

# Cabinet

**Date: 16 October 2017**

**Subject: Draft Business Plan 2018-22**

**Lead officer:** Caroline Holland – Director of Corporate Services

**Lead member:** Councillor Mark Allison – Deputy Leader and Cabinet Member  
for Finance

**Contact Officer:** Roger Kershaw

## Recommendations:

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1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2018-22.
  2. That Cabinet agrees the latest draft Capital Programme 2018-22 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2022-27.
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## 1. Purpose of report and executive summary

- 1.1 This report provides an update on progress towards preparing the Business Plan 2018-22 and requests Cabinet to consider and agree some proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS.
- 1.3 The report also provides details of the latest capital programme, including new bids and an indicative programme for 2022- 2027

## Details

## 2. Medium Term Financial Strategy 2018-22

- 2.1 At its meeting on 18 September 2017 Cabinet considered a report which updated the Business Plan 2018-22. At the meeting it was resolved by Cabinet:-

### RESOLVED:

1. That the rolled forward MTFS for 2018-22 be noted.
2. That the latest position with regards to savings already in the MTFS be confirmed.
3. That the approach to setting a balanced budget using weighted controllable expenditure for each department as the basis for the setting of targets be agreed.

4. That the proposed corporate and departmental targets be agreed.
5. That the timetable for the Business Plan 2018-22 including the revenue budget 2018/19, the MTFS 2018-22 and the Capital Programme for 2018-22 be agreed.
6. That the process for the Service Plan 2018-22 and the progress made so far be noted.

2.2 In the September Cabinet report, the following budget gap in the MTFS was identified before identifying any new savings and income proposals:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Budget Gap	0	5,619	15,284	828
Budget Gap (Cumulative)	0	5,619	20,903	21,731

2.3 The September Cabinet report set out initial targets, based on controllable spend and shortfalls in previously identified targets, to balance the MTFS at this stage for each department as follows:-

<b>SAVINGS TARGETS BY DEPARTMENT</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Total £000</b>
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>	

### 3. Proposed Amendments to Previously Agreed Savings

3.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFS from 2018/19 onwards is shown in the following table:-

	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2022/22 £000</b>	<b>Total £000</b>
Corporate Services	2,043	301	0	0	2,344
Children, Schools & Families	489	429	0	0	918
Environment & Regeneration	1,358	650	0	0	2,008
Community & Housing	3,128	339	0	0	3,467
<b>Total</b>	<b>7,018</b>	<b>1,719</b>	<b>0</b>	<b>0</b>	<b>8,737</b>
<b>Cumulative total</b>	<b>7,018</b>	<b>8,737</b>	<b>8,737</b>	<b>8,737</b>	

3.2 Monitoring of the delivery of savings is important and it is essential to recognise as quickly as possible where circumstances change and savings previously agreed are either not achievable in full or in part or are delayed. The following changes to agreed savings are proposed in this report:-

3.2.1 Environment and Regeneration

There is a need to amend some savings previously agreed which are now seen to be undeliverable. The majority of these are in Development Control/Building Control where the slowdown in the economy and reduction in fee income has affected our income levels . In addition we have struggled to absorb the service changes without a significant impact on performance . Without the promised increase in planning fee charges proposed by Government earlier this year but yet to materialise we need to amend these savings . In addition some income assumptions in greenspaces have been over optimistic and whilst possible in the longer term will take more time to ramp up to.

A new saving, which will contribute towards meeting E&R's future savings target is also attached.

3.2.2 Further details of the proposed amendments to previously agreed savings and the new saving are provided in Appendix 1.

3.2.3 Equalities Assessments are included as Appendix 4.

3.3 Summary

The overall effect of the proposed amendments is set out in the following table:-

<b>SUMMARY (cumulative)</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Total £000</b>
Corporate Services	0	0	0	0	0
Children, Schools & Families	0	0	0	0	0
Environment & Regeneration	0	300	0	0	300
Community & Housing	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>300</b>
<b>Net Cumulative total</b>	<b>0</b>	<b>300</b>	<b>300</b>	<b>300</b>	

4. **Treasury Management: Capital Financing Costs and Investment income**

4.1 The report to Cabinet in September 2017 provided information on the capital financing costs of the Capital Programme based on the July monitoring position.

#### 4.2 Investment Income

There are two key factors that impact on the level of investment income that the Council can generate:-

- The amount invested
- The interest rate that is achieved

Based on latest information, the projected levels of investment income over the period of the MTFs have been revised. The following table show the latest projections compared with the amounts included in the MTFs approved by Cabinet in September 2017:-

<b>Investment Income</b>	<b>2018/19 Estimate £'000</b>	<b>2019/20 Estimate £'000</b>	<b>2020/21 Estimate £'000</b>	<b>2021/22 Estimate £'000</b>
MTFS (Cabinet September 2017)	(393)	(283)	(258)	*(1,184)
Latest projections	(566)	(452)	(428)	*(1,355)
Change	(173)	(169)	(170)	(171)

\* Includes interest on Property Company loan

#### 4.3 **Capital Programme for 2018-22**

This report includes the latest information on the draft Capital Programme 2018-22 based on August monitoring information including the addition of new schemes commencing in 2021/22. An indicative programme for 2022-27 is also provided. The draft programme is set out in Appendix 3.

