

## **CABINET**

**11 December 2017**

**Agenda item:**

**Business Plan Update 2018-2022**

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

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

**Contact officer:** Roger Kershaw

**Urgent report:**

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

**Recommendations:**

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

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

## 2. DETAILS

### Introduction

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

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

## 2.3 **Review of Assumptions**

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

### 2.3.1 Pay

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

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

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

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

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

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

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

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

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

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

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

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

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

### 2.3.2 Prices

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

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

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

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

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

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

#### Outlook for inflation:

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

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

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

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

**Table 11: Forecasts for the UK Economy**

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

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

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

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

**2.3.3 Inflation > 1.5%:**

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

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

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

2.3.4 Income

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

2.3.5 Taxicards and Freedom Passes

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

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

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

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

2.3.6 Revenuisation

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

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

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

### 2.3.7 Budgetary Control 2017/18 and need for growth

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

The main causes of the overspend are:-

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

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

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

\* Additional grant received

### 2.3.8 Capital Financing Costs

#### Revenue Implications of Current Capital Programme

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

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

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



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

\* includes 2017/18 and 2018/19 MRP saving

## 2.4 Forecast of Resources and Provisional Local Government Finance Settlement

### 2.4.1 Background

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

### 2.4.2 Autumn Budget 2017

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

### 2.4.3 Funding Forecasts for 2018/19 to 2021/22

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

### 2.4.4 Share of Business Rates Yield

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

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

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

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

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

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

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

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

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

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

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

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

## **2.5 London Business Rates Pilot Pool 2018-19 proposal**

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

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

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

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

**Timeline to make the pool operational**

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

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

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

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

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

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

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

**2.6 Council Tax Base**

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

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

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

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

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

## 2.7 Proposed Amendments to Previously Agreed Savings

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

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

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

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

<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	177	(103)	(74)	0	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	0	0	0	0	0
Community and Housing	930	(548)	0	0	382
<b>Total</b>	<b>1,107</b>	<b>(651)</b>	<b>(74)</b>	<b>0</b>	<b>382</b>
<b>Cumulative</b>	<b>1,107</b>	<b>456</b>	<b>382</b>	<b>382</b>	

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

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

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

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

#### 4. SAVINGS PROPOSALS 2018-22 AND SERVICE PLANNING

##### Controllable budgets and Savings Targets for 2018-22

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

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

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

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

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

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



## 4.5 Summary of progress to date

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

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

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

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

## 4.6 Service Plans

4.6.1 Draft Service Plans are included in Appendix 6.

## 4.7 Equality Assessments

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

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

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

## 5. UPDATE TO MTFS 2018-22

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

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

5.2 A more detailed MTFS is included as Appendix 4.

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

## 6. CAPITAL PROGRAMME 2018-22: UPDATE

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

6.2 The programme has been reviewed by scrutiny panels.

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

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

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

## 7. BUDGET STRATEGY

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

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

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

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

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

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

## **9. CONSULTATION UNDERTAKEN OR PROPOSED**

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

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

9.4 The pack will include:

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

## 10. **TIMETABLE**

10.1 In accordance with current financial reporting timetables.

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

11.1 All relevant implications have been addressed in the report.

## 12. **LEGAL AND STATUTORY IMPLICATIONS**

12.1 All relevant implications have been addressed in the report.

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

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

## 14. **CRIME AND DISORDER IMPLICATIONS**

14.1 Not applicable

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

15.1 Not applicable

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

**Appendix 1:** Council Tax Base 2018/19

**Appendix 2:** Proposed amendments to savings previously agreed

**Appendix 3:** New savings/income proposals 2018-22

**Appendix 4:** MTFS Update

**Appendix 5:** Capital Programme 2018-22

**Appendix 6:** Service Plans 2018-22

**Appendix 7:** Draft Equalities Assessments

**Appendix 8:** Autumn Budget 2017 – Summary of key Points

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

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

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

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

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

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

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

## **BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

### **REPORT AUTHOR**

– *Name: Roger Kershaw*

– *Tel: 020 8545 3458*

**email:** [roger.kershaw@merton.gov.uk](mailto:roger.kershaw@merton.gov.uk)



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

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

**2. ASSUMPTIONS IN THE MTFS**

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

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

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

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

2.4 Information from the October 2017 Council Tax Base Return

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

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

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

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

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

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

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

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



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

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

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

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

b) Number of Chargeable Dwellings and Exempt Dwellings

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

c) Amount of Council Tax Support Reduction

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

d) Changes in Discounts, Exemptions and Premiums

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

Summary

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

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

### 3.10 Council Tax Yield 2018/19

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

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

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

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

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

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

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

## Unachievable savings to be replaced

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS48	<b>Service Description</b>	<b>Further rationalisation of HR Services</b> 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	90	Medium	High	SS1
		<b>Service Implication</b>	HR Support - centralisation				
		<b>Staffing Implications</b>	More self service				
		<b>Business Plan implications</b>	Reduction in staff numbers				
		<b>Impact on other departments</b>	HR transactions review part of long-term HR business plans				
		<b>Equalities Implications</b>	resistance to change				
			Will impact women in the division as a high number of HR employees are female				

