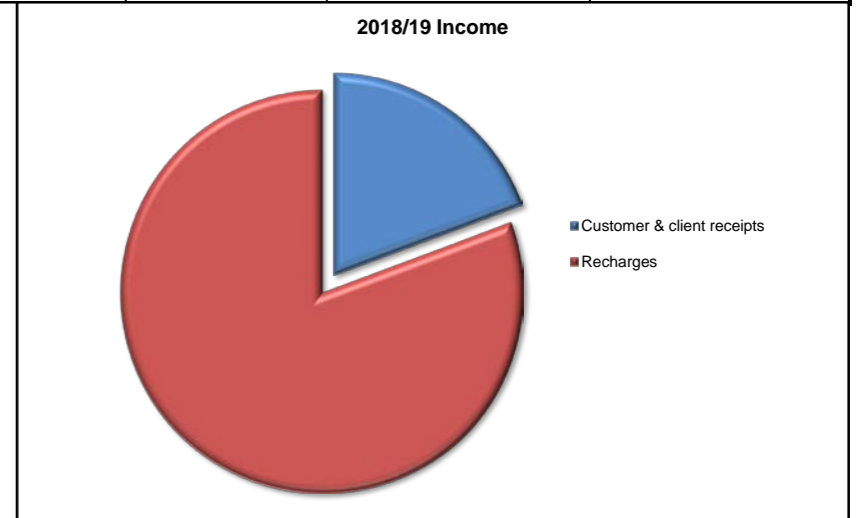
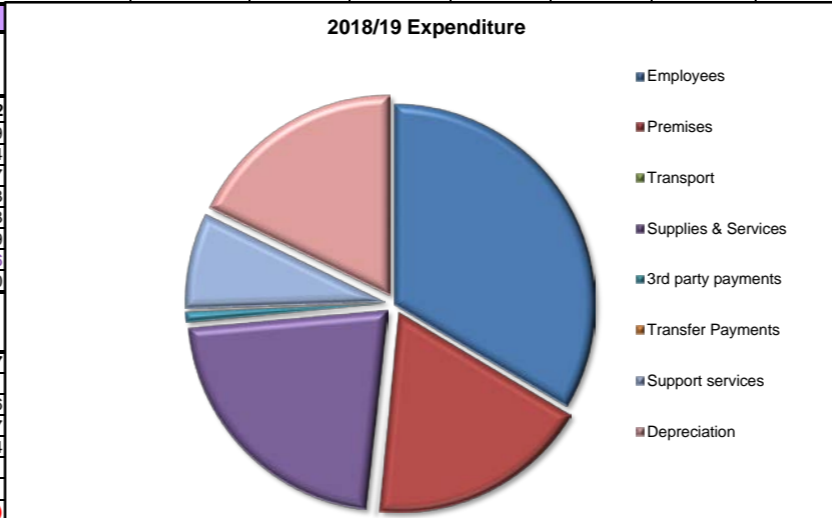
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Human Resources**

| PROJECT DESCRIPTION |         | MAJOR PROJECT BENEFIT |   |  | Risk                                  |        |       |
|---------------------|---------|-----------------------|---|--|---------------------------------------|--------|-------|
|                     |         |                       |   |  | Likelihood                            | Impact | Score |
| <b>Project 1</b>    |         | Project Title:        | <b>Workforce Strategy</b>   |  | 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 |                       |   |  |                                       |        |       |
| <b>Project 2</b>    |         | Project Title:        | <b>Establishment and workforce</b>  |  | 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 |                       |   |  |                                       |        |       |
| <b>Project 3</b>    |         | Project Title:        | <b>Review HR policies</b>   |  | 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 |                       |   |  |                                       |        |       |
| <b>Project 4</b>    |         | Project Title:        | <b>Review and retender key HR contracts</b>   |  | 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 |                       |   |  |                                       |        |       |
| <b>Project 5</b>    |         | Project Title:        |   |  | Select one major benefit              |        |       |
| Start date          |         | Project Details:      |   |  | 0                                     | 0      | 0     |
| End date            |         |                       |   |  |                                       |        |       |
| <b>Project 6</b>    |         | Project Title:        |   |  | Select one major benefit              |        |       |
| Start date          |         | Project Details:      |   |  | 0                                     | 0      | 0     |
| End date            |         |                       |   |  |                                       |        |       |
| <b>Project 7</b>    |         | Project Title:        |   |  | Select one major benefit              |        |       |
| Start date          |         | Project Details:      |   |  | 0                                     | 0      | 0     |
| End date            |         |                       |   |  |                                       |        |       |
| <b>Project 8</b>    |         | Project Title:        |   |  | Select one major benefit              |        |       |
| Start date          |         | Project Details:      |   |  | 0                                     | 0      | 0     |
| End date            |         |                       |   |  |                                       |        |       |
| <b>Project 9</b>    |         | Project Title:        |   |  | Select one major benefit              |        |       |
| Start date          |         | Project Details:      |   |  | 0                                     | 0      | 0     |
| End date            |         |                       |   |  |                                       |        |       |
| <b>Project 10</b>   |         | 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><b>Infrastructure &amp; Transactions Division (I&amp;T) is a support service made up of six functions which are:-</b></p> <p><b>IT Service Delivery</b> - 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><b>Facilities Management</b> - 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><b>Transactional Services</b> - 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 cleaned, Providing training and support for all users of the systems required for payments or invoicing</p> <p><b>Safety Services</b> - 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><b>Client Financial Affairs</b> - 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><b>Commercial Services &amp; Procurement</b> - 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        | <b>700,00</b>  | 600,00         | 600,00          | 600,000  | Civic Centre Accommodation Strategy |   |                          |
|   |   | IT Service Calls  | 28,500     | 28,500         | <b>27,800</b>  | 25,500         | 25,000          | 25,000   | IT Strategy and Implementation Plan |   |                          |
|   |   | Health & Safety Statutory Inspections   | 100        | 100            | <b>100</b>     | 100            | 100             | 100  | Risk Management Strategy            |   |                          |
|   |   | Transactions requested by departments   | 115,000    | 85,000         | <b>80,000</b>  | 80,000         | 80,000          | 80,000   | Local Plan                          |   |                          |
|   |   | Number of Client Affairs cases being managed                                    | 250        | 250            | <b>250</b>     | 250            | 250             | 250  | Procurement Strategy                |   |                          |
|   |   | Procurement Support (Number of projects)  | 45         | 50             | <b>42</b>      | 42             | 42              | 42   | Workforce Strategy                  |   |                          |
|   |   | <b>Anticipated non financial resources</b>                                      |            | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b>  | <b>2020/21</b>                                       | <b>2021/22</b>                      | Medium Term Financial Strategy          |                          |
|   |   | FM (FTE)  | 32.9       | 32.9           | <b>35.5</b>    | 33.5           | 33.5            | 30.5   |                                     |   |                          |
|   |   | Transactional Services (FTE)  | 13.3       | 13.3           | <b>13.3</b>    | 10.3           | 10.3            | 10.3   |                                     |   |                          |
|   |   | IT Service Delivery (FTE)   | 30         | 29             | <b>27</b>      | 27             | 27              | 27   |                                     |   |                          |
|   |   | Safety Services (FTE)   | 5.5        | 5              | <b>4</b>       | 4              | 4               | 4  |                                     |   |                          |
|   |   | Client Financial Affairs (FTE)  | 7          | 7              | <b>7</b>       | 7              | 7               | 7  |                                     |   |                          |
| Commercial Services & Procurement (FTE)   | 5 | 5   | <b>9</b>   | 9              | 9              | 7              |                 |  |                                     |   |                          |
| Management  | 2 | 2   | <b>2</b>   | 2              | 2              | 2              |                 |  |                                     |   |                          |
| <b>Performance indicator (LBC2020 indicators highlighted in purple)</b>   |   | <b>Actual Performance Target (A) Performance Target (T) Proposed Target (P)</b> |            |                |                |                | <b>Polarity</b> | <b>Reporting cycle</b>                               | <b>Indicator type</b>               | <b>Main impact if indicator not met</b> |                          |
|   |   | 2016/17(A)  | 2017/18(T) | 2018/19(P)     | 2019/20(P)     | 2020/21(P)     | 2021/22(P)      |  |                                     |   |                          |
| Customer Satisfaction - IT incident resolution  |   | 95%   | 90%        | <b>90%</b>     | 90%            | 90%            | 90%             | High   | Monthly                             | Outcome                                 | Reduced customer service |
| First time fix rate for IT Service Desk   |   | 83%   | 72%        | <b>75%</b>     | 75%            | 75%            | 75%             | High   | Monthly                             | Outcome                                 | Reduced service delivery |
| Health and Safety workplace inspections completed on time   |   | 36  | 60         | <b>50</b>      | 50             | 50             | 50              | High   | Quarterly                           | Outcome                                 | Breach statutory duty    |
| Income - External Fees  |   | 261,286   | 320,000    | <b>320,000</b> | 320,000        | 320,000        | 320,000         | High   | Quarterly                           | Output                                  | Loss of income           |
| Invoices paid within 30 days from invoice date  |   | 91%   | 95%        | <b>95%</b>     | 95%            | 95%            | 95%             | High   | Monthly                             | Business critical                       | Reduced service delivery |
| Invoices paid within 30 days of receipt by LBM  |   | 95%   | 95%        | <b>95%</b>     | 95%            | 95%            | 95%             | High   | Monthly                             | Business critical                       | Reduced service delivery |
| Number of staff working from Civic Centre   |   | 1,189   | 1,400      | <b>1,200</b>   | 1,300          | 1,400          | 1,400           | High   | Quarterly                           | Outcome                                 | Underused resource       |
| Repairs & Maintenance ratio of Reactive to Planned  |   | 34/66   | 30/70      | <b>30/70</b>   | 30/70          | 30/70          | 30/70           | High   | Annual                              | Outcome                                 | Increased costs          |
| New referrals processed within 21 days  |   | 94%   | 93%        | <b>94%</b>     | 95%            | 95%            | 95%             | High   | Monthly                             | Outcome                                 | Reduced customer service |
| Client Post Office voucher acc't balance falls below £2.5K  |   | 1   | 0          | <b>0</b>       | 0              | 0              | 0               | Low  | Monthly                             | Outcome                                 | Customer hardship        |
| % of influencible spend published on contracts register   |   | N/A   | 70%        | <b>85%</b>     | 95%            | 100%           | 100%            | High   | Quarterly                           | Outcome                                 | Reputational risk        |
| % of suppliers accounting for the 20% of influencible spend   |   | N/A   | 70%        | <b>60%</b>     | 50%            | 40%            | 40%             | Low  | Annual                              | Output                                  | Increased costs          |
| CO2 emissions from corporate buildings (tonnes)   |   | 6,924   | 7739.84    | <b>7434.32</b> | 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        |
| <b>Expenditure</b>                | <b>13,824</b>               | <b>12,585</b>         | <b>12,844</b>                  | <b>(194)</b>                        | <b>12,045</b>         | <b>11,734</b>         | <b>11,741</b>         | <b>11,822</b>         |
| 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                 |
| <b>Revenue £'000s</b>             | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| <b>Income</b>                     | <b>12,207</b>               | <b>12,557</b>         | <b>12,638</b>                  | <b>(251)</b>                        | <b>12,397</b>         | <b>12,587</b>         | <b>12,587</b>         | <b>12,587</b>         |
| 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                    |                             |                       |                                |                                     |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>1,617</b>                | <b>28</b>             | <b>206</b>                     | <b>57</b>                           | <b>(352)</b>          | <b>(853)</b>          | <b>(846)</b>          | <b>(765)</b>          |
| <b>Capital Budget £'000s</b>      | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| 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                   |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   |                             |                       |                                |                                     |                       |                       |                       |                       |
|                                   | <b>0</b>                    | <b>2,045</b>          | <b>4,927</b>                   | <b>0</b>                            | <b>4,045</b>          | <b>1,880</b>          | <b>2,010</b>          | <b>1,920</b>          |



| Summary of major budget etc. changes |   |
|--------------------------------------|---|
| Year                                 | Changes   |
| <b>2018/19</b>                       | <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>  |
| <b>2019/20</b>                       | <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> |
| <b>2020/21</b>                       | <p>CS2015-03 Restructure of Transactional Services team 50k</p> <p>CSD7 Restructure Print and Post service and delete two posts 24k</p>   |
| <b>2021/22</b>                       |   |