4.4 The bidding process for 2021/22 was launched on 26 June 2017.

4.5 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2017 monitoring information, are as follows:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme	64,274	31,360	9,280	8,569
Revenue Implications (net of investment income)	11,333	13,636	14,870	13,857

4.6 The change in the capital programme since that reported to Cabinet on 18 September 2017, based on July 2017 monitoring information, is summarised in the following table:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme:				
- Cabinet 18 September 2017	60,004	30,200	9,222	8,661
- Revised Position with Slippage revisions and new schemes	64,274	31,360	9,280	8,569
Change	4,270	1,160	58	(92)
Revenue impact (net of investment income)				
Cabinet 18 September 2017	11,506	13,567	14,731	13,717
Revised	11,333	13,636	14,870	13,857
Change	(173)	69	139	140

- 4.6 The programme has been rigorously reviewed and reduced where appropriate. The changes made to the programme are detailed within Appendix 3, along with movements when compared to the current programme. This review is continuing and it is envisaged that further information will be presented to December 2017 Cabinet.

## 5. Update to MTFS 2018-22

- 5.1 If the changes outlined in this report are agreed the forecast budget gap over the MTFS period is:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
<b>Budget Gap in MTFS</b>	<b>0</b>	<b>5,215</b>	<b>20,742</b>	<b>21,571</b>

- 5.2 A more detailed MTFS is included as Appendix 2.
- 5.3 It is anticipated that new revenue savings/income proposals and revisions to the capital programme will continue to be identified during the business planning process and these will be included in future reports to Cabinet in accordance with the agreed timetable and these will go onto Overview and Scrutiny Panels and the Commission in January 2018.

## 6. Alternative Options

- 6.1 The range of options available to the Council relating to the Business Plan 2018-22 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

## 7. Consultation Undertaken or Proposed

7.1 All relevant bodies have been consulted.

7.2 The details in this report will be considered by the Overview and Scrutiny Panels and Commission on the following dates:-

Sustainable Communities	2 November 2017
Healthier Communities and Older People	7 November 2017
Children and Younger People	8 November 2017
Overview and Scrutiny Commission	15 November 2017

7.3 As for 2017/18, it is proposed that a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2017 that can be brought to all Scrutiny and Cabinet meetings from 10 January 2018 onwards and to Budget Council. This makes the information more manageable for councillors and ensures that only one version of those documents is available so referring to page numbers at meetings is easier. It considerably reduces printing costs and reduces the amount of printing that needs to take place immediately prior to Budget Council.

7.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

## 8. Timetable

8.1 In accordance with current financial reporting timetables.

8.2 The proposed timetable for developing the business plan and service plans was approved by Cabinet on 18 September 2017.

## 9. Financial, resource and property implications

9.1 As contained in the body of the report.

9.2 The Chancellor of the Exchequer has announced that there will be an Autumn Budget published on 22 November 2017. The Autumn Budget sets out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility (OBR). Overall funding allocations for local government will be notified in the review but details of provisional funding allocations for each local authority will not be known until the provisional Local Government Finance Settlement is published in mid/late December 2017.

**10. Legal and statutory implications**

10.1 As outlined in the report.

**11. Human rights, equalities and community cohesion implications**

11.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2018 – 2022.

11.2 Equalities Assessments for replacement savings are provided in Appendix 4.

**12. Crime and Disorder Implications**

12.1 Not applicable.

**13. Risk Management and health and safety implications**

13.1 There is a specific key strategic risk for the Business Plan, which is monitored in line with the corporate risk monitoring timetable.

**14. Appendices – The following documents are to be published with this Report and form part of the Report.**

Appendix 1 – Proposed Amendments to previously agreed savings

Appendix 2 – Latest draft MTFS 2018-22

Appendix 3 – Draft Capital Programme 2018-22

Appendix 4 - Equalities analyses for new saving

**15. Background Papers**

15.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budgetary Control and Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

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### E&R Swap/Alternative Savings

#### Introduction

As at Period 5 (August), we are reporting to DMT and Cabinet the following shortfall against our agreed savings:-

YEAR IMPLEMENTED	AMOUNT (£'000)
2016/17	612
2017/18	1,447
2018/19	709
<b>TOTAL</b>	<b>2,768</b>

Some of this shortfall may be achieved next year but it appears that, for whatever reason, a significant proportion simply cannot be achieved.

Therefore, we need to take this opportunity to mitigate these saving shortfalls as far as possible. Due to the scale of savings in question the mitigating action may arise from other areas/services that can assist with meeting the department's targets.