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

## Unachievable savings to be replaced

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

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

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

Part of £216k achieved

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

Panel	Ref	Description of Saving		2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
	<b>CSD30</b>	<b>Division</b>	<b>Human Resources</b>				
		<b>Description</b>	Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools	<b>152</b>	<b>H</b>	<b>H</b>	<b>SS2</b>
		<b>Service Implication</b>	Post reductions				
		<b>Staffing Implications</b>	No dedicated COT service				
		<b>Business Plan implications</b>	No dedicated COT service				
		<b>Impact on other departments</b>	No dedicated COT service				
		<b>Equalities Implications</b>	Impacts on female workforce				
		<b>Infrastructure &amp; Transactions</b>					
<b>O&amp;S</b>	<b>CS70</b>	<b>Description</b>	Apply a £3 administrative charge to customers requesting a hard copy paper invoice for services administered by Transactional Services team.	<b>35</b>	<b>L</b>	<b>H</b>	<b>SI2</b>
		<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				

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

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



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

## Unachievable savings to be replaced

Panel	Ref	Description of Saving	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
	CSD42	<p><b>Division Description</b> Restructure functions delete 1 AD and other elements of management</p> <p><b>Service Implication</b> Seeks to achieve economies of scale with minimal impact on services through centralisation</p> <p><b>Staffing Implications</b> TBC - rationalisation of functions will be sought</p> <p><b>Business Plan implications</b> Widen support responsibilities within the Business Systems Team</p> <p><b>Impact on other departments</b> Migrates technical support arrangements to CS. May offer some dept savings.</p> <p><b>Equalities Implications</b> None</p>	70	M	M	SS1
		<p><b>Service Description</b> Staffing support savings</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> 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.</p> <p><b>Business Plan implications</b> In line with IT Strategy</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> None</p>	13	L	L	SS1

Part of £170k achieved

## REPLACEMENT SAVINGS

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CSREP 2018-19 (1)	<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							

## REPLACEMENT SAVINGS

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 35	CSREP 2018-19 (3)	<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							
	CSREP 2018-19 (5)	<b>Service/Section</b>	<b>Revenues and Benefits</b>							
		<b>Description</b>	<b>Council tax and business rates credits</b>		220			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							

## REPLACEMENT SAVINGS

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2018-19 (6)	<b>Service/Section</b>	<b>Customer services</b>		9			L	L	SNS2
		<b>Description</b>	Reduction in running costs budgets							
		<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 36	CSREP 2018-19 (7)	<b>Service/Section</b>	<b>Translation services</b>		10		10	M	M	SI2
		<b>Description</b>	Increase in income							
		<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 (8)	<b>Service/Section</b>	<b>Corporate</b>		215		0	L	L	SI2
		<b>Description</b>	Dividend from CHAS 2013 Limited							
		<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							

## REPLACEMENT SAVINGS

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2018-19 (9)	<b>Service/Section</b>	<b>Corporate Governance</b>		11			L	L	SNS2
		<b>Description</b>	Reduction in running costs budgets							
		<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 (10)	<b>Service/Section</b>	<b>Corporate Governance</b>		25			L	L	SI2
		<b>Description</b>	SLLp - Increase in legal income							
		<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 (11)	<b>Service/Section</b>	<b>Corporate Governance</b>		50			M	L	SNS2
		<b>Description</b>	Audit and investigations							
		<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>								

## REPLACEMENT SAVINGS

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2018-19 (12)	<b>Service/Section</b>	<b>Human Resources</b>		185			L	L	SNS2
		<b>Description</b>	Reduction in posts across the department							
		<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							
	CSREP 2018-19 (13)	<b>Service/Section</b>	<b>Business Improvement - Business Systems</b>		10			H	L	SP2
		<b>Description</b>	Maintenance and Support reduction							
		<b>Service Implication</b>	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.							
		<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.							

## REPLACEMENT SAVINGS

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 39	CSREP 2018-19 (14)	<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.							
		<b>TOM Implications</b>	In line with TOM.							

## REPLACEMENT SAVINGS

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 40	CSREP 2018-19 (15)	<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							

<b>Total Replacement Savings</b>	<b>957</b>
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CORPORATE SERVICES SAVINGS - Deferred Savings

Ref	Description of Saving	Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
CSD7	<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 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.							