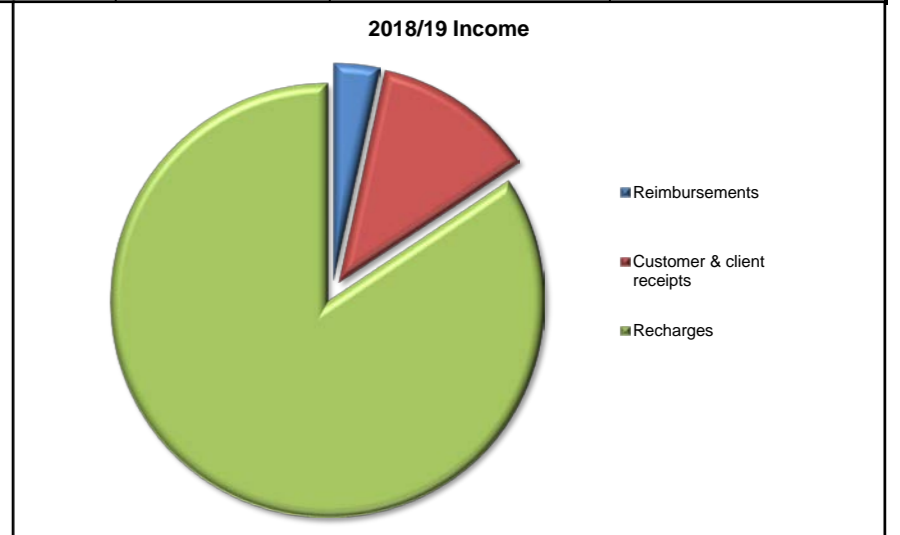
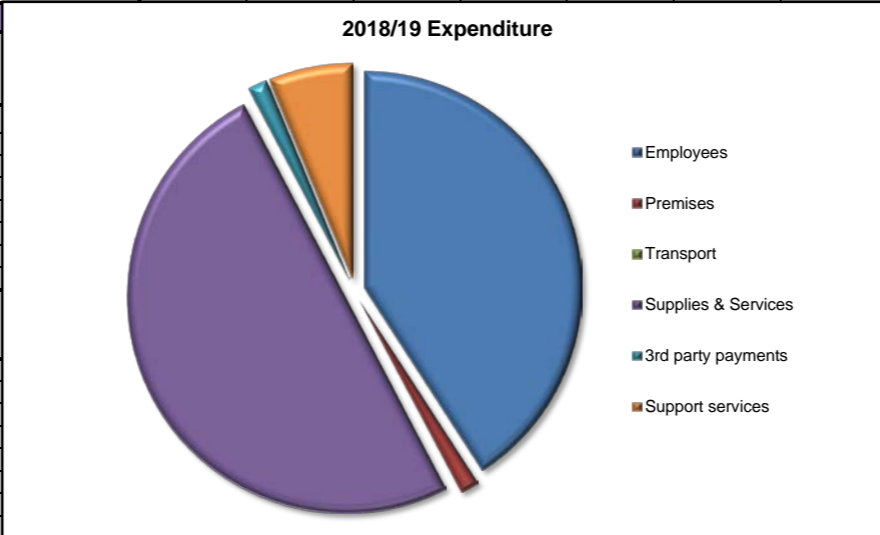
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Infrastructure and Transactions**

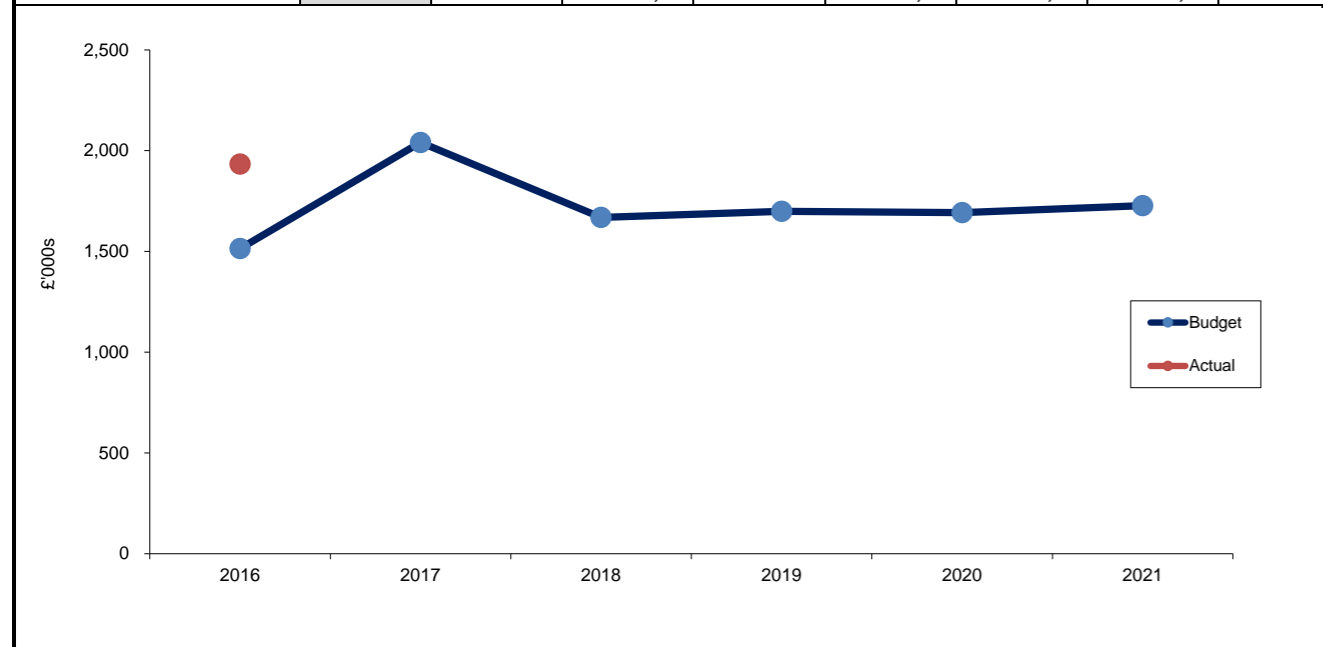
| PROJECT DESCRIPTION |         | MAJOR PROJECT BENEFIT |   | Risk                          |        |       |
|---------------------|---------|-----------------------|---|-------------------------------|--------|-------|
|                     |         |                       |   | Likelihood                    | Impact | Score |
| <b>Project 1</b>    |         | Project Title:        | <b>Implementation of IT Strategy &amp; Plan</b>   | 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 |                       |   |                               |        |       |
| <b>Project 2</b>    |         | Project Title:        | <b>Digital Archiving of existing paper records</b>  | 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 |                       |   |                               |        |       |
| <b>Project 3</b>    |         | Project Title:        | <b>Upgrading of IT Disaster Recovery Arrangements</b>   | 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 |                       |   |                               |        |       |
| <b>Project 4</b>    |         | Project Title:        | <b>Replacement of PABX Equipment</b>  | Risk reduction and compliance |        | 6     |
| Start date          | 2017/18 | Project Details:      | Replace obsolete PABX and associated telephony equipment.   | 2                             | 3      |       |
| End date            | 2018/19 |                       |   |                               |        |       |
| <b>Project 5</b>    |         | Project Title:        | <b>Implement New Procurement Service Delivery Model</b>   | 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 |                       |   |                               |        |       |
| <b>Project 6</b>    |         | Project Title:        | <b>Energy "Invest to Save" Initiatives</b>  | 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 |                       |   |                               |        |       |
| <b>Project 7</b>    |         | Project Title:        | <b>Undertake 'Make/Buy/Share' reviews of key service provision</b>  | 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 |                       |   |                               |        |       |
| <b>Project 8</b>    |         | Project Title:        | <b>Review Departmental Business Continuity/Disaster Recovery plans</b>  | 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 |                       |   |                               |        |       |
| <b>Project 9</b>    |         | Project Title:        | <b>Upgrade to Office 365</b>  | 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 |                |                                  |                                 |                   |                          |
|--|--|-------|---|------------|------------|----------|--|----------------|----------------------------------|---------------------------------|-------------------|--------------------------|
| 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<br><br>Resources is made up of four major areas of activity:<br><b>Accountancy</b> - 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.<br><b>Business planning</b> - 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.<br><b>Policy and strategy</b> - 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.<br><b>Treasury and pensions</b> - 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              | 8                                | Equality Strategy               |                   |                          |
|  | Budget, Service, Performance & Risk Closing Reports              |       | 2   | 2          | 2          | 2        | 2  | 2              | 2                                | Procurement Strategy            |                   |                          |
|  | Anticipated non financial resources                              |       | 2016/17   | 2017/18    | 2018/19    | 2019/20  | 2020/21  | 2021/22        |                                  | Risk Management Strategy        |                   |                          |
|  | Staff (FTE)  |       | 54.6  | 51.6       | 48.6       | 47.6     | 47.6   | 47.6           | 47.6                             | Treasury Management Strategy    |                   |                          |
|  | Staff (Trainees)   |       | 4   | 2          | 2          | 2        | 2  | 2              | 2                                | Voluntary Sector Strategy       |                   |                          |
|  | Staff (Apprentices)  |       | 0   | 0          | 0          | 0        | 0  | 0              | 0                                | Corporate Asset Management Plan |                   |                          |
|  | 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)               |
| 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        |
| <b>Expenditure</b>                | <b>7,931</b>                | <b>8,142</b>          | <b>7,715</b>                   | <b>364</b>                          | <b>7,471</b>          | <b>7,501</b>          | <b>7,494</b>          | <b>7,530</b>          |
| 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                   |
| <b>Revenue £'000s</b>             | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| <b>Income</b>                     | <b>6,417</b>                | <b>6,209</b>          | <b>5,674</b>                   | <b>(143)</b>                        | <b>5,802</b>          | <b>5,802</b>          | <b>5,802</b>          | <b>5,802</b>          |
| 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                 |
| <b>Council Funded Net Budget</b>  | <b>1,514</b>                | <b>1,933</b>          | <b>2,041</b>                   | <b>221</b>                          | <b>1,669</b>          | <b>1,699</b>          | <b>1,692</b>          | <b>1,728</b>          |
| 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                  |                       |
|                                   | <b>0</b>                    | <b>744</b>            | <b>6,731</b>                   | <b>0</b>                            | <b>16,565</b>         | <b>13,688</b>         | <b>1,935</b>          | <b>0</b>              |