#### Pressures

The majority of 'at risk' savings relate to Sustainable Communities, notably Development and Building Control (D&BC) but other pockets of unachievable savings exist across the department. The below tables show the key savings that are currently at risk.

#### Savings implemented in 2016/17

Ref	Section	Description of Saving	Savings Required £000	2017/18 Expected Shortfall £000	17/18 RAG
E&R33a	D&BC	Various D&BC Budgets - Increase in income from commercialisation of services	75	75	R
E&R39	Future Merton	Pre-application income. This is in addition to any previous pre-app savings proposal.	50	50	R
E&R10	Parking Services	Back office reorganisation	80	80	R
E&R21	Waste Services	HRRC Site operations procured to external provider. Contractual savings.	30	30	R
<b>Total Environment and Regeneration Savings 2016</b>			<b>235</b>	<b>235</b>	



Savings implemented in 2017/18

Ref	Section	Description of Saving	2017/18 Savings Required	2017/18 Expected Shortfall £00	17/18 RAG
D&BC1	D&BC	Fast track of householder planning applications	55	55	R
D&BC2	D&BC	Growth in PPA and Pre-app income	50	50	R
D&BC3	D&BC	Commercialisation of building control	50	50	R
D&BC5	D&BC	Eliminate the Planning Duty service (both face to face and dedicated phone line) within D&BC	35	35	R
D&BC6	D&BC	Stop sending consultation letters on applications and erect site notices only	10	10	R
ENV20	D&BC	Increased income from building control services.	35	35	R
ENV06	Parking Services	Reduction in transport related budgets	46	46	R
ENV18	Greenspaces	Increased income from events in parks	100	100	R
<b>Total Environment and Regeneration Savings 2017/18</b>			<b>381</b>	<b>381</b>	

Savings to be implemented in 2018/19

Ref	Section	Description of Saving	2018/19 £000	2018/19 Deliverability Risk RAG
D&BC7	D&BC	Shared service collaboration with Kingston/Sutton	50	R
D&BC8	D&BC	Review of service through shared service discussions	274	R
<b>TOTAL</b>			<b>324</b>	

**Proposal**

The main opportunities to assist with mitigating these pressures relate to Parking Services, as follows:-

- ENV33 = £250k saving implemented this year relating to the diesel surcharge is being exceeded by c£290k. With the permit fee increasing to £115 next year, the surplus should increase to around £440k.
- E&R8 = £500k growth currently built in to Medium term Financial Strategy (MTFS) for 2018/19

This provides the department with a total budget of £940k that can be used to help offset the department's above pressures. Therefore, it is proposed that:-

- E&R8 will be used as a swap saving
- The diesel surcharge surplus will be used as an alternative saving – an Equalities Assessment is provided in Appendix 4.

This income forms part of the On-Street Parking Account maintained by the Council. Any surpluses on the account can only be applied towards the specific purposes set out in section 55 of the Road Traffic Regulation Act 1984. For example, in 2016/17 the surplus was notionally applied to concessionary fares.

The details of the Parking Account are included within the annual Statement of Accounts, and reported to the Mayor for London.

The above savings relate to income that will be included as part of the 2017/18 Parking Account in the usual manner. The associated surpluses have materialised through existing pricing structures, either agreed by Cabinet (diesel surcharge) or the Secretary of State (Penalty Charge Notices), primarily aimed at improving both driver behaviour and air quality, and reducing congestion within the borough. The Council currently utilises significant General Fund resources for transport related costs.

The following table demonstrates that the additional £440k will fund specific purposes as per the Road Traffic Regulation Act 1984:-

	£000
Parking Surplus	(7,554)
Spend on Concessionary Fares	9,319
Amount over and above Surplus applied	1,765
Additional Parking income	(440)
Revised Amount above surplus	1,325

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	<p><b>Leisure &amp; Culture</b></p> <p>Two year extension of the GLL contract Extend continuity of service provision with same contractor for 2 further years.</p> <p><b>None</b></p> <p>Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by two years</p> <p><b>Business Plan implications</b></p> <p>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.</p> <p><b>Impact on other departments</b></p> <p>Continuity of service maintained with existing contractual arrangements.</p> <p><b>Equalities Implications</b></p> <p>Contract change creating efficiencies. Key officer across council will be involved in the detail of the changes to ensure delivery.</p>	573			300	Med	Low	SP1