**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 <b>Description</b> Merton Link - efficiency savings  <b>Service Implication</b> Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology <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	613	(30)	30		M	M	SNS1
	<b>TOTAL</b>		(177)	103	74			

**Savings Type**

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

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

Panel	Ref	Description of Saving		Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-06	<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>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> <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	<b>Service Description</b>	<b>Cross Cutting</b> <b>Review of non-staffing budgets across the department</b>	824	106				Low	Low
		<b>Service Implication</b>	Further reduction in commissioning budgets due to the combining of contracts realising some savings and from reduced support budgets following service redesigns.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	No specific Implications							
		<b>Impact on other departments</b>	None.							
		<b>Equalities Implications</b>	We will continue to prioritise commissioning according to need, vulnerability and risks.							
		<b>TOM Implications</b>	Savings in line with Merton's Child and Young Person well-being model procurement approach. Resources will be allocated according to need.							
C&YP	CSF2017-02	<b>Service Description</b>	<b>Cross Cutting</b> <b>Reduction in business support unit staff</b>	141	33				Low	Low
		<b>Service Implication</b>	Reduction in administration support following the departmental DMT restructure.							
		<b>Staffing Implications</b>	Reduction of 1 posts from a total of 4 FTE.							
		<b>Business Plan implications</b>	No specific Implications							
		<b>Impact on other departments</b>	None							
		<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>	This follows on from the departmental TOM DMT restructure.							

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

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

## 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.								

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 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 align="center"><b>Shared Service Arrangement</b></p> <p>Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org.                      Opportunities for shared services have not emerged as hoped.                      Possible redundancies.                      This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.</p> <p>As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.</p>	£5,031	300	0	0	0	High	High	SS2
HC&OP	CH66	<p><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 align="center"><b>Direct Provision</b></p> <p>Look at opportunities for shared services for in-house services                      Opportunities for shared services have not emerged as hoped.</p> <p>Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time.</p> <p>None.</p> <p>Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service.</p> <p>These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	£3,886	400	0	0	0	High	High	SS2
<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



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>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Adult Social Care: Access &amp; Assessment</b>                      Transport: moving commissioned taxis to direct payments. Service users can purchase taxi journeys more cheaply than the council.                      Service users will receive the same transport levels, but delivered differently and will have more choice of taxi provider                      nil                      nil                      nil                      nil                      nil</p>	182	50	0	0	0	Medium	Medium	SNS1
	CH72	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Adult Social Care: Direct provision</b>                      Reviewing transport arrangements for in-house units, linking transport more directly to the provision and removing from the transport pool.                      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                      tbc                      This will impact on E&amp;R as C&amp;H want to withdraw from the transport pool and manage vehicles from each unit.                      Day centre users have a learning disability.                      This is a substantial project that will impact on the refresh of the C&amp;H and E&amp;R TOMs</p>	1,087	100	0	0	0	High	Medium	SNS1/2
	CH73	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Adult Mental health</b>  <b>Staffing</b>                      A review of management and staffing levels of the AMH team in line with the reductions carried out in the rest of ASC.                      A reductions in staffing to be achieved by decreased use of agency staff                      Nil                      Nil                      Mental health service users may receive a less responsive service.                      The positioning of AMH and OPMH services needs to be reviewed in the refreshed TOM</p>	1,478	100	0	0	0	Medium	Medium	SS2

DEPARTMENT:Community & Housing 2018/19- REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH74	<p><b>Service/Section Description</b>  <b>Adult Social Care Income maximisation</b>  <b>Service Implication</b>                      The implementation of the MOSAIC social care system has identified the scope to improve the identification of service users who should contribute to the costs of their care and assess them sooner, thus increasing client income. Assessed as a 3% improvement less cost of additional staffing</p> <p><b>Staffing Implications</b>                      The savings is net of increased staff costs of £90k</p> <p><b>Business Plan implications</b>                      Staffing and income budgets will need to be adjusted</p> <p><b>Impact on other departments</b>                      This may increase the workload of the corporate transactions team</p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b>                      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 Description</b>  <b>Public Health</b>                      Public Health: health related services in other budgets</p> <p><b>Service Implication</b>                      There will be reduced activity in non-statutory and lower priority programmes</p> <p><b>Staffing Implications</b>                      Nil</p> <p><b>Business Plan implications</b>                      nil</p> <p><b>Impact on other departments</b>                      nil</p> <p><b>Equalities Implications</b>                      By its nature Public Health focuses on those with poorer health outcomes, and they might receive a lower level of interventions</p> <p><b>TOM Implications</b>                      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
- SP2 Procurement / Third Party arrangements - deletion/reduction in service
- SG1 Grants: Existing service funded by new grant
- SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP Reduction in Property related costs
- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service

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

Panel	Ref	Description of Saving		Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
HC&OP	CH54 & CH20	<b>Service Description</b>	<b>Access Assessment and Commissioning staffing</b> 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 its 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>  <b>Housing Needs</b>  Staff reduction in Housing Services  Original staff savings in Housing were identified as unachievable but no alternatives were identified at that time</p> <p><b>Service Implication</b>  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>  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>  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>  This will have an impact on children's and adult's social care  BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.</p> <p><b>TOM Implications</b>  This is consistent with the existing TOM</p>	1011	118	(118)	118	0	High	High	SS2

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

Panel	Ref	Description of Saving	Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
Page 53	CH65	<p><b>Service Description</b></p> <p><b>Shared Service Arrangement</b> Reduced staffing through sharing services with neighbouring boroughs Original savings (£800k) less £100k still achievable and £600k alternatives saving</p> <p><b>Service Implication</b> 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> Possible redundancies.</p> <p><b>Business Plan implications</b> 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> 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> 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> 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> There would be potential redundancies within the in-house provision</p> <p><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.</p> <p><b>Impact on other departments</b> None</p> <p><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.</p>	1,572	99	(99)	99	0	High	High

**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> Shared services savings not achievable 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				

## PROPOSED

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 55	2018-19 CS01	<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.							