| Summary of major budget etc changes |  |
|-------------------------------------|--|
| <b>2018/19</b>                      | 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)<br>CSREP 2018-19 (3) Miscellaneous budgets within Resources £13k<br>CSREP 2018-19 (4) Recharges to the pension fund £128k |
| <b>2019/20</b>                      | 2018-19 CS05 Reduction in permanent staffing £30k  |
| <b>2020/21</b>                      | 2018-19 CS06 Miscellaneous budgets within Resources £17k<br>2018-19 CS07 Retender of insurance contract £50k   |
| <b>2021/22</b>                      | 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 |  |  |
| <b>Project 1</b>    |         | Project Title:        | <b>Evaluation of future funding levels</b>  | 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 |                       |   |  |            |        |       |  |  |
| <b>Project 2</b>    |         | Project Title:        | <b>Financial systems re-engineering programme</b>   | 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 |                       |   |  |            |        |       |  |  |
| <b>Project 3</b>    |         | Project Title:        | <b>Develop and implement whole life costing for capital projects</b>  | Improved effectiveness   |            |        |       |  |  |
| Start date          | 2018-19 | Project Details:      | This project will be undertaken in four stages<br>1) Develop a template to capture appropriate information<br>2) Pilot the template on two selected schemes<br>3) Amend the template<br>4) Apply the temple to selected schemes   |  | 3          | 2      | 6     |  |  |
| End date            | 2019-20 |                       |   |  |            |        |       |  |  |
| <b>Project 4</b>    |         | Project Title:        | <b>Improve joint finance and business planning</b>  | 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 |                       |   |  |            |        |       |  |  |
| <b>Project 5</b>    |         | Project Title:        | <b>Pilot Early closure of Accounts</b>  | 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.<br>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 |                       |   |  |            |        |       |  |  |
|                     |         |                       |   |  |            |        |       |  |  |
|                     |         |                       |   |  |            |        |       |  |  |
|                     |         |                       |   |  |            |        |       |  |  |
|                     |         |                       |   |  |            |        |       |  |  |
|                     |         |                       |   |  |            |        |       |  |  |
|                     |         |                       |   |  |            |        |       |  |  |
|                     |         |                       |   |  |            |        |       |  |  |





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

**Shared Legal Services**

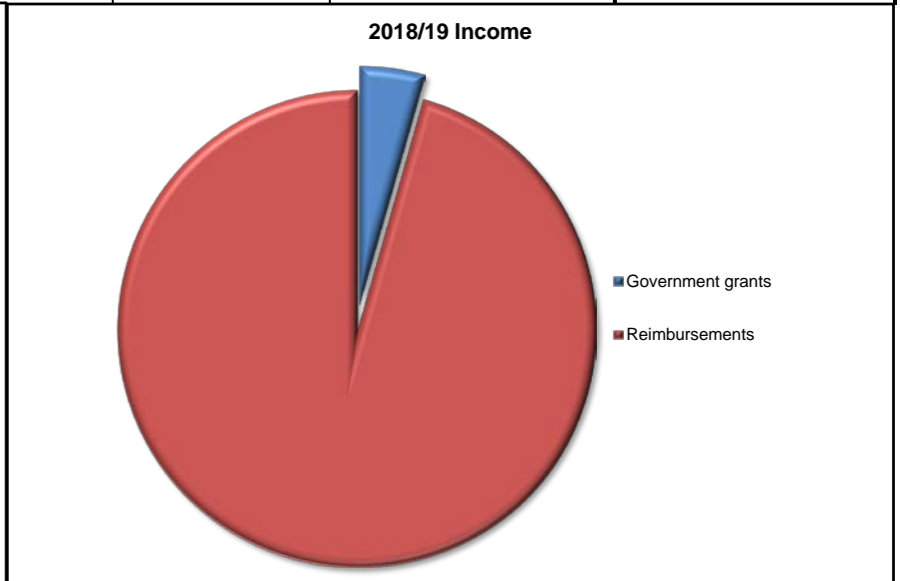
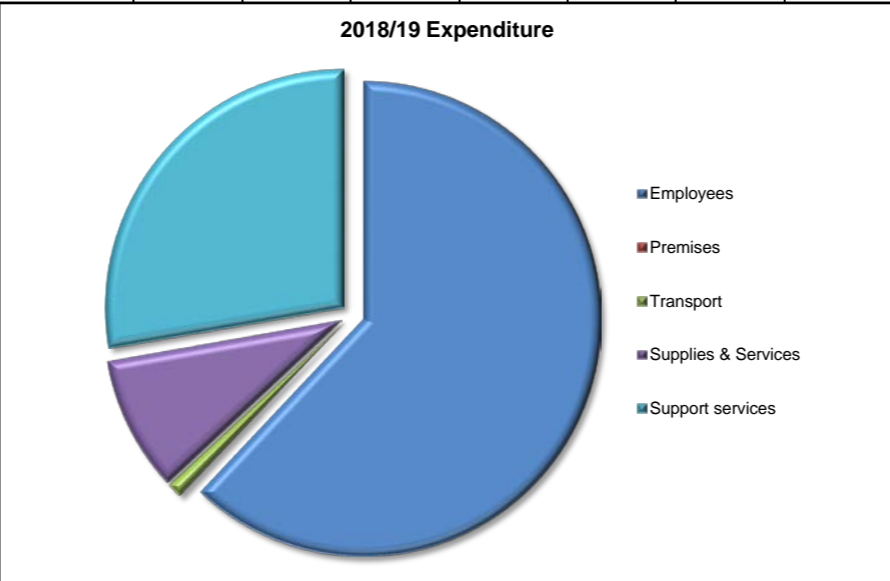
| PROJECT DESCRIPTION |                | MAJOR PROJECTS BENEFITS |   |                               | Risk       |        |          |          |          |
|---------------------|----------------|-------------------------|---|-------------------------------|------------|--------|----------|----------|----------|
|                     |                |                         |   |                               | Likelihood | Impact | Score    |          |          |
| <b>Project 1</b>    |                | Project Title:          | <b>Increase 3rd party income</b>  | Economic outcomes             |            |        |          |          |          |
| Start date          | <b>2018-19</b> | Project Details:        | To increase income from fees and charges of 3rd parties by £150k (£25k per council)   |                               |            |        | <b>4</b> | <b>2</b> | <b>8</b> |
| End date            | <b>2018-19</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 2</b>    |                | Project Title:          | <b>Increase Productivity</b>  | Improved efficiency (savings) |            |        |          |          |          |
| Start date          | <b>2018-19</b> | Project Details:        | To identify productivity improvements as a result of the implementation of workflows in debt, housing, property matters and prosecutions.                 |                               |            |        | <b>2</b> | <b>1</b> | <b>2</b> |
| End date            | <b>2018-19</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 3</b>    |                | Project Title:          | <b>Future Model</b>   | Improved sustainability       |            |        |          |          |          |
| Start date          | <b>2018-19</b> | Project Details:        | Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure                 |                               |            |        | <b>2</b> | <b>2</b> | <b>4</b> |
| End date            | <b>2018-19</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 4</b>    |                | Project Title:          | <b>In House Advocates</b>   | Improved efficiency (savings) |            |        |          |          |          |
| Start date          | <b>2018-19</b> | 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 |                               |            |        | <b>0</b> | <b>0</b> | <b>0</b> |
| End date            | <b>2018-19</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 5</b>    |                | Project Title:          |   | Select one major benefit      |            |        |          |          |          |
| Start date          |                | Project Details:        |   |                               |            |        | <b>0</b> | <b>0</b> | <b>0</b> |
| End date            |                |                         |   |                               |            |        |          |          |          |
| <b>Project 6</b>    |                | Project Title:          |   | Select one major benefit      |            |        |          |          |          |
| Start date          |                | Project Details:        |   |                               |            |        | <b>0</b> | <b>0</b> | <b>0</b> |
| End date            |                |                         |   |                               |            |        |          |          |          |
| <b>Project 7</b>    |                | Project Title:          |   | Select one major benefit      |            |        |          |          |          |
| Start date          |                | Project Details:        |   |                               |            |        | <b>0</b> | <b>0</b> | <b>0</b> |
| End date            |                |                         |   |                               |            |        |          |          |          |
| <b>Project 8</b>    |                | Project Title:          |   | Select one major benefit      |            |        |          |          |          |
| Start date          |                | Project Details:        |   |                               |            |        | <b>0</b> | <b>0</b> | <b>0</b> |
| End date            |                |                         |   |                               |            |        |          |          |          |
| <b>Project 9</b>    |                | Project Title:          |   | Select one major benefit      |            |        |          |          |          |
| Start date          |                | Project Details:        |   |                               |            |        | <b>0</b> | <b>0</b> | <b>0</b> |
| End date            |                |                         |   |                               |            |        |          |          |          |
| <b>Project 10</b>   |                | Project Title:          |   | Select one major benefit      |            |        |          |          |          |
| Start date          |                | Project Details:        |   |                               |            |        | <b>0</b> | <b>0</b> | <b>0</b> |
| 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 |                                |                       |   |
| <b>Building Control</b><br>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.<br><b>Development control</b><br>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.<br><br><b>Objectives</b><br>- continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share<br>-investigate formal sharing of BC with Kingston and Sutton<br>- review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through Planning Performance Agreements.<br>- implement mobile/flexible working to improve efficiency<br>-as part of sustainable communities to enable a comprehensive development management process to encourage regeneration.<br>-establish a formal collaboration regime with Sutton and Kingston boroughs.<br>- re-procure the M3 database<br>- 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                           |                                |                       |   |
|  |       | <b>Anticipated non financial resources</b>                              | <b>2016/17</b>                | <b>2017/18</b>                | <b>2018/19</b>             | <b>2019/20</b> | <b>2020/21</b> | <b>2021/22</b>                                       |                               |                                |                       |   |
|  |       | Staff (FTE)   | 38                            | 34                            | 35                         | 35             | 35             | 35   |                               |                                |                       |   |
|  |       | <b>Performance indicator (LBC2020 indicators highlighted in purple)</b> | <b>Actual Performance (A)</b> | <b>Performance Target (T)</b> | <b>Proposed Target (P)</b> |                |                |  | <b>Polarity</b>               | <b>Reporting cycle</b>         | <b>Indicator type</b> | <b>Main impact if indicator not met</b> |
|  |       |   | 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       |                       |   |