**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

Previously Agreed Savings

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

DEPARTMENT : ENVIRONMENT AND REGENERATION SAVINGS

Ref	Service/Section Description	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
D&BC1	<p><b>Building and Development Control</b>                      Fast track of householder planning applications                      New processes to be implemented and securely embedded                      None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation.                      Increased income                      None                      None                      In line with TOM proposals</p> <p><b>Business Plan implications</b>                      Impact on other departments                      Equalities Implications                      TOM Implications</p>	<p><b>Building and Development Control</b>                      Fast track of householder planning applications                      New processes to be implemented and securely embedded                      None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation.                      Increased income                      None                      None                      In line with TOM proposals</p>		55		Low	Low	SI2
D&BC2	<p><b>Building and Development Control</b>                      Growth in PPA and Pre-app income                      Responsiveness to service requests should not change.                      As the service/income improves extra staffing will be needed and funded from a proportion of that extra income.                      Increased income                      Future Merton could also need to adjust staffing accordingly                      none                      In line with TOM proposals</p> <p><b>Business Plan implications</b>                      Impact on other departments                      Equalities Implications                      TOM Implications</p>	<p><b>Building and Development Control</b>                      Growth in PPA and Pre-app income                      Responsiveness to service requests should not change.                      As the service/income improves extra staffing will be needed and funded from a proportion of that extra income.                      Increased income                      Future Merton could also need to adjust staffing accordingly                      none                      In line with TOM proposals</p>		50		Med	Low	SI2
D&BC3	<p><b>Building and Development Control</b>                      Commercialisation of building control                      This has so far proven difficult mainly due to recruitment issues                      Will need an invest to save with any additional staff funded by some of the increased income generation                      Increased income                      None . Expanded team could better support other internal users                      None                      Integral part of the TOM for BC</p> <p><b>Service/Section Description</b>                      Service Implication                      Staffing Implications                      Business Plan implications                      Impact on other departments                      Equalities Implications                      TOM Implications</p>	<p><b>Building and Development Control</b>                      Commercialisation of building control                      This has so far proven difficult mainly due to recruitment issues                      Will need an invest to save with any additional staff funded by some of the increased income generation                      Increased income                      None . Expanded team could better support other internal users                      None                      Integral part of the TOM for BC</p>		50		High	Low	SI2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ENV18	<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></p> <p>Increased income from events in parks</p> <p>Increased income through a broader range of commercial opportunities - over and above those previously agreed.</p> <p>Some unquantified extra resource likely to be required, linked to the business case for each initiative.</p> <p>In line with the TOM outcomes</p> <p>None</p> <p>None</p> <p>In line with the TOM direction of travel</p> <p><b>Development &amp; Building Control</b></p> <p>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</p> <p>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>		100		Med	Med	SI2
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>Building and Development Control</b></p> <p>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.</p> <p>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>		35	50	Med	Low	SI2
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></p> <p>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.</p> <p>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>				Low	Low	SI2

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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



**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
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**Swap Saving**

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
E&R8	<b>Service/Section Description</b>	<b>Parking Services - ORIGINALLY A GROWTH ITEM</b> In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.			500	Med	High	S12
	<b>Service Implication</b>	Improvement of traffic enforcement efficiency and compliance by motorists						
	<b>Staffing Implications</b>	Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%						
	<b>Business Plan implications impact on other departments</b>	Increase in fines from PCNs and expenditure and a need for more accommodation Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure						
	<b>Equalities Implications</b>	None						

**Alternative Saving**

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ALT1	<b>Service/Section Description</b>	<b>Parking Services/Regulatory Services Partnership</b> The further development of the emissions based charging policy by way of increased charges applicable to resident/business permits as a means of continuing to tackle the significant and ongoing issue of poor air quality in the borough. Will have no impact on service although the permit issuing system will need to be capable of accommodating changes to the price/varieties of permits.			440	Med	Med	S12
	<b>Service Implication</b>	None						
	<b>Staffing Implications</b>	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.						
	<b>Business Plan implications</b>	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.						
	<b>Impact on other departments</b>	None anticipated as vehicle emissions has no known correlation with equalities groups						
	<b>Equalities Implications</b>	Both service area TOMS (Parking & RSP) are committed to taking traffic congestion and improving air quality. The proposal is entirely consistent with these aims.						
	<b>TOM Implications</b>		0	0	940			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	<b>Savings Type</b>	<b>Panel</b>					
SI1	Income - increase in current level of charges	C&YP				Children & Young People	
SI2	Income - increase arising from expansion of existing service/new service	CC				Corporate Capacity	
SS2	Staffing: reduction in costs due to deletion/reduction in service	HC&OP				Healthier Communities & Older People	
SNS1	Non - Staffing: reduction in costs due to efficiency	SC				Sustainable Communities	
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service						
SP1	Procurement / Third Party arrangements - efficiency						
SP2	Procurement / Third Party arrangements - deletion/reduction in service						
SG1	Grants: Existing service funded by new grant						
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant						
SPROP	Reduction in Property related costs						