## PROPOSED

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 56	2018-19 CS03	<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 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							



**PROPOSED  
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19**

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 57	2018-19 CS04	<b>Service/Section</b>	<b>Infrastructure &amp; Transactions - Facilities Management</b>	630	36			L	M	SS2
	<b>Description</b>									
		<b>Service Implication</b>	Delete or full cost recovery of one post within FM 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							

## PROPOSED

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 58	2018-19 CS06	<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							
	2018-19 CS07	<b>Service/Section</b>	<b>Resources</b>							
		<b>Description</b>	<b>Retender of insurance contract</b>				50	25	L	L
		<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							

## PROPOSED

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

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



## PROPOSED

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

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

## PROPOSED

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 62	2018-19 CS14	<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.							

## PROPOSED

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Page 63	2018-19 CS15	<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
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## DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2017-05	<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	2018/19	2019/20	2020/21	2021/22	Risk Analysis	Risk Analysis	Type of Saving (see key)	
			17/18 £000	£000	£000	£000	Deliverability	Reputational Impact			
C&YP	CSF2017-07	<b>Service Description</b>	1,381			60		Medium	Medium	SS2	
		<b>Service Implication</b>									Review schools trade offer, raise charges or consider ceasing services from 2020.
		<b>Staffing Implications</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. 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

## 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
		<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.							

## 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	<b>64</b>		<b>30</b>		<b>Low</b>	<b>Low</b>	<b>SG2</b>
		<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							

## 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							

## 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>					<b>280</b>	<b>95</b>	<b>75</b>			

**Savings Type**

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

**Panel**

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

Panel	Ref	Notes	Description of Saving	Baseline Budget 17/18	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
<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>0</b>		

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>		500	<b>High</b>	<b>High</b>	<b>SNS2</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.					
			<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					

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>Total C&amp;H Savings target (Shortfall)/Surplus</b>							<b>6,693</b>		
							<b>(5,093)</b>		



<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)	4,387	8,849	11,907	14,965
Autoenrolment/Nat. ins changes	315	315	315	315
FYE – Previous Years Savings	(7,018)	(8,737)	(8,737)	(8,737)
FYE – Previous Years Growth	974	(1,532)	(1,032)	(1,032)
Amendments to previously agreed savings/growth	1,107	456	382	382
Change in Net Appropriations to/(from) Reserves	(1,257)	(993)	(851)	(984)
Taxi card/Concessionary Fares	450	900	1,350	1,800
Change in depreciation/Impairment (Contra Other Corporate items)	0	0	0	0
Growth	0	0	0	0
Other	1,360	1,436	3,323	3,604
<b>Re-Priced Departmental Budget</b>	<b>151,449</b>	<b>151,825</b>	<b>157,788</b>	<b>161,443</b>
Treasury/Capital financing	7,891	12,208	13,590	12,709
Pensions	3,469	3,552	3,635	3,718
Other Corporate items	(18,528)	(18,866)	(18,652)	(18,661)
Levies	614	614	614	614
<b>Sub-total: Corporate provisions</b>	<b>(6,554)</b>	<b>(2,492)</b>	<b>(813)</b>	<b>(1,620)</b>
<b>Sub-total: Repriced Departmental Budget + Corporate Provisions</b>	<b>144,895</b>	<b>149,333</b>	<b>156,974</b>	<b>159,824</b>
Savings/Income Proposals 2018/19	0	(2,094)	(3,626)	(3,741)
<b>Sub-total</b>	<b>144,895</b>	<b>147,239</b>	<b>153,348</b>	<b>156,083</b>
Appropriation to/from departmental reserves	173	(92)	(234)	(100)
Appropriation to/from Balancing the Budget Reserve	(2,120)	(3,330)	0	0
<b>BUDGET REQUIREMENT</b>	<b>142,948</b>	<b>143,817</b>	<b>153,115</b>	<b>155,983</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	(86,923)	(88,999)	(91,092)	(93,205)
Collection Fund – (Surplus)/Deficit	372	0	0	0
<b>TOTAL FUNDING</b>	<b>(142,948)</b>	<b>(140,085)</b>	<b>(135,614)</b>	<b>(137,787)</b>
<b>GAP including Use of Reserves (Cumulative)</b>	<b>0</b>	<b>3,732</b>	<b>17,500</b>	<b>18,196</b>