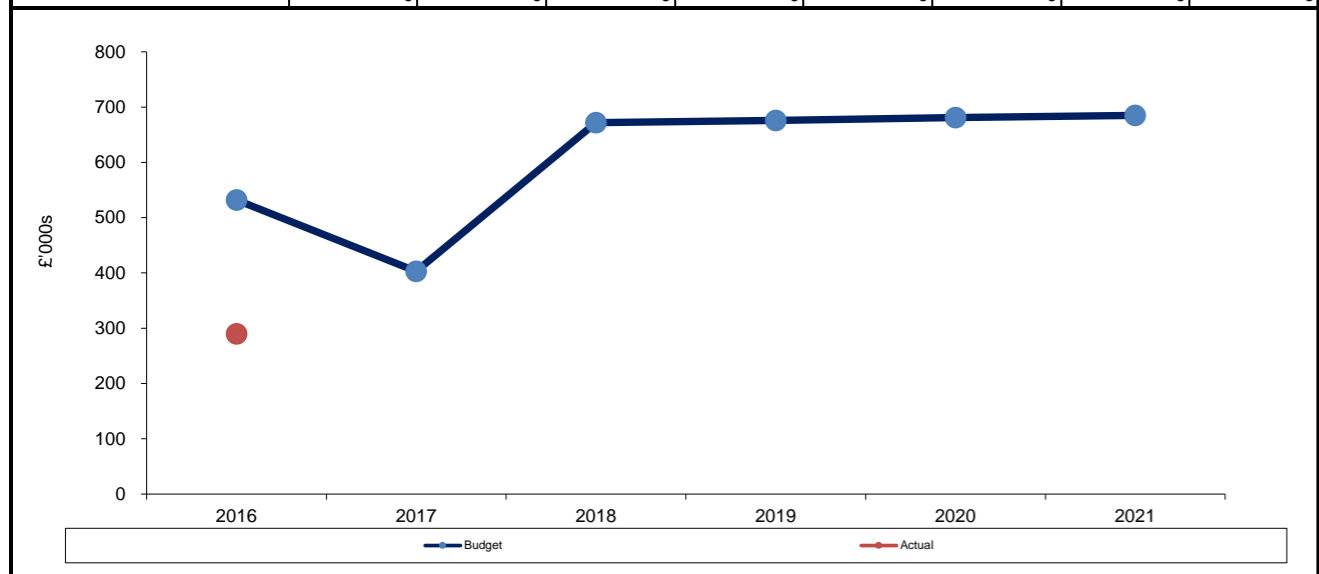
| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                                |                                     |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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        |
| <b>Expenditure</b>                | <b>2,588</b>                | <b>2,536</b>          | <b>2,605</b>                   | <b>(77)</b>                         | <b>2,647</b>          | <b>2,651</b>          | <b>2,656</b>          | <b>2,660</b>          |
| 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                      |                             |                       |                                |                                     |                       |                       |                       |                       |
| <b>Revenue £'000s</b>             | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| <b>Income</b>                     | <b>2,056</b>                | <b>2,246</b>          | <b>2,202</b>                   | <b>529</b>                          | <b>1,975</b>          | <b>1,975</b>          | <b>1,975</b>          | <b>1,975</b>          |
| 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                    |                             |                       |                                |                                     |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>532</b>                  | <b>290</b>            | <b>403</b>                     | <b>452</b>                          | <b>672</b>            | <b>676</b>            | <b>681</b>            | <b>685</b>            |



| 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 |
| <b>Project 1</b>    |         | Project Title:        | <b>Commercialisation of Building Control</b>   | 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.                                    | 6                             | 2      |       |
| End date            | 2018-19 |                       |  |                               |        | 4     |
| <b>Project 2</b>    |         | Project Title:        | <b>Improving the development management processes</b>  | Improved effectiveness        |        |       |
| Start date          | 2015-16 | Project Details:      | As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives. | 2                             | 2      |       |
| End date            | 2018-19 |                       |  |                               |        | 4     |
| <b>Project 3</b>    |         | Project Title:        | <b>developing eforms and M3 capability and e-payments</b>  | Improved customer experience  |        |       |
| Start date          | 2014-15 | Project Details:      | Enforcement eforms, BC eforms and DC e-payments  | 4                             | 1      |       |
| End date            | 2018-19 |                       |  |                               |        | 6     |
| <b>Project 4</b>    |         | Project Title:        | <b>Lean review of pre-application process (part of TOM)</b>  | Improved effectiveness        |        |       |
| 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. | 6                             | 1      |       |
| End date            | 2018-19 |                       |  |                               |        | 3     |
| <b>Project 5</b>    |         | Project Title:        | <b>Re-procurement of M3 or equivalent IT system</b>  | Improved effectiveness        |        |       |
| Start date          | 2014-15 | Project Details:      | Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities                                  | 3                             | 1      |       |
| End date            | 2018-19 |                       |  |                               |        | 2     |
| <b>Project 6</b>    |         | Project Title:        | <b>Further develop Planning Performance agreements potential</b>   | Economic outcomes             |        |       |
| Start date          | 2014-15 | Project Details:      | Ensure cost neutral or better staffing levels to ensure this can be delivered  | 1                             | 2      |       |
| End date            | 2018-19 |                       |  |                               |        | 0     |
| <b>Project 7</b>    |         | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |         | Project Details:      |  |                               |        |       |
| End date            |         |                       |  |                               |        | 0     |
| <b>Project 8</b>    |         | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |         | Project Details:      |  |                               |        |       |
| End date            |         |                       |  |                               |        | 0     |
| <b>Project 9</b>    |         | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |         | Project Details:      |  |                               |        |       |
| End date            |         |                       |  |                               |        | 0     |
| <b>Project 10</b>   |         | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |         | Project Details:      |  | 0                             | 0      |       |
| End date            |         |                       |  |                               |        |       |



**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    |           |  |
| <b>Project 1</b>    |                | Project Title:         | <b>Local Plan: Estate Regeneration</b>  | Infrastructure renewal |            |          |          |           |  |
| Start date          | <b>2014/15</b> | 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.  |                        |            | <b>3</b> | <b>2</b> | <b>6</b>  |  |
| End date            | <b>2024/25</b> |                        |   |                        |            |          |          |           |  |
| <b>Project 2</b>    |                | Project Title:         | <b>Rediscover Mitcham</b>   | Infrastructure renewal |            |          |          |           |  |
| Start date          | <b>2012-13</b> | 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.  |                        |            | <b>2</b> | <b>2</b> | <b>4</b>  |  |
| End date            | <b>2017-18</b> |                        |   |                        |            |          |          |           |  |
| <b>Project 3</b>    |                | Project Title:         | <b>Future Wimbledon &amp; Crossrail 2</b>   | Economic outcomes      |            |          |          |           |  |
| Start date          | <b>2014-15</b> | 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)  |                        |            | <b>3</b> | <b>4</b> | <b>12</b> |  |
| End date            | <b>2022-23</b> |                        |   |                        |            |          |          |           |  |
| <b>Project 4</b>    |                | Project Title:         | <b>Wimbledon Stadium</b>  | Infrastructure renewal |            |          |          |           |  |
| Start date          | <b>2011-12</b> | 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>   |                        |            | <b>3</b> | <b>1</b> | <b>3</b>  |  |
| End date            | <b>2017-18</b> |                        |   |                        |            |          |          |           |  |
| <b>Project 5</b>    |                | Project Title:         | <b>Local Authority Property Company</b>   | Economic outcomes      |            |          |          |           |  |
| Start date          | <b>2016-17</b> | Project Details:       | Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS   |                        |            | <b>2</b> | <b>2</b> | <b>4</b>  |  |
| End date            | <b>2020-21</b> |                        |   |                        |            |          |          |           |  |
| <b>Project 6</b>    |                | Project Title:         | <b>Morden Town Centre Regeneration</b>  | Improved reputation    |            |          |          |           |  |
| Start date          | <b>2011/12</b> | 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 |                        |            | <b>3</b> | <b>2</b> | <b>6</b>  |  |
| End date            | <b>2019-20</b> |                        |   |                        |            |          |          |           |  |
| <b>Project 7</b>    |                | Project Title:         | <b>Smarter travel: road safety</b>  | Improved reputation    |            |          |          |           |  |
| Start date          | <b>2013-14</b> | 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.  |                        |            | <b>2</b> | <b>2</b> | <b>4</b>  |  |
| End date            | <b>2017-18</b> |                        |   |                        |            |          |          |           |  |

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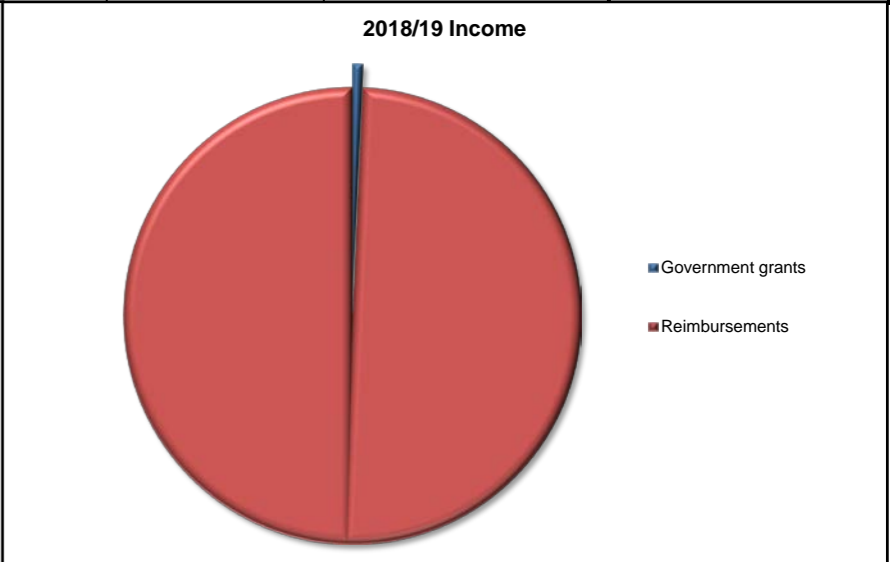
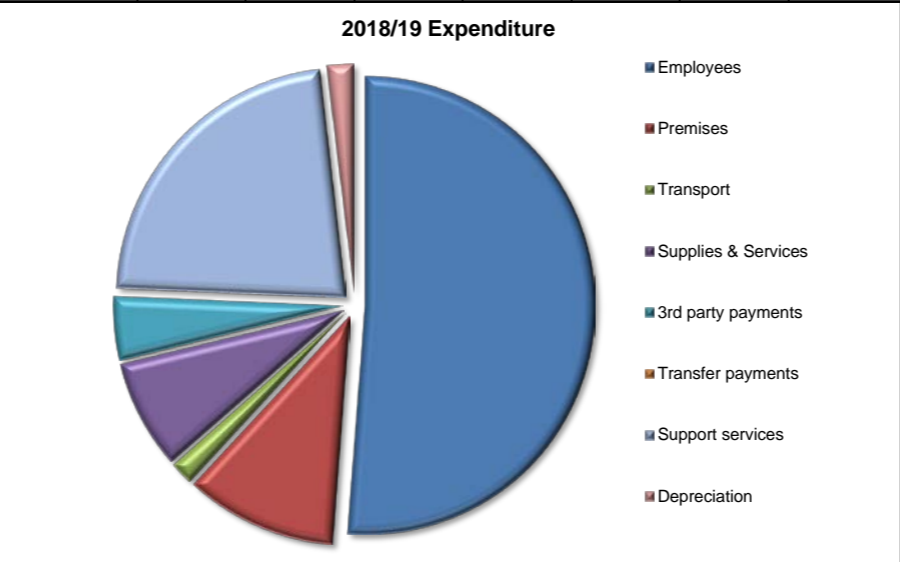
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Leisure & Cultural Development**