<b>DRAFT MTFS 2018-22:</b>				
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Departmental Base Budget 2017/18</b>	<b>151,131</b>	<b>151,131</b>	<b>151,131</b>	<b>151,131</b>
Inflation (Pay, Prices)	3,816	7,632	10,669	13,706
Autoenrolment/Nat. ins changes	315	315	315	315
FYE – Previous Years Savings	(7,018)	(8,737)	(8,737)	(8,737)
FYE – Previous Years Growth	974	(1,532)	(1,032)	(1,032)
Amendments to previously agreed savings	0	0	0	0
Change in Net Appropriations to/(from) Reserves	(1,257)	(993)	(851)	(984)
Taxi card/Concessionary Fares	450	900	1,350	1,800
Change in depreciation/Impairment (Contra Other Corporate items)	0	0	0	0
Growth	0	0	0	0
Other	1,360	1,436	3,323	3,604
<b>Re-Priced Departmental Budget</b>	<b>149,770</b>	<b>150,151</b>	<b>156,167</b>	<b>159,802</b>
Treasury/Capital financing	7,885	12,135	13,510	12,631
Pensions	3,469	3,552	3,635	3,718
Other Corporate items	(18,528)	(18,866)	(18,652)	(18,661)
Levies	614	614	614	614
<b>Sub-total: Corporate provisions</b>	<b>(6,560)</b>	<b>(2,565)</b>	<b>(893)</b>	<b>(1,698)</b>
<b>Sub-total: Repriced Departmental Budget + Corporate Provisions</b>	<b>143,211</b>	<b>147,587</b>	<b>155,274</b>	<b>158,104</b>
Savings/Income Proposals 2018/19	0	(300)	(300)	(300)
<b>Sub-total</b>	<b>143,211</b>	<b>147,287</b>	<b>154,974</b>	<b>157,804</b>
Appropriation to/from departmental reserves	173	(92)	(234)	(100)
Appropriation to/from Balancing the Budget Reserve	(1,977)	(3,473)	0	0
<b>BUDGET REQUIREMENT</b>	<b>141,406</b>	<b>143,722</b>	<b>154,740</b>	<b>157,704</b>
<b>Funded by:</b>				
Revenue Support Grant	(10,071)	(5,076)	0	0
Business Rates (inc. Section 31 grant)	(36,304)	(37,176)	(37,725)	(38,285)
Adult Social Care Improved BCF - Budget 2017	(2,115)	(1,054)	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(3,110)	(2,984)	(2,000)	(1,500)
Council Tax inc. WPC	(85,382)	(87,420)	(89,477)	(91,552)
Collection Fund – (Surplus)/Deficit	372	0	0	0
<b>TOTAL FUNDING</b>	<b>(141,406)</b>	<b>(138,507)</b>	<b>(133,999)</b>	<b>(136,134)</b>
<b>GAP including Use of Reserves (Cumulative)</b>	<b>0</b>	<b>5,215</b>	<b>20,742</b>	<b>21,571</b>