### Capital Investment Programme - Schemes for Approval

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

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

#### Please Note

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

**FUNDING THE CAPITAL PROGRAMME 2017-22**

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

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

## Detailed Capital Programme 2018-22

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

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

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

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

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

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

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

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## Indicative Capital Programme 2022-27

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

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## Please Note

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

### First Draft Service Plans.

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

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

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

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

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

### Index of Departmental Service and Commissioning Plans

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

\*Commissioning Plan

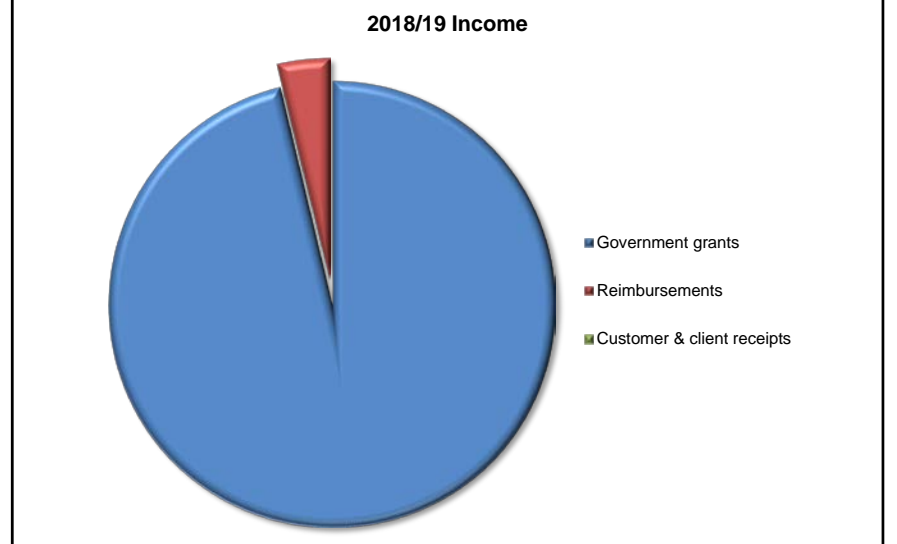
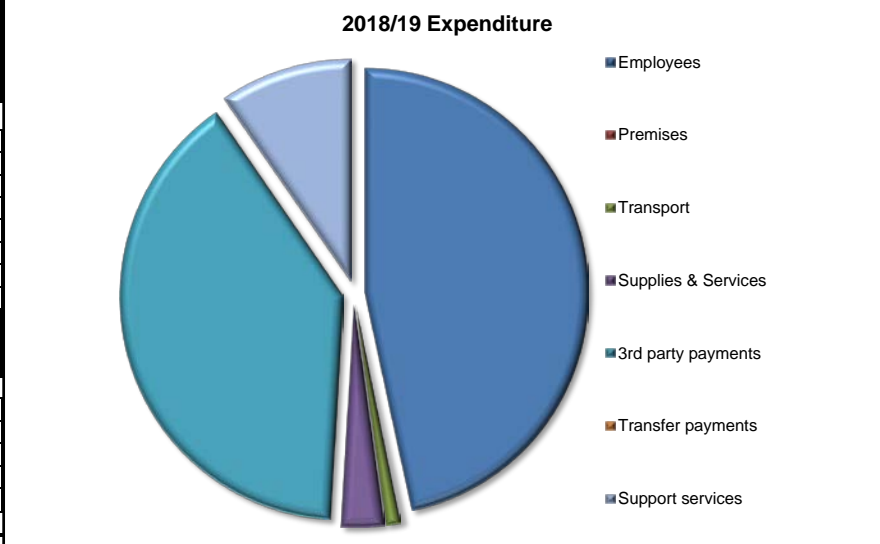




# **Children Schools & Families**

Children's Social Care & Youth Inclusion	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21		2021/22		
<p><b>Cllr Katy Neep: Cabinet Member for Children's Services</b></p> <p>Enter a brief description of your main activities and objectives below</p> <p>Children's Social Care (CSC) delivers a range of government prescribed &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 Recruitment of in house foster carers.</p>	Population growth - looked after children & Care leavers		15-30					Looked after Children & Care Leavers Strategy		
	Population growth - Child Protection Plans		30-60					Safeguarding Children's Board Annual Plan		
	Increase in 0-19 population		3,210					Children and Young People's Plan		
	UASC - increased numbers and impact on resources		30-32							
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)	209	210	204	198	198				
	(FTE subject to change as a result of restructures)									
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% single assessments completed within agreed timescales	91	92	93				High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)	26	26	26				Low	Quarterly	Quality	Safeguarding issues
Number YJS first time entrants	64	50	50				Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or over) in same placement for 2 years	71	66	65				High	Monthly	Outcome	Safeguarding issues
% LAC experiencing 3 or more placements moves	16	12	11				Low	Monthly	Outcome	Social exclusion
% fostered LAC in independent agency FC placements	44	42	40				High	Quarterly	Business critical	Increased costs
Number of in house foster carers recruited	15	15	15				High	Quarterly	Quality	Increased costs
Care Leavers who are ETE (17-21 year olds)	63	68	70				High	Quarterly	Outcome	Social Exclusion
% children subject of a timely safeguarding assessment	N/A	84%	84%				High	Quarterly	Outcome	Safeguarding issues
Average duration for care and supervision (s31) applications	N/A	30	30				High	Quarterly	Business critical	Safeguarding issues
% of care leavers in touch (17-21 year olds)	86						High	Quarterly	Outcome	Social exclusions
% of care leavers (aged 19-21) in suitable accommodation	87	91%	91%				High	Quarterly	Outcome	Safeguarding issues