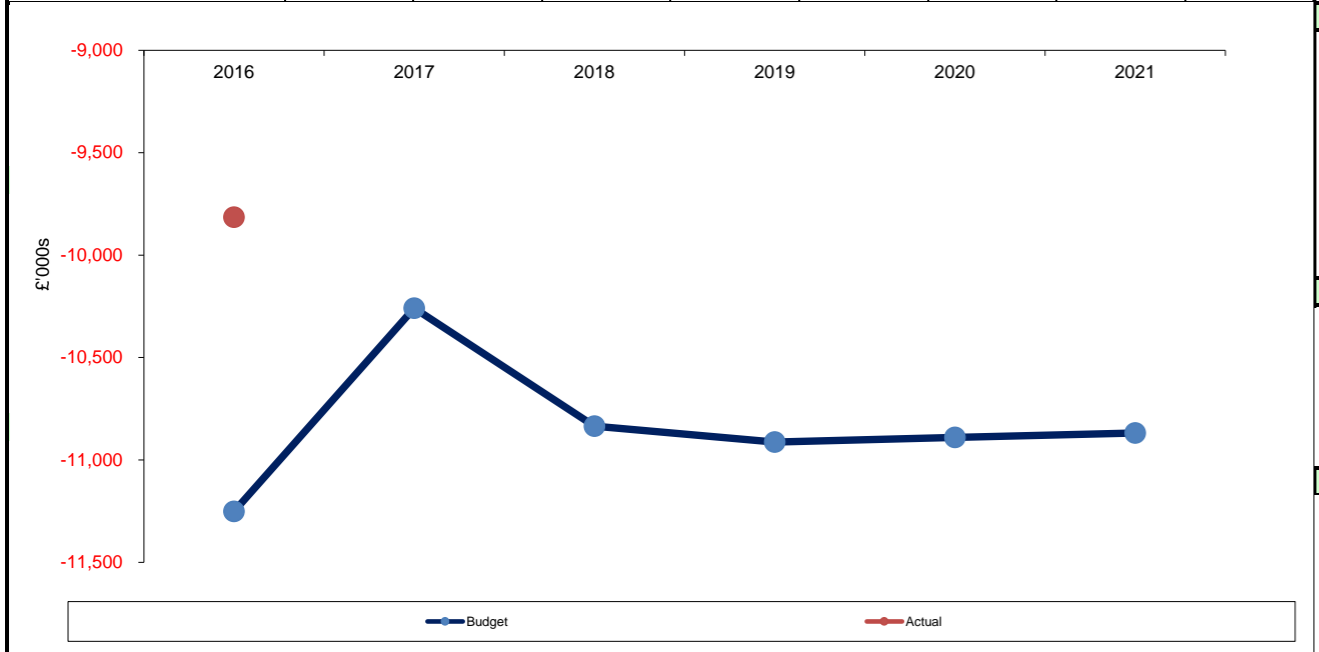
| PROJECT DESCRIPTION |             | MAJOR PROJECT BENEFIT |  | Risk   |        |       |    |
|---------------------|-------------|-----------------------|--|--|--------|-------|----|
|                     |             |                       |  | Likelihood   | Impact | Score |    |
| <b>Project 1</b>    |             | Project Title:        | <b>Morden Leisure Centre</b>   | Improved customer experience   |        |       |    |
| Start date          | <b>2014</b> | 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            | <b>2019</b> |                       |  |  |        |       |    |
| <b>Project 2</b>    |             | Project Title:        | <b>Morden Park Pools</b>   | Risk reduction and compliance  |        |       |    |
| Start date          | <b>2018</b> | 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            | <b>2020</b> |                       |  |  |        |       |    |
| <b>Project 3</b>    |             | Project Title:        | <b>Leisure Centres Contract</b>  | Economic outcomes  |        |       |    |
| Start date          | <b>2017</b> | 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            | <b>2018</b> |                       |  |  |        |       |    |
| <b>Project 4</b>    |             | Project Title:        | <b>Implement the Wimbledon Park Lake Flood Risk &amp; De-silting Plans</b>   | Risk reduction and compliance  |        |       |    |
| Start date          | <b>2017</b> | 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            | <b>2020</b> |                       |  |  |        |       |    |
| <b>Project 5</b>    |             | Project Title:        | <b>Wimbledon Park Watersports and Outdoor Adventure Centre</b>   | Economic outcomes  |        |       |    |
| Start date          | <b>2018</b> | 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            | <b>2020</b> |                       |  |  |        |       |    |
| <b>Project 6</b>    |             | Project Title:        | <b>London Borough Of Culture - Merton</b>  | Improved customer experience   |        |       |    |
| Start date          | <b>2017</b> | 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            | <b>2020</b> |                       |  |  |        |       |    |
| <b>Project 7</b>    |             | Project Title:        | <b>WW1 Victoria Cross Commemorative Stone Laying</b>   | Improved reputation  |        |       |    |
| Start date          | <b>2018</b> | 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            | <b>2018</b> |                       |  |  |        |       |    |
| <b>Project 8</b>    |             | Project Title:        | <b>Wimbledon Park Watersports and Outdoor Adventure Centre</b>   | Infrastructure renewal   |        |       |    |
| Start date          | <b>2019</b> | 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            | <b>2025</b> |                       |  |  |        |       |    |
| <b>Project 9</b>    |             | Project Title:        |  |  |        |       |    |
| Start date          |             | Project Details:      |  |  | 0      | 0     | 0  |
| End date            |             |                       |  |  |        |       |    |
| <b>Project 10</b>   |             | Project Title:        |  |  |        |       |    |
| Start date          |             | Project Details:      |  |  | 0      | 0     | 0  |
| End date            |             |                       |  |  |        |       |    |

| Parking & CCTV Services   |  | Planning Assumptions                                    |  |   |            |            |          | The Corporate strategies your service contributes to |                |                                  |            |                   |                          |
|---|--|---|--|---|------------|------------|----------|--|----------------|----------------------------------|------------|-------------------|--------------------------|
| Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking   |  | 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 resident permits issued                       |  | 20,0041   | 21,043     | 22,095     | 23,199   | 24,358   |                |                                  |            |                   |                          |
| 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  |                |                                  |            |                   |                          |
| Objectives  |  | Anticipated non financial resources                     |  | 2016/17   | 2017/18    | 2018/19    | 2019/20  | 2020/21  | 2021/22        |                                  |            |                   |                          |
| <ul style="list-style-type: none"> <li>enforce parking regulations across the borough including Controlled Parking Zones and bus lanes</li> <li>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</li> <li>to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure</li> <li>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</li> <li>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.</li> </ul> |  | Staff (FTE)   |  | 93.27   | 83.57      | 84.57      | 84.57    | 84.57  | 84.57          |                                  |            |                   |                          |
| 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.   |  | Transport   |  | 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        |
| <b>Expenditure</b>                | <b>6,060</b>                | <b>6,195</b>          | <b>6,043</b>          | <b>466</b>                          | <b>6,131</b>          | <b>6,153</b>          | <b>6,176</b>          | <b>6,198</b>          |
| 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                   |
| <b>Revenue £'000s</b>             | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| <b>Income</b>                     | <b>17,311</b>               | <b>16,010</b>         | <b>16,302</b>         | <b>(2,082)</b>                      | <b>16,966</b>         | <b>17,066</b>         | <b>17,066</b>         | <b>17,066</b>         |
| 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                    |                             |                       |                       |                                     |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>(11,251)</b>             | <b>(9,815)</b>        | <b>(10,259)</b>       | <b>(1,616)</b>                      | <b>(10,835)</b>       | <b>(10,913)</b>       | <b>(10,890)</b>       | <b>(10,868)</b>       |
| <b>Capital Budget £'000s</b>      | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Budget 2017/18</b> | <b>Forecast Variance</b>            | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |
| 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 |
| <b>Project 1</b>  |                | Project Title:      | <b>Review CEO Shift Patterns</b>   | Improved effectiveness   |  |            |        |       |
| Start date        | <b>2016-17</b> | Project Details:    | Consult on the introduction of a more efficient shift patterns                     |                          |  | 2          | 1      | 2     |
| End date          | <b>2018-19</b> |                     |  |                          |  |            |        |       |
| <b>Project 2</b>  |                | Project Title:      | <b>Review CCTV Shift Patterns</b>  | Infrastructure renewal   |  |            |        |       |
| Start date        | <b>2016-17</b> | Project Details:    | Consult on the introduction of a more efficient shift patterns                     |                          |  | 2          | 1      | 2     |
| End date          | <b>2018-19</b> |                     |  |                          |  |            |        |       |
| <b>Project 3</b>  |                | Project Title:      | <b>Procurement of new PCN system</b>   | Improved effectiveness   |  |            |        |       |
| Start date        | <b>2017-18</b> | Project Details:    | Procuring of a new PCN system which maybe linked with Enforcement and Safer Merton |                          |  | 2          | 3      | 6     |
| End date          | <b>2018-19</b> |                     |  |                          |  |            |        |       |
| <b>Project 4</b>  |                | Project Title:      |  | Improved effectiveness   |  |            |        |       |
| Start date        |                | Project Details:    |  |                          |  | 2          | 1      | 2     |
| End date          |                |                     |  |                          |  |            |        |       |
| <b>Project 5</b>  |                | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |  |                          |  |            |        | 0     |
| End date          |                |                     |  |                          |  |            |        |       |
| <b>Project 6</b>  |                | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |  |                          |  |            |        | 0     |
| End date          |                |                     |  |                          |  |            |        |       |
| <b>Project 7</b>  |                | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |  |                          |  |            |        | 0     |
| End date          |                |                     |  |                          |  |            |        |       |
| <b>Project 8</b>  |                | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |  |                          |  |            |        | 0     |
| End date          |                |                     |  |                          |  |            |        |       |
| <b>Project 9</b>  |                | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |  |                          |  |            |        | 0     |
| End date          |                |                     |  |                          |  |            |        |       |
| <b>Project 10</b> |                | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |  |                          |  |            |        | 0     |
| End date          |                |                     |  |                          |  |            |        |       |

|  |   |
|--|---|
| <b>Commissioned Service</b>  | <p>The service maintains and develops Merton's numerous parks &amp; 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 &amp; Sutton Joint Cemetery (for the Merton &amp; 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> |
| <b>Parks &amp; Green Spaces</b>                                    |   |
| <b>Cllr Nick Draper Cabinet Member for Community &amp; Culture</b> |   |
| <b>Service Provider:<br/>idverde UK Ltd</b>                        |   |

| 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<br>(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)<br>E6 (2019/20) = (£40k) |  |
| <b>Expenditure</b>               | <b>5,053</b>         | <b>5,331</b>   | <b>3,144</b>            | <b>275</b>                   | <b>3,172</b>   | <b>3,199</b>   | <b>3,226</b>   | <b>3,254</b>   |  |  |
| 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 |  |  |
| <b>Income</b>                    | <b>2,214</b>         | <b>2,241</b>   | <b>1,258</b>            | <b>(61)</b>                  | <b>1,258</b>   | <b>1,348</b>   | <b>1,348</b>   | <b>1,348</b>   |  |  |
| 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                         |                      |                |                         |                              |                |                |                |                |  |  |
| <b>Council Funded Net Budget</b> | <b>2,839</b>         | <b>3,090</b>   | <b>1,886</b>            | <b>214</b>                   | <b>1,914</b>   | <b>1,851</b>   | <b>1,878</b>   | <b>1,906</b>   |  |  |
| 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 |   |   |
| <b>Project 1</b>    |            | Project Title:          | <b>Greenspaces TOM</b>  | 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 |                         |   |  |            |        |       |   |   |
| <b>Project 2</b>    |            | Project Title:          | <b>Greenspaces Commercialisation</b>  | 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 |                         |   |  |            |        |       |   |   |
| <b>Project 3</b>    |            | Project Title:          | <b>Canons House &amp; Rec Restoration</b>   | 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 |                         |   |  |            |        |       |   |   |
| <b>Project 4</b>    |            | Project Title:          | <b>Morley Park</b>  | 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 |                         |   |  |            |        |       |   |   |
| <b>Project 5</b>    |            | Project Title:          | <b>Phase C, Lot 2 Contract</b>  | 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 |                         |   |  |            |        |       |   |   |
| <b>Project 6</b>    |            | Project Title:          | <b>Re-use of Parks Assets</b>   | 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 |                         |   |  |            |        |       |   |   |
| <b>Project 7</b>    |            | Project Title:          |   | Select one major benefit   |            |        |       |   | 0 |
| Start date          |            | Project Details:        |   |  |            |        |       |   |   |
| End date            |            |                         |   |  |            |        |       |   |   |
| <b>Project 8</b>    |            | Project Title:          |   | Select one major benefit   |            |        |       |   | 0 |
| Start date          |            | Project Details:        |   |  |            |        |       |   |   |
| End date            |            |                         |   |  |            |        |       |   |   |
| <b>Project 59</b>   |            | Project Title:          |   | Select one major benefit   |            |        |       |   | 0 |
| Start date          |            | Project Details:        |   |  |            |        |       |   |   |
| End date            |            |                         |   |  |            |        |       |   |   |
| <b>Project 10</b>   |            | Project Title:          |   | Select one major benefit   |            |        |       |   | 0 |
| Start date          |            | Project Details:        |   |  |            |        |       |   |   |
| End date            |            |                         |   |  |            |        |       |   |   |