## Capital Programme as at August 2017

## APPENDIX 3

	Approved 2018/19	Approved 2019/20	Approved 2020/21	Indicative 2021/22	Indicative 2022/23	Indicative 2023/24	Indicative 2024/25	Indicative 2025/26	Indicative 2026/27
<b>Capital</b>	<b>58,162</b>	<b>26,380</b>	<b>8,432</b>	<b>8,944</b>	<b>7,457</b>	<b>9,852</b>	<b>7,869</b>	<b>13,855</b>	<b>6,902</b>
<b>Corporate Services</b>	<b>16,798</b>	<b>10,626</b>	<b>2,135</b>	<b>3,962</b>	<b>2,510</b>	<b>4,800</b>	<b>2,862</b>	<b>4,560</b>	<b>1,920</b>
<b>Business Improvement</b>	<b>1,362</b>	<b>0</b>	<b>0</b>	<b>2,042</b>	<b>100</b>	<b>3,075</b>	<b>682</b>	<b>2,550</b>	<b>0</b>
Customer Contact Programme	0	0	0	2,000	0	900	0	2,000	0
IT Systems Projects	1,012	0	0	42	100	75	682	550	0
Social Care IT System	350	0	0	0	0	2,100	0	0	0
<b>Facilities Management Total</b>	<b>1,250</b>	<b>1,250</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>
Works to other buildings	300	650	650	650	650	650	650	650	650
Civic Centre	300	300	0	0	0	0	0	0	0
Invest to Save schemes	300	300	300	300	300	300	300	300	300
Water Safety Works	100	0	0	0	0	0	0	0	0
Asbestos Safety Works	250	0	0	0	0	0	0	0	0
<b>Infrastructure &amp; Transactions</b>	<b>1,085</b>	<b>630</b>	<b>1,060</b>	<b>970</b>	<b>760</b>	<b>775</b>	<b>630</b>	<b>1,060</b>	<b>970</b>
Planned Replacement Programme	1,085	630	1,060	970	760	775	630	1,060	970
<b>Resources</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Financial System	0	0	0	0	700	0	0	0	0
ePayments System	0	0	125	0	0	0	0	0	0
<b>Corporate Items</b>	<b>13,101</b>	<b>8,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>
Acquisitions Budget	5,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Multi Functioning Device (MFD)	0	600	0	0	0	0	600	0	0
Housing Company	8,101	8,146	0	0	0	0	0	0	0
CPOs Morden									
<b>Community and Housing</b>	<b>629</b>	<b>480</b>	<b>630</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>630</b>	<b>280</b>
<b>Housing</b>	<b>629</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>
Disabled Facilities Grant	629	280	280	280	280	280	280	280	280
<b>Libraries</b>	<b>0</b>	<b>200</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>0</b>
Library Enhancement Works	0	200	0	0	0	0	0	350	0
Major Library Projects	0	0	350	0	0	0	0	0	0
<b>Children Schools &amp; Families</b>	<b>16,905</b>	<b>7,536</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>755</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>Primary Schools</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
Schs Cap Maint & Accessibility	650	650	650	650	650	650	650	650	650
<b>Secondary School</b>	<b>8,847</b>	<b>5,781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Harris Academy Morden	2,194	800	0	0	0	0	0	0	0
Harris Academy Merton	100	0	0	0	0	0	0	0	0
St Mark's Academy	1,624	3,681	0	0	0	0	0	0	0
Harris Academy Wimbledon	4,930	1,300	0	0	0	0	0	0	0
<b>SEN</b>	<b>7,304</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Perseid	650	0	0	0	0	0	0	0	0
Secondary School Autism Unit	1,330	0	0	0	0	0	0	0	0
Unlocated SEN	5,324	1,000	0	0	0	0	0	0	0
<b>CSF Schemes</b>	<b>104</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>
Admissions IT System	0	105	0	0	0	105	0	0	0
Capital Loans to schools	104	0	0	0	0	0	0	0	0
<b>Environment and Regeneration</b>	<b>23,830</b>	<b>7,738</b>	<b>5,017</b>	<b>4,052</b>	<b>4,017</b>	<b>4,017</b>	<b>4,077</b>	<b>8,015</b>	<b>4,052</b>
<b>Public Protection and Developm</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>
Parking Improvements	0	60	0	0	0	0	60	0	0
Public Protection and Developm	0	0	0	35	0	0	0	0	35
<b>Street Scene &amp; Waste</b>	<b>5,790</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>4,338</b>	<b>340</b>
Fleet Vehicles	400	300	300	300	300	300	300	300	300
Alley Gating Scheme	40	40	40	40	40	40	40	40	40
Smart Bin Leases - Street Scen	6	0	0	0	0	0	0	0	0
Waste SLWP	5,344	0	0	0	0	0	0	3,998	0
<b>Sustainable Communities</b>	<b>18,041</b>	<b>7,338</b>	<b>4,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>
Street Trees	60	60	60	60	60	60	60	60	60
Highways & Footways	3,581	3,067	3,067	3,067	3,067	3,067	3,067	3,067	3,067
Unallocated TfI	1,865	0	0	0	0	0	0	0	0
Mitcham Area Regeneration	2,032	301	0	0	0	0	0	0	0
Morden Area Regeneration	3,000	3,000	1,000	0	0	0	0	0	0
Morden Leisure Centre	4,501	169	0	0	0	0	0	0	0
Sports Facilities	1,550	250	250	250	250	250	250	250	250
Parks	1,452	491	300	300	300	300	300	200	300