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

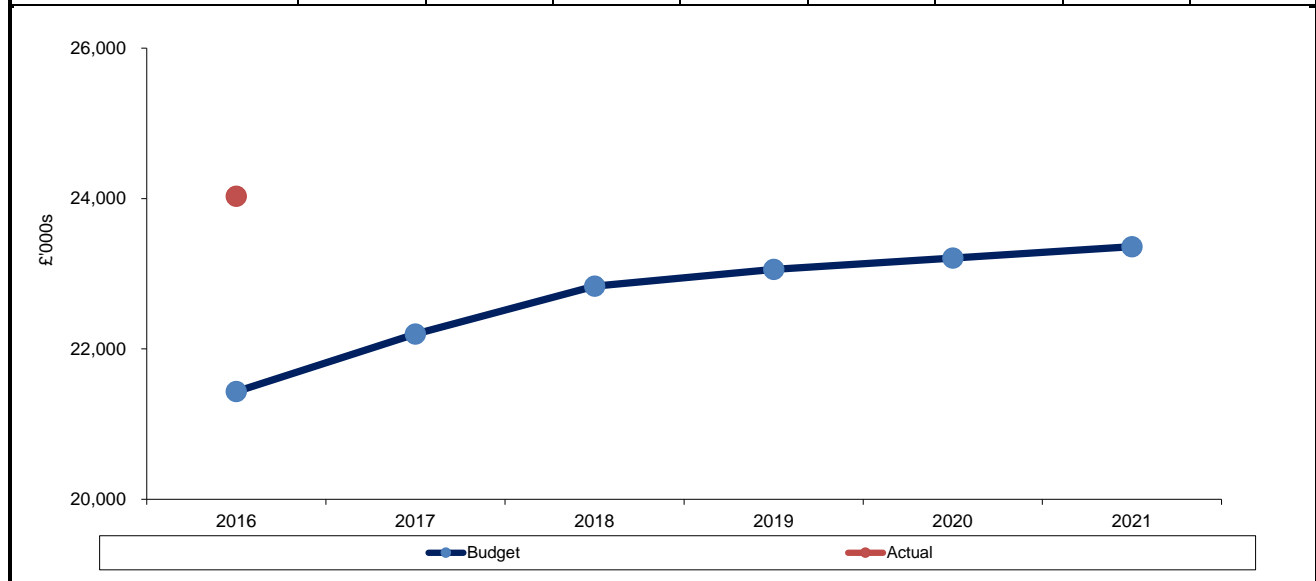


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

**Summary of major budget etc. changes**

**2018/19**

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



**2019/20**

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

**2020/21**

**2021/22**

Children's Social Care & Youth Inclusion

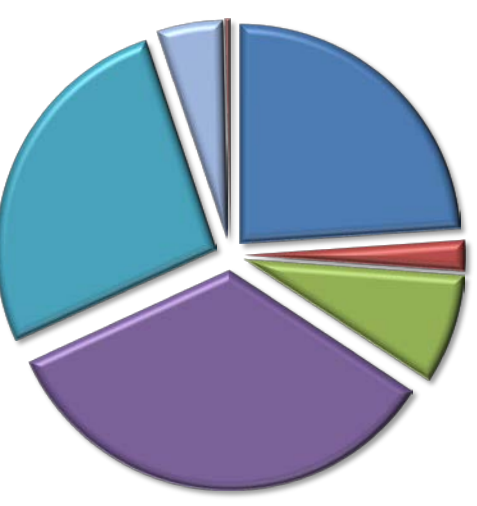
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Well Being Model - CSC &amp; CYPWB/TOM</b>  The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and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