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

**Property**

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





**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 |
| <b>Project 1</b>    |         | 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 |                        |   |                               |        |       |
| <b>Project 2</b>    |         | 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 |                        |   |                               |        |       |
| <b>Project 3</b>    |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          | 2015-16 | Project Details:       |   | 0                             | 0      |       |
| End date            | 2017-18 |                        |   |                               |        |       |
| <b>Project 4</b>    |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          | 2014-15 | Project Details:       |   | 0                             | 0      |       |
| End date            | 2017-18 |                        |   |                               |        |       |
| <b>Project 5</b>    |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          |         | Project Details:       |   |                               |        |       |
| End date            |         |                        |   |                               |        |       |
| <b>Project 6</b>    |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          |         | Project Details:       |   |                               |        |       |
| End date            |         |                        |   |                               |        |       |
| <b>Project 7</b>    |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          |         | Project Details:       |   |                               |        |       |
| End date            |         |                        |   |                               |        |       |
| <b>Project 8</b>    |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          |         | Project Details:       |   |                               |        |       |
| End date            |         |                        |   |                               |        |       |
| <b>Project 9</b>    |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          |         | Project Details:       |   |                               |        |       |
| End date            |         |                        |   |                               |        |       |
| <b>Project 10</b>   |         | Project Title:         |   | Select one major benefit      |        | 0     |
| Start date          |         | Project Details:       |   |                               |        |       |
| End date            |         |                        |   |                               |        |       |



**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 |   |   |
| <b>Project 1</b>    |            | Project Title:         | <b>Merton says NO MORE</b>  |  | 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       |                        |   |  |   |        |       |   |   |
| <b>Project 2</b>    |            | Project Title:         | <b>DVA commissioning</b>  |  | 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 |                        |   |  |   |        |       |   |   |
| <b>Project 3</b>    |            | Project Title:         | <b>ECINS procurement</b>  |  | 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 of outcomes which, when met, will reduce risk of crime, ASB, risk of exploitation, missing etc |        | 3     | 2 | 6 |
| End date            | 31/05/2018 |                        |   |  |   |        |       |   |   |
| <b>Project 4</b>    |            | Project Title:         |   |  | Select one major benefit  |        |       |   |   |
| Start date          |            | Project Details:       |   |  |   |        |       |   | 0 |
| End date            |            |                        |   |  |   |        |       |   |   |
| <b>Project 5</b>    |            | Project Title:         |   |  | Select one major benefit  |        |       |   |   |
| Start date          |            | Project Details:       |   |  |   |        |       |   | 0 |
| End date            |            |                        |   |  |   |        |       |   |   |
| <b>Project 6</b>    |            | Project Title:         |   |  | Select one major benefit  |        |       |   |   |
| Start date          |            | Project Details:       |   |  |   |        |       |   | 0 |
| End date            |            |                        |   |  |   |        |       |   |   |
| <b>Project 7</b>    |            | Project Title:         |   |  | Select one major benefit  |        |       |   |   |
| Start date          |            | Project Details:       |   |  |   |        |       |   | 0 |
| End date            |            |                        |   |  |   |        |       |   |   |
| <b>Project 8</b>    |            | Project Title:         |   |  | Select one major benefit  |        |       |   |   |
| Start date          |            | Project Details:       |   |  |   |        |       |   | 0 |
| End date            |            |                        |   |  |   |        |       |   |   |
| <b>Project 9</b>    |            | Project Title:         |   |  | Select one major benefit  |        |       |   |   |
| Start date          |            | Project Details:       |   |  |   |        |       |   | 0 |
| End date            |            |                        |   |  |   |        |       |   |   |
| <b>Project 10</b>   |            | Project Title:         |   |  | Select one major benefit  |        |       |   |   |
| Start date          |            | Project Details:       |   |  |   |        |       |   | 0 |
| End date            |            |                        |   |  |   |        |       |   |   |



**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 |   |
| <b>Project 1</b>    |         | 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. | Finacial savings from reduced fleet through shared vehicles | 3      | 2     | 6 |
| End date            | 2018-19 |                       |   |   |        |       |   |
| <b>Project 2</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 3</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 4</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 5</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 6</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 7</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 8</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 9</b>    |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |
| <b>Project 10</b>   |         | Project Title:        |   | Select one major benefit                                    |        |       |   |
| Start date          |         | Project Details:      |   |   |        |       | 0 |
| End date            |         |                       |   |   |        |       |   |

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

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     | <b>85,000</b>  | 86,000     | 86,500     |            | Waste Management Strategy                           |                 |                   |                                  |
| Kilometres of Roads   | 375   | 375        | <b>375</b>     | 375        | 375        |            |   |                 |                   |                                  |
| Population  | 205,722   | 207,410    | <b>208,607</b> | 209,771    | 210,902    |            |   |                 |                   |                                  |
| Total household waste tonnage                                       | 71,000  | 71,000     | <b>71,000</b>  | 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<br>(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         | <b>57</b>      | 58         | 60         |            | High  | Annual          | Perception        | Reputational risk                |
| % Sites surveyed below standard for litter                          | 9   | 8.5        | <b>8</b>       | 6          | 4          |            | Low   | Monthly         | Perception        | Reputational risk                |
| % Sites surveyed below standard for Detritus                        | 12  | 13         | <b>10</b>      | 9          | 7          |            | Low   | Quarterly       | Perception        | Reputational risk                |
| % Sites surveyed below standard for graffiti                        | 5.2   | 5.0        | <b>5.0</b>     | 5.0        | 5.0        |            | Low   | Quarterly       | Perception        | Reputational risk                |
| % Sites surveyed below standard for weeds                           | 7.79  | 12         | <b>11</b>      | 10         | 9          |            | Low   | Quarterly       | Perception        | Reputational risk                |
| Number of fly tips reported   | 3113  | 3600       | <b>8400</b>    | 8400       | 8400       |            | Low   | Monthly         | Outcome           | Reputational risk                |
| % of fly tips removed within 24 hours                               | n/a   | 90%        | <b>90%</b>     | 95%        | 95%        |            | High  | Monthly         | Outcome           | Reputational risk                |
| % Sites surveyed below standard for flyposting                      | 1   | 1          | <b>1</b>       | 1          | 1          |            | Low   | Quarterly       | Perception        | Reputational risk                |
| % of FPNs issued that have been paid                                | 73%   | 68%        | <b>70%</b>     | 70%        | 70%        |            | High  | Monthly         | Output            | Loss of income                   |
| % Household waste recycled  | 36  | 42         | <b>46</b>      | 48         | 50         |            | High  | Monthly         | Business critical | Reputational risk                |
| % Residents satisfied with refuse collection                        | 69  | 72         | <b>73</b>      | 74         | 75         |            | High  | Annual          | Perception        | Reputational risk                |
| Residual waste kg per household pa                                  | 567.47  | 540        | <b>500</b>     | 475        | 435        |            | Low   | Monthly         | Outcome           | Increased costs                  |
| % Municipal solid waste landfilled                                  | 57  | 59         | <b>65%</b>     | 10%        | 5%         |            | Low   | Monthly         | Outcome           | Increased costs                  |
| Number of missed bins per 100,000                                   | 50  | 50         | <b>50</b>      | 40         | 30         |            | Low   | Monthly         | Outcome           | Reduced customer service         |
| Total waste arising per household Kg                                | 887   | 910        | <b>910</b>     | 910        | 910        |            | Low   | Monthly         | Outcome           | Reputational risk                |
| % Residents satisfied with recycling facilities                     | 77  | 70         | <b>72</b>      | 74         | 75         |            | High  | Annual          | Perception        | Reputational risk                |

| Financial Information - Waste Management and Cleansing |                             |                       |                                |                                     |                       |                       |                       |                       | Additional Expenditure Information  |
|--|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
| <b>Revenue £'000s</b>                                  | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> | 2018/19<br>E&R20 = 2k<br>E&R21 = £30k<br>ENV31 = (£9k)<br>ENV35 = (£150k)<br>ENR6 = (£200k)<br>ERG2 = £65k<br><br>2019/20<br>ENR9 = (£200k)<br>EV08 = (£250k)<br>ERG2 = £35k<br>E2 = (£30k) |
| <b>Expenditure</b>                                     | <b>20,750</b>               | <b>21,353</b>         | <b>15,457</b>                  | <b>376</b>                          | <b>15,307</b>         | <b>15,264</b>         | <b>15,466</b>         | <b>15,667</b>         |   |
| 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                   |   |
| <b>Revenue £'000s</b>                                  | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |   |
| <b>Income</b>  | <b>3,497</b>                | <b>3,983</b>          | <b>956</b>                     | <b>(10)</b>                         | <b>866</b>            | <b>1,066</b>          | <b>1,066</b>          | <b>1,066</b>          |   |
| 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   |                             |                       |                                |                                     |                       |                       |                       |                       |   |
| <b>Council Funded Net Budget</b>                       | <b>17,253</b>               | <b>17,370</b>         | <b>14,501</b>                  | <b>366</b>                          | <b>14,441</b>         | <b>14,198</b>         | <b>14,400</b>         | <b>14,601</b>         |   |
| <b>Capital Budget £'000s</b>                           | <b>Final Budget 2016/17</b> | <b>Actual 2016/17</b> | <b>Original Budget 2017/18</b> | <b>Forecast Variance 2017/18 P7</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> | <b>Budget 2020/21</b> | <b>Budget 2021/22</b> |   |
| Waste Bins   |                             |                       |                                |                                     | 2,674                 |                       |                       |                       |   |
| Fleet Vehicles   |                             | 316                   | 972                            |                                     | 2,670                 |                       |                       |                       |   |
| Other  |                             |                       | 113                            |                                     |                       |                       |                       |                       |   |
|  | <b>0</b>                    | <b>316</b>            | <b>1,085</b>                   | <b>0</b>                            | <b>5,344</b>          | <b>0</b>              | <b>0</b>              | <b>0</b>              |   |

**DETAILS OF MAJOR PROJECTS**

| PROJECT DESCRIPTION |                   | Major Projects Benefits                            |  | Risk  |          |          |           |
|---------------------|-------------------|--|--|---|----------|----------|-----------|
|                     |                   |  |  | Likelihood  | Impact   | Score    |           |
| <b>Project 1</b>    | Project Title:    | <b>New Waste collection Service (Wheelie Bins)</b> |  | Select one major benefit  |          |          |           |
| Start date          | <b>01/10/2017</b> | 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  | <b>5</b> | <b>2</b> | <b>10</b> |
| End date            | <b>01/10/2018</b> |  |  |   |          |          |           |
| <b>Project 2</b>    | Project Title:    | <b>Energy Recovery Facility (Phase B)</b>          |  | Select one major benefit  |          |          |           |
| Start date          | <b>05/11/2012</b> | 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<br>a. Key Facility Planned Works Commencement Date 31st August 2015<br>b. Key Facility Planned Service Commencement Date 31st August 2018<br>c. Key facility Expiry Date 31st August 2043 | Environmental benefits from diverting waste from landfill, sustainable waste management | <b>3</b> | <b>2</b> | <b>6</b>  |
| End date            | <b>01/09/2018</b> |  |  |   |          |          |           |