Proposed Capital Programme as at August 2017 with Bids APPENDIX 3

	Proposed 2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed Indicative 2022/23	Proposed Indicative 2023/24	Proposed Indicative 2024/25	Proposed Indicative 2025/26	Proposed Indicative 2026/27
<b>Capital</b>	<b>59,212</b>	<b>26,630</b>	<b>8,432</b>	<b>8,844</b>	<b>7,697</b>	<b>8,952</b>	<b>7,869</b>	<b>12,855</b>	<b>7,902</b>
<b>Corporate Services</b>	<b>17,848</b>	<b>10,876</b>	<b>2,135</b>	<b>3,862</b>	<b>2,650</b>	<b>3,900</b>	<b>2,862</b>	<b>3,560</b>	<b>2,920</b>
<b>Business Improvement</b>	<b>2,412</b>	<b>250</b>	<b>0</b>	<b>1,942</b>	<b>100</b>	<b>2,175</b>	<b>682</b>	<b>1,550</b>	<b>1,000</b>
Customer Contact Programme	1,050	250	0	1,900	0	0	0	1,000	1,000
IT Systems Projects	1,012	0	0	42	100	75	682	550	0
Social Care IT System	350	0	0	0	0	2,100	0	0	0
<b>Facilities Management Total</b>	<b>1,250</b>	<b>1,250</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>
Works to other buildings	300	650	650	650	650	650	650	650	650
Civic Centre	300	300	0	0	0	0	0	0	0
Invest to Save schemes	300	300	300	300	300	300	300	300	300
Water Safety Works	100	0	0	0	0	0	0	0	0
Asbestos Safety Works	250	0	0	0	0	0	0	0	0
<b>Infrastructure &amp; Transactions</b>	<b>1,085</b>	<b>630</b>	<b>1,060</b>	<b>970</b>	<b>900</b>	<b>775</b>	<b>630</b>	<b>1,060</b>	<b>970</b>
Planned Replacement Programme	1,085	630	1,060	970	900	775	630	1,060	970
<b>Resources</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Financial System	0	0	0	0	700	0	0	0	0
ePayments System	0	0	125	0	0	0	0	0	0
<b>Corporate Items</b>	<b>13,101</b>	<b>8,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>
Acquisitions Budget	5,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Multi Functioning Device (MFD)	0	600	0	0	0	0	600	0	0
Housing Company	8,101	8,146	0	0	0	0	0	0	0
CPOs Morden									
<b>Community and Housing</b>	<b>629</b>	<b>480</b>	<b>630</b>	<b>280</b>	<b>380</b>	<b>280</b>	<b>280</b>	<b>630</b>	<b>280</b>
<b>Housing</b>	<b>629</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>
Disabled Facilities Grant	629	280	280	280	280	280	280	280	280
<b>Libraries</b>	<b>0</b>	<b>200</b>	<b>350</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>0</b>
Library Enhancement Works	0	200	0	0	0	0	0	350	0
Major Library Projects	0	0	350	0	0	0	0	0	0
<b>Children Schools &amp; Families</b>	<b>16,905</b>	<b>7,536</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>755</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>Primary Schools</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
Schs Cap Maint & Accessibility	650	650	650	650	650	650	650	650	650
<b>Secondary School</b>	<b>8,847</b>	<b>5,781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Harris Academy Morden	2,194	800	0	0	0	0	0	0	0
Harris Academy Merton	100	0	0	0	0	0	0	0	0
St Mark's Academy	1,624	3,681	0	0	0	0	0	0	0
Harris Academy Wimbledon	4,930	1,300	0	0	0	0	0	0	0
<b>SEN</b>	<b>7,304</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Perseid	650	0	0	0	0	0	0	0	0
Secondary School Autism Unit	1,330	0	0	0	0	0	0	0	0
Unlocated SEN	5,324	1,000	0	0	0	0	0	0	0
<b>CSF Schemes</b>	<b>104</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>
Admissions IT System	0	105	0	0	0	105	0	0	0
Capital Loans to schools	104	0	0	0	0	0	0	0	0
<b>Environment and Regeneration</b>	<b>23,830</b>	<b>7,738</b>	<b>5,017</b>	<b>4,052</b>	<b>4,017</b>	<b>4,017</b>	<b>4,077</b>	<b>8,015</b>	<b>4,052</b>
<b>Public Protection and Developm</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>
Parking Improvements	0	60	0	0	0	0	60	0	0
Public Protection and Developm	0	0	0	35	0	0	0	0	35
<b>Street Scene &amp; Waste</b>	<b>5,790</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>4,338</b>	<b>340</b>
Fleet Vehicles	400	300	300	300	300	300	300	300	300
Alley Gating Scheme	40	40	40	40	40	40	40	40	40
Smart Bin Leases - Street Scen	6	0	0	0	0	0	0	0	0
Waste SLWP	5,344	0	0	0	0	0	0	3,998	0
<b>Sustainable Communities</b>	<b>18,041</b>	<b>7,338</b>	<b>4,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>
Street Trees	60	60	60	60	60	60	60	60	60
Highways & Footways	3,581	3,067	3,067	3,067	3,067	3,067	3,067	3,067	3,067
Unallocated TfI	1,865	0	0	0	0	0	0	0	0
Mitcham Area Regeneration	2,032	301	0	0	0	0	0	0	0
Morden Area Regeneration	3,000	3,000	1,000	0	0	0	0	0	0
Morden Leisure Centre	4,501	169	0	0	0	0	0	0	0
Sports Facilities	1,550	250	250	250	250	250	250	250	250
Parks	1,452	491	300	300	300	300	300	2100	300