Education Cllr Katy Neep: Cabinet Member for Children's Services Cllr Caroline Cooper-Marbiah: Cabinet Member for Education Enter a brief description of your main activities and objectives below <b>Merton School Improvement (MSI)</b> · monitor, analyse & evaluate pupil & school performance · developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups strengthening partnership working and school to school support <b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> · building early help capacity in schools & settings, families & the community · focus on safeguarding, early intervention & prevention as well as direct support for families · implementing the requirements of the Children and Families Act ensuring that families are central Specialist placement provision for pupils with SEN. <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 · delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families · working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families · Developing the work force to deliver holistically to vulnerable families and young children <b>Education Inclusion</b> · providing universal & targeted in house & commissioned services for YP & schools · providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance · developing alternative education offerings to enable YP to stay in ETE · leading on the council's partnership with the police & CAMHS for education · improving attendance and reduce P Excl in Merton schools · My Futures Service <b>School Organisation</b> · Pupil place planning & schools admissions · School expansion & capital programme management · SEN transport commissioning <b>Policy, Planning and Performance</b> · Service Planning, Performance Information and Performance Management, Policy and Communications <b>MSCB</b> - is responsible for agreeing local child protection procedures and for monitoring the performance of local agencies' arrangements for safeguarding children	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Children and Young People's Plan	SEN and Disabilities Strategy	School Expansion Strategy	Special Educational Needs and Disabilities Strategy
	Forecast increase in population 0-4			780							
Forecast increase in population 5-19			2400								
Raise in Participation age 16-18			160								
Forecast increase in Children & Y/P with EHCP			200-400								
Increased demand for secondary school (total across all schools)	1 foe	2 foe (cumulative)	6 foe (cumulative)	8 foe (cumulative)							
Increased demand for special school places (total across all schools)			100 more SEN places by 19-20								
Anticipated non financial resources											
Staff (FTE subject to change as a result of restructures)	297	292	288	282	282						
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)					
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	

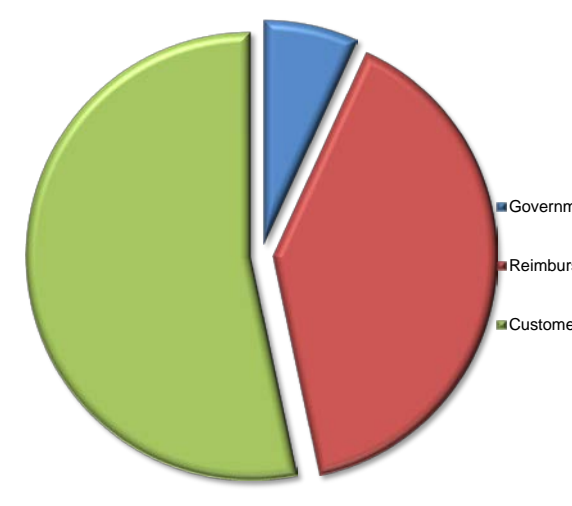
**DEPARTMENTAL BUDGET AND RESOURCES**

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)	51,003	51,122	51,242	51,362
Employees	12,150	11,421	12,337	(412)	12,192	12,193	12,193	12,194
Premises	1,077	819	1,030	(209)	1,159	1,174	1,189	1,204
Transport	3,965	4,268	4,116	162	4,124	4,184	4,245	4,305
Supplies & Services	14,433	13,497	18,002	(341)	17,287	17,323	17,360	17,396
3rd party payments	12,470	13,422	13,736	200	13,605	13,612	13,619	13,626
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
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>	5,338	5,440	5,227	153	5,389	5,389	5,389	5,389
Government grants	484	327	232	71	368	368	368	368
Reimbursements	2,127	2,207	2,033	(252)	2,145	2,145	2,145	2,145
Customer & client receipts	2,727	2,906	2,962	334	2,875	2,875	2,875	2,875
Interest								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	41,162	40,414	46,630	(447)	45,614	45,733	45,853	45,972

2018/19 Expenditure



2018/19 Income



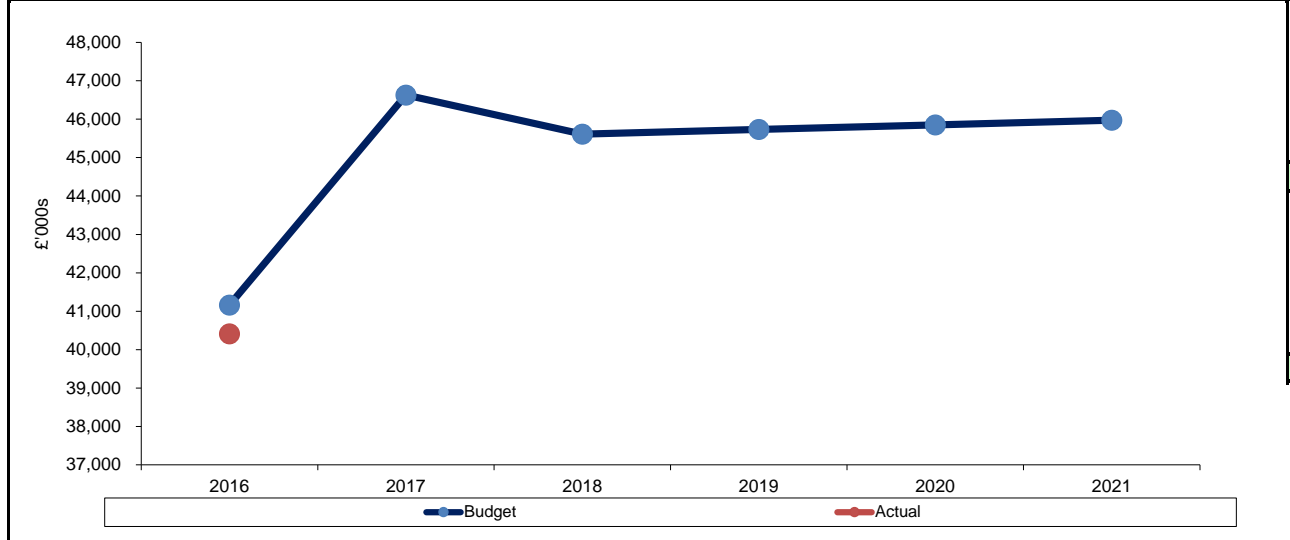
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Primary Schools</b>	3,799	4,382	1,030		650	650	650	650
<b>Secondary Schools</b>	7,798	7,447	5,077		8,847	5,781		
<b>Special Schools</b>	317	215	1,655		7,304	1,000		
<b>Other</b>	129	463	469		104	105		
<b>Total</b>	12042.55	12,507	8,231	0	16,905	7,536	650	650