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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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£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                       |
| <b>TOTAL NET SERVICE EXPENDITURE</b>       | <b>151,133</b>              | <b>3,140</b>      | <b>(2,476)</b>              | <b>151,797</b>              |
| <i>Corporate Provisions/Appropriations</i> | <i>(5,069)</i>              | <i>0</i>          | <i>(3,780)</i>              | <i>(8,849)</i>              |
| <b>NET EXPENDITURE</b>                     | <b>146,064</b>              | <b>3,140</b>      | <b>(6,256)</b>              | <b>142,948</b>              |
| <b>Funded by:</b>                          |                             |                   |                             |                             |
| 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)                     |
|  | <b>(146,064)</b>            | <b>0</b>          | <b>3,116</b>                | <b>(142,948)</b>            |
| <b>NET</b>                                 | <b>0</b>                    | <b>3,140</b>      | <b>(3,140)</b>              | <b>0</b>                    |
| NB   |                             |                   |                             |                             |
| <b>Public Health</b>                       | <b>0</b>                    | <b>0</b>          | <b>0</b>                    | <b>0</b>                    |

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      |
| Merton Adult Education                             | 0              | 0.0      |
| Apprenticeship Levy                                | 0              | 0.0      |
| Balance Sheet Management CT & HB                   | 230            | 0.0      |
| <b>TOTAL</b>                                       | <b>(3,073)</b> | <b>0</b> |

## 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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|---|-----------------------------|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                      |                             |                   |                             |                             |
| 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                      |
| <b>GROSS EXPENDITURE</b>                | <b>523,858</b>              | <b>3,139</b>      | <b>50</b>                   | <b>527,047</b>              |
| <b>Income</b>                           |                             |                   |                             |                             |
| 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)                       |
| <b>GROSS INCOME</b>                     | <b>(372,724)</b>            | <b>0</b>          | <b>(2,526)</b>              | <b>(375,250)</b>            |
| <b>NET EXPENDITURE</b>                  | <b>151,134</b>              | <b>3,140</b>      | <b>(2,476)</b>              | <b>151,797</b>              |
| Corporate Provisions                    | (5,069)                     | 0                 | (3,780)                     | (8,849)                     |
| <b>NET EXPENDITURE</b>                  | <b>146,065</b>              | <b>3,140</b>      | <b>(6,256)</b>              | <b>142,949</b>              |
| <b>Funded by:</b>                       |                             |                   |                             |                             |
| 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)                     |
|   | <b>(146,065)</b>            | <b>0</b>          | <b>3,116</b>                | <b>(142,947)</b>            |
| <b>NET</b>                              | <b>0</b>                    | <b>3,140</b>      | <b>(3,140)</b>              | <b>0</b>                    |

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      |
| <b>TOTAL</b>                                       | <b>(3,073)</b> | <b>0</b> |

## CORPORATE ITEMS ANALYSIS

|   | 2017/18<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|---|-----------------------------|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>  |                             |                   |                             |                             |
| 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                         |
| <b>GROSS EXPENDITURE</b>                                  | <b>23,572</b>               | <b>0</b>          | <b>(6,054)</b>              | <b>17,518</b>               |
| <b>Income</b>   |                             |                   |                             |                             |
| 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)                     |
| <b>GROSS INCOME</b>                                       | <b>(28,639)</b>             | <b>0</b>          | <b>2,273</b>                | <b>(26,366)</b>             |
| <b>NET EXPENDITURE</b>                                    | <b>(5,067)</b>              | <b>0</b>          | <b>(3,781)</b>              | <b>(8,848)</b>              |



## **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          |
| <b>502.1</b> | <b>495.9</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2017/18<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |
| 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                       |
| <b>GROSS EXPENDITURE</b>               | <b>144,032</b>              | <b>264</b>        | <b>(1,859)</b>              | <b>142,437</b>              |
| <b>Income</b>                          |                             |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(133,167)</b>            | <b>0</b>          | <b>(69)</b>                 | <b>(133,236)</b>            |
| <b>NET EXPENDITURE</b>                 | <b>10,865</b>               | <b>264</b>        | <b>(1,928)</b>              | <b>9,201</b>                |

## 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          |
| <b>502.1</b> | <b>495.9</b> |

### SERVICE AREA ANALYSIS

|                               | CHANGE BETWEEN YEARS                    |                   |                             | 2018/19<br>Estimate<br>£000 |
|-------------------------------|---|-------------------|-----------------------------|-----------------------------|
|                               | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£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                       |
| <b>TOTAL EXPENDITURE</b>      | <b>10,865</b>                           | <b>264</b>        | <b>(1,928)</b>              | <b>9,201</b>                |
| Contingency / Other           | 0                                       | 0                 | 0                           | 0                           |
| Capital Financing Adjustment  | 0                                       | 0                 | 0                           | 0                           |
| Levies                        | 0                                       | 0                 | 0                           | 0                           |
| <b>NET EXPENDITURE</b>        | <b>10,865</b>                           | <b>264</b>        | <b>(1,928)</b>              | <b>9,201</b>                |

## 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                 |                             |                             |
| <b>GROSS EXPENDITURE</b>               | <b>12,845</b>                           | <b>81</b>         | <b>(882)</b>                | <b>12,044</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(12,638)</b>                         | <b>0</b>          | <b>241</b>                  | <b>(12,397)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>207</b>                              | <b>81</b>         | <b>(641)</b>                | <b>(353)</b>                |

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              |              |              |
| <b>TOTAL</b>                 | <b>(641)</b> | <b>(0.4)</b> |



## 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>9,083</b>                            | <b>24</b>         | <b>(221)</b>                | <b>8,886</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(6,479)</b>                          | <b>0</b>          | <b>11</b>                   | <b>(6,469)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>2,604</b>                            | <b>24</b>         | <b>(210)</b>                | <b>2,418</b>                |

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           |              |
| <b>TOTAL</b>                 | <b>(210)</b> | <b>(1.0)</b> |

## 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>9,995</b>                            | <b>32</b>         | <b>193</b>                  | <b>10,220</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(8,746)</b>                          | <b>0</b>          | <b>(158)</b>                | <b>(8,904)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>1,249</b>                            | <b>32</b>         | <b>35</b>                   | <b>1,316</b>                |

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              |           |            |
| <b>TOTAL</b>                 | <b>35</b> | <b>6.2</b> |

## 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>3,244</b>                            | <b>25</b>         | <b>(460)</b>                | <b>2,810</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(3,030)</b>                          | <b>0</b>          | <b>(35)</b>                 | <b>(3,065)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>214</b>                              | <b>25</b>         | <b>(495)</b>                | <b>(255)</b>                |

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)        |
| <b>TOTAL</b>                 | <b>(495)</b> | <b>(8.3)</b> |

## 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 | Inflation | Variations   | Estimate       |
|  | £000              | £000      | £000         | £000           |
| <b>Expenditure</b>                     |                   |           |              |                |
| 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              |
| <b>GROSS EXPENDITURE</b>               | <b>7,715</b>      | <b>60</b> | <b>(304)</b> | <b>7,471</b>   |
| <b>Income</b>                          |                   |           |              |                |
| 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              |
| <b>GROSS INCOME</b>                    | <b>(5,674)</b>    | <b>0</b>  | <b>(128)</b> | <b>(5,802)</b> |
| <b>NET EXPENDITURE</b>                 | <b>2,041</b>      | <b>60</b> | <b>(432)</b> | <b>1,669</b>   |

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              |              |              |
| <b>TOTAL</b>                 | <b>(432)</b> | <b>(3.0)</b> |

(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         |
| <b>36.0</b> | <b>31.0</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>2,985</b>                            | <b>11</b>         | <b>(185)</b>                | <b>2,811</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(2,953)</b>                          | <b>0</b>          | <b>0</b>                    | <b>(2,953)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>32</b>                               | <b>11</b>         | <b>(185)</b>                | <b>(142)</b>                |

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              |              |              |
| <b>TOTAL</b>                 | <b>(185)</b> | <b>(4.0)</b> |

## CORPORATE ITEMS

Corporate Items is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments. The temporary accommodation 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>98,165</b>                           | <b>30</b>         | <b>0</b>                    | <b>98,195</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(93,647)</b>                         | <b>0</b>          | <b>0</b>                    | <b>(93,647)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>4,518</b>                            | <b>30</b>         | <b>0</b>                    | <b>4,548</b>                |

Other Variations are analysed as follows:

| Major Items                  | £000     | fte        |
|------------------------------|----------|------------|
| Savings                      |          |            |
| Transfer between departments |          |            |
| Technical adjustments        |          |            |
| Overheads adjustments        |          |            |
| <b>TOTAL</b>                 | <b>0</b> | <b>0.0</b> |

\* 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**

**DRAFT**

## 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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| 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                             |
| <b>GROSS EXPENDITURE</b>               | <b>224,583</b>              | <b>733</b>        | <b>1,551</b>                | <b>226,867</b>              | <b>153,541</b>                     | <b>73,326</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS INCOME</b>                    | <b>(172,005)</b>            | <b>0</b>          | <b>(269)</b>                | <b>(172,274)</b>            | <b>(153,541)</b>                   | <b>(18,733)</b>                   |
| <b>NET EXPENDITURE</b>                 | <b>52,578</b>               | <b>733</b>        | <b>1,282</b>                | <b>54,593</b>               | <b>0</b>                           | <b>54,593</b>                     |

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            |              |
| <b>TOTAL</b>                 | <b>1,282</b> | <b>(1.0)</b> |

## SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### SERVICE AREA ANALYSIS

|                                       | 2017/18<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£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                            |
| <b>TOTAL NET EXPENDITURE</b>          | <b>52,578</b>               | <b>733</b>        | <b>1,282</b>                | <b>54,593</b>               | <b>0</b>                           | <b>54,593</b>                     |



## 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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS EXPENDITURE</b>               | <b>1,221</b>                | <b>11</b>         | <b>11</b>                   | <b>1,243</b>                | <b>0</b>                           | <b>1,243</b>                      |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS INCOME</b>                    | <b>0</b>                    | <b>0</b>          | <b>0</b>                    | <b>0</b>                    | <b>0</b>                           | <b>0</b>                          |
| <b>NET EXPENDITURE</b>                 | <b>1,221</b>                | <b>11</b>         | <b>11</b>                   | <b>1,243</b>                | <b>0</b>                           | <b>1,243</b>                      |

Other Variations are analysed as follows:

| Major Items                  | £000      | fte        |
|------------------------------|-----------|------------|
| Overhead adjustments         | 0         |            |
| Transfer between departments | 0         |            |
| Savings                      | (90)      | 0.0        |
| Technical adjustments        | 101       |            |
| <b>TOTAL</b>                 | <b>11</b> | <b>0.0</b> |

## 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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS EXPENDITURE</b>               | <b>23,185</b>               | <b>152</b>        | <b>562</b>                  | <b>23,899</b>               | <b>123</b>                         | <b>23,776</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS INCOME</b>                    | <b>(988)</b>                | <b>0</b>          | <b>(139)</b>                | <b>(1,127)</b>              | <b>0</b>                           | <b>(1,127)</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>22,197</b>               | <b>152</b>        | <b>423</b>                  | <b>22,772</b>               | <b>123</b>                         | <b>22,649</b>                     |

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         |            |
| <b>TOTAL</b>                 | <b>423</b> | <b>0.0</b> |