## Variance between Proposed and Approved Programme

APPENDIX 3

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Capital</b>	1,050	250	0	(100)	240	(900)	0	(1,000)	1,000
<b>Corporate Services</b>	1,050	250	0	(100)	140	(900)	0	(1,000)	1,000
<b>Business Improvement</b>	1,050	250	0	(100)	0	(900)	0	(1,000)	1,000
Customer Contact Programme	1,050	250	0	(100)	0	(900)	0	(1,000)	1,000
IT Systems Projects	0	0	0	0	0	0	0	0	0
Social Care IT System	0	0	0	0	0	0	0	0	0
<b>Facilities Management Total</b>	0	0	0	0	0	0	0	0	0
Works to other buildings	0	0	0	0	0	0	0	0	0
Civic Centre	0	0	0	0	0	0	0	0	0
Invest to Save schemes	0	0	0	0	0	0	0	0	0
Water Safety Works	0	0	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0	0	0
<b>Infrastructure &amp; Transactions</b>	0	0	0	0	140	0	0	0	0
Planned Replacement Programme	0	0	0	0	140	0	0	0	0
<b>Resources</b>	0	0	0	0	0	0	0	0	0
Financial System	0	0	0	0	0	0	0	0	0
ePayments System	0	0	0	0	0	0	0	0	0
<b>Corporate Items</b>	0	0	0	0	0	0	0	0	0
Acquisitions Budget	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Multi Functioning Device (MFD)	0	0	0	0	0	0	0	0	0
Housing Company	0	0	0	0	0	0	0	0	0
CPOs Morden									
<b>Community and Housing</b>	0	0	0	0	100	0	0	0	0
<b>Housing</b>	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0
<b>Libraries</b>	0	0	0	0	100	0	0	0	0
Library Enhancement Works	0	0	0	0	0	0	0	0	0
Major Library Projects	0	0	0	0	0	0	0	0	0
<b>Children Schools &amp; Families</b>	0	0	0	0	0	0	0	0	0
<b>Primary Schools</b>	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	0	0	0	0	0	0	0	0	0
<b>Secondary School</b>	0	0	0	0	0	0	0	0	0
Harris Academy Morden	0	0	0	0	0	0	0	0	0
Harris Academy Merton	0	0	0	0	0	0	0	0	0
St Mark's Academy	0	0	0	0	0	0	0	0	0
Harris Academy Wimbledon	0	0	0	0	0	0	0	0	0
<b>SEN</b>	0	0	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0	0	0	0	0
Unlocated SEN	0	0	0	0	0	0	0	0	0
<b>CSF Schemes</b>	0	0	0	0	0	0	0	0	0
Admissions IT System	0	0	0	0	0	0	0	0	0
Capital Loans to schools	0	0	0	0	0	0	0	0	0
<b>Environment and Regeneration</b>	0	0	0	0	0	0	0	0	0
<b>Public Protection and Developm</b>	0	0	0	0	0	0	0	0	0
Parking Improvements	0	0	0	0	0	0	0	0	0
Public Protection and Developm	0	0	0	0	0	0	0	0	0
<b>Street Scene &amp; Waste</b>	0	0	0	0	0	0	0	0	0
Fleet Vehicles	0	0	0	0	0	0	0	0	0
Alley Gating Scheme	0	0	0	0	0	0	0	0	0
Smart Bin Leases - Street Scen	0	0	0	0	0	0	0	0	0
Waste SLWP	0	0	0	0	0	0	0	0	0
<b>Sustainable Communities</b>	0	0	0	0	0	0	0	0	0
Street Trees	0	0	0	0	0	0	0	0	0
Highways & Footways	0	0	0	0	0	0	0	0	0
Unallocated TfI	0	0	0	0	0	0	0	0	0
Mitcham Area Regeneration	0	0	0	0	0	0	0	0	0
Morden Area Regeneration	0	0	0	0	0	0	0	0	0
Morden Leisure Centre	0	0	0	0	0	0	0	0	0
Sports Facilities	0	0	0	0	0	0	0	0	0
Parks	0	0	0	0	0	0	0	0	0

# Equality Analysis – ENR10 – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the <a href="#">intranet</a> .	
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> <p>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.</p>
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 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>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>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 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><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><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 Pan**

**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.

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

**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.

<p><b>Stage 6: Monitoring</b>                  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.</p>	
<p><b>How will you monitor the impact of the proposal once it has been implemented?</b></p>	<p>Monitoring will be done through the leisure management contract monitoring processes within existing business practices</p>
<p><b>How often will you do this?</b></p>	<p>Quarterly through formal meetings, otherwise through day to day working and business operations.</p>

**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)**

<p><b>Summary of the assessment</b></p> <ul style="list-style-type: none"> <li>➤ What are the key impacts – both negative and positive?</li> <li>➤ What course of action are you advising as a result of this assessment?</li> <li>➤ Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?</li> </ul>	<p><b>Summary of the key findings:</b></p> <p>None.</p>
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**Stage 8: Sign off by Head of Service**

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



# Equality Analysis

## 06 E&R Parking Services (Ref No. TBC)

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

<p><b>Stage 1: Overview</b></p>	
<p>Name and job title of lead officer</p>	<p>Paul Walshe Head of Parking and CCTV Services</p>
<p>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>	<p>To encourage cleaner air quality and contribute to the public health agenda</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>To improve the health of the Community.</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>Residents, Businesses and Trade who purchase a parking permit</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 responsibility is not shared with any other department. The section will work closely with the Shared Regulatory Service Pollution Team when implementing the proposal.</p>

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	x			x	Healthy environment
Disability	X			x	No surcharge will be applied to a vehicle used by a Blue Badge holder
Gender Reassignment	X			x	Healthy environment
Marriage and Civil Partnership	X			x	Healthy environment
Pregnancy and Maternity	X			x	Healthy environment
Race	X			x	Healthy environment
Religion/ belief	X			x	Healthy environment
Sex (Gender)	X			x	Healthy environment
Sexual orientation	X			x	Healthy environment
Socio-economic status		X		x	The increase in costs may affect this group

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

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

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

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

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