## 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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| 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                               |
| <b>GROSS EXPENDITURE</b>               | <b>51,856</b>               | <b>120</b>        | <b>329</b>                  | <b>52,305</b>               | <b>33,711</b>                      | <b>18,594</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS INCOME</b>                    | <b>(5,764)</b>              | <b>0</b>          | <b>(98)</b>                 | <b>(5,862)</b>              | <b>(1,139)</b>                     | <b>(4,723)</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>46,092</b>               | <b>120</b>        | <b>231</b>                  | <b>46,443</b>               | <b>32,572</b>                      | <b>13,871</b>                     |

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        |            |
| <b>TOTAL</b>                 | <b>231</b> | <b>0.0</b> |

## 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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| 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                             |
| <b>GROSS EXPENDITURE</b>               | <b>133,748</b>              | <b>0</b>          | <b>499</b>                  | <b>134,247</b>              | <b>119,707</b>                     | <b>14,540</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS INCOME</b>                    | <b>(159,964)</b>            | <b>0</b>          | <b>(1,223)</b>              | <b>(161,187)</b>            | <b>(152,402)</b>                   | <b>(8,785)</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>(26,216)</b>             | <b>0</b>          | <b>(724)</b>                | <b>(26,940)</b>             | <b>(32,695)</b>                    | <b>5,755</b>                      |

Other Variations are analysed as follows:

| Major Items                | £000         | fte        |
|----------------------------|--------------|------------|
| Depreciation adjustments   | 0            |            |
| Use of Reserves adjustment | 0            |            |
| Technical adjustments      | (724)        |            |
| <b>TOTAL</b>               | <b>(724)</b> | <b>0.0</b> |

## 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<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS EXPENDITURE</b>               | <b>14,573</b>               | <b>450</b>        | <b>149</b>                  | <b>15,172</b>               | <b>0</b>                           | <b>15,172</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| 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                                 |
| <b>GROSS INCOME</b>                    | <b>(5,289)</b>              | <b>0</b>          | <b>1,192</b>                | <b>(4,097)</b>              | <b>0</b>                           | <b>(4,097)</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>9,284</b>                | <b>450</b>        | <b>1,341</b>                | <b>11,075</b>               | <b>0</b>                           | <b>11,075</b>                     |

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          |            |
| <b>TOTAL</b>                 | <b>1,341</b> | <b>0.0</b> |



## **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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/2019<br>Estimate<br>£000 |
| 17,458                                    | 324               | (522)                       | 17,260                        |
| (8,287)                                   | 28                | (688)                       | (8,947)                       |
| 14,013                                    | 79                | 101                         | 14,193                        |
| 0   | 3                 | (25)                        | (22)                          |
| <b>23,183</b>                             | <b>434</b>        | <b>(1,134)</b>              | <b>22,483</b>                 |

## 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/2019<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| 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                        |
| <b>GROSS EXPENDITURE</b>               | <b>65,372</b>                             | <b>434</b>        | <b>(255)</b>                | <b>65,551</b>                 |
| <b>Income</b>                          |   |                   |                             |                               |
| 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                             |
| <b>GROSS INCOME</b>                    | <b>(42,187)</b>                           | <b>0</b>          | <b>(879)</b>                | <b>(43,066)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>23,183</b>                             | <b>434</b>        | <b>(1,134)</b>              | <b>22,483</b>                 |

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            |
| <b>TOTAL*</b>                | <b>(1,135)</b> | <b>(2.5)</b> |

\* 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/2019<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| 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                         |
| <b>GROSS EXPENDITURE</b>               | <b>29,811</b>                             | <b>324</b>        | <b>(493)</b>                | <b>29,642</b>                 |
| <b>Income</b>                          |   |                   |                             |                               |
| 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                             |
| <b>GROSS INCOME</b>                    | <b>(12,353)</b>                           | <b>0</b>          | <b>(29)</b>                 | <b>(12,382)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>17,458</b>                             | <b>324</b>        | <b>(522)</b>                | <b>17,260</b>                 |

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            |              |
| <b>TOTAL*</b>                | <b>(522)</b> | <b>(6.5)</b> |

\* 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/2019<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>9,697</b>                              | <b>28</b>         | <b>140</b>                  | <b>9,865</b>                  |
| <b>Income</b>                          |   |                   |                             |                               |
| 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                             |
| <b>GROSS INCOME</b>                    | <b>(17,984)</b>                           | <b>0</b>          | <b>(828)</b>                | <b>(18,812)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>(8,287)</b>                            | <b>28</b>         | <b>(688)</b>                | <b>(8,947)</b>                |

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 |              |          |
| <b>TOTAL*</b>               | <b>(688)</b> | <b>2</b> |

\* 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/2019<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| 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                        |
| <b>GROSS EXPENDITURE</b>               | <b>24,730</b>                             | <b>79</b>         | <b>123</b>                  | <b>24,932</b>                 |
| <b>Income</b>                          |   |                   |                             |                               |
| 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)                           |
| <b>GROSS INCOME</b>                    | <b>(10,717)</b>                           | <b>0</b>          | <b>(22)</b>                 | <b>(10,739)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>14,013</b>                             | <b>79</b>         | <b>101</b>                  | <b>14,193</b>                 |

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  |            |            |
| <b>TOTAL*</b>                | <b>100</b> | <b>2.0</b> |

\* 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<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/2019<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| 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                             |
| <b>GROSS EXPENDITURE</b>               | <b>1,133</b>                              | <b>3</b>          | <b>(25)</b>                 | <b>1,111</b>                  |
| <b>Income</b>                          |   |                   |                             |                               |
| 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                             |
| <b>GROSS INCOME</b>                    | <b>(1,133)</b>                            | <b>0</b>          | <b>0</b>                    | <b>(1,133)</b>                |
| <b>NET EXPENDITURE</b>                 | <b>0</b>                                  | <b>3</b>          | <b>(25)</b>                 | <b>(22)</b>                   |

Other variations are analysed as follows:

| Major Items                 | £000        | fte        |
|-----------------------------|-------------|------------|
| Savings                     | 10          |            |
| Overheads adjustments       | 0           |            |
| Technical adjustments       | (35)        |            |
| Use of Reserves adjustments | 0           |            |
| <b>TOTAL*</b>               | <b>(25)</b> | <b>0.0</b> |

\* 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          |
| <b>Total FTE</b>              | <b>387.79</b> | <b>416.88</b> |

### SERVICE AREA ANALYSIS

|                        | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£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                         |
| <b>NET EXPENDITURE</b> | <b>64,317</b>                           | <b>1,708</b>      | <b>(3,118)</b>              | <b>62,907</b>               |
| 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          |
| <b>Total FTE</b>              | <b>387.79</b> | <b>416.88</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                         |
| <b>GROSS EXPENDITURE</b>               | <b>89,682</b>                           | <b>1,708</b>      | <b>(1,809)</b>              | <b>89,581</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(25,365)</b>                         | <b>0</b>          | <b>(1,309)</b>              | <b>(26,674)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>64,317</b>                           | <b>1,708</b>      | <b>(3,118)</b>              | <b>62,907</b>               |

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        |
| <b>TOTAL</b>                  | <b>(3,718)</b> | <b>2.00</b> |

**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

Number of Fixed Term contract

**Total FTE**

| 2017/18     | 2018/19     |
|-------------|-------------|
| 4.66        | 3.75        |
| 0.00        | 0.00        |
| <b>4.66</b> | <b>3.75</b> |

**SUBJECTIVE ANALYSIS OF ESTIMATES**

|  | 2017/18        |           | Other          | 2018/19        |
|--|----------------|-----------|----------------|----------------|
|  | Original       | Inflation | Variations     | Estimate       |
|  | £000           | £000      | £000           | £000           |
| <b>Expenditure</b>                     |                |           |                |                |
| 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              |
| <b>GROSS EXPENDITURE</b>               | <b>1,410</b>   | <b>37</b> | <b>(21)</b>    | <b>1,426</b>   |
| <b>Income</b>                          |                |           |                |                |
| 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              |
| <b>GROSS INCOME</b>                    | <b>(1,381)</b> | <b>0</b>  | <b>(1,248)</b> | <b>(1,381)</b> |
| <b>NET EXPENDITURE</b>                 | <b>29</b>      | <b>37</b> | <b>(1,268)</b> | <b>46</b>      |

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              |             |
| <b>TOTAL</b>                 | <b>(1,268)</b> | <b>0.00</b> |



## 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         |
| <b>33.30</b> | <b>31.35</b> |

Number of Fixed Term Contract

**Total FTE**

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                         |
| <b>GROSS EXPENDITURE</b>               | <b>2,971</b>                            | <b>58</b>         | <b>23</b>                   | <b>3,052</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(309)</b>                            | <b>0</b>          | <b>(96)</b>                 | <b>(405)</b>                |
| <b>NET EXPENDITURE</b>                 | <b>2,662</b>                            | <b>58</b>         | <b>(73)</b>                 | <b>2,647</b>                |

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           |             |
| <b>TOTAL</b>                  | <b>(73)</b> | <b>0.00</b> |

**COMMUNITY AND HOUSING DEPARTMENT**  
**Housing General Fund**

**Housing Needs and Enabling Service**

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

**Total FTE**

| 2017/18      | 2018/19      |
|--------------|--------------|
| 25.33        | 24.53        |
| 0.00         | 0.00         |
| <b>25.33</b> | <b>24.53</b> |

**SUBJECTIVE ANALYSIS OF ESTIMATES**

|  | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>4,422</b>                            | <b>84</b>         | <b>36</b>                   | <b>4,542</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(2,198)</b>                          | <b>0</b>          | <b>(144)</b>                | <b>(2,342)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>2,224</b>                            | <b>84</b>         | <b>(108)</b>                | <b>2,200</b>                |

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            |             |
| <b>TOTAL</b>                     | <b>(108)</b> | <b>0.00</b> |

## 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          |
| <b>Total FTE</b>              | <b>322.50</b> | <b>336.59</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                          |
| <b>GROSS EXPENDITURE</b>               | <b>80,475</b>                           | <b>1,508</b>      | <b>(1,828)</b>              | <b>80,154</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>(21,477)</b>                         | <b>0</b>          | <b>179</b>                  | <b>(21,298)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>58,998</b>                           | <b>1,508</b>      | <b>(1,649)</b>              | <b>58,856</b>               |

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              |             |
| <b>TOTAL</b>                  | <b>(1,649)</b> | <b>2.00</b> |

## 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        |
| <b>2.00</b> | <b>2.00</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>404</b>                              | <b>22</b>         | <b>(20)</b>                 | <b>406</b>                  |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                           |
| <b>GROSS INCOME</b>                    | <b>0</b>                                | <b>0</b>          | <b>0</b>                    | <b>0</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>404</b>                              | <b>22</b>         | <b>(20)</b>                 | <b>406</b>                  |

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           |             |
| <b>TOTAL</b>                  | <b>(20)</b> | <b>0.00</b> |

## 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         |
| <b>Total FTE</b>               | <b>16.56</b> | <b>18.66</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2017/18<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2018/19<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| 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                           |
| <b>GROSS EXPENDITURE</b>               | <b>10,948</b>                           | <b>0</b>          | <b>(849)</b>                | <b>10,099</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| 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                         |
| <b>GROSS INCOME</b>                    | <b>(10,948)</b>                         | <b>0</b>          | <b>849</b>                  | <b>(10,099)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>0</b>                                | <b>0</b>          | <b>(0)</b>                  | <b>(0)</b>                  |

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      |             |
| <b>TOTAL</b>                  | <b>0</b> | <b>0.00</b> |

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