**2018/19**

The following savings have been agreed as part of the MTFP, however, replacement savings are being considered.

Increased income from schools/ reduced LA service offer: £200,000  
 Commissioning rationalisation: £60,000

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



**2019/20**

(Review of CSF staffing structure beneath management level £200,000 (split across CSC/YI and Education).

**2020/21**

**2021/22**

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



# **Community & Housing**



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

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

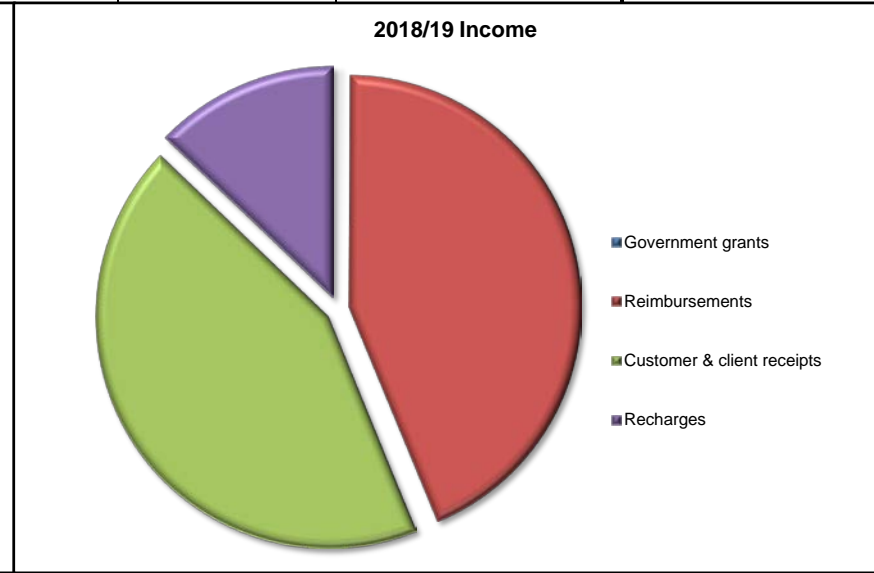
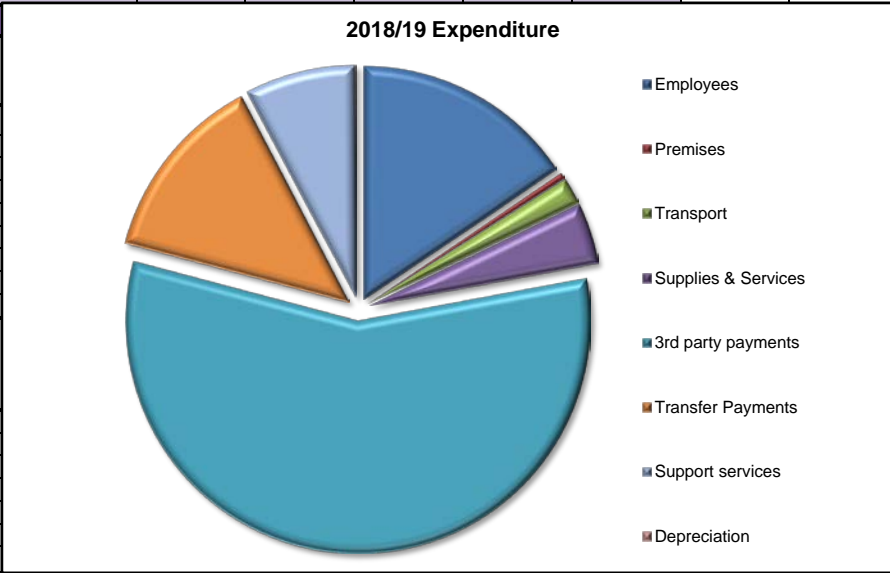
Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital. We aim to maximise people's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

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

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

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



**Summary of major budget etc. changes 2018/19**

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

**2019/20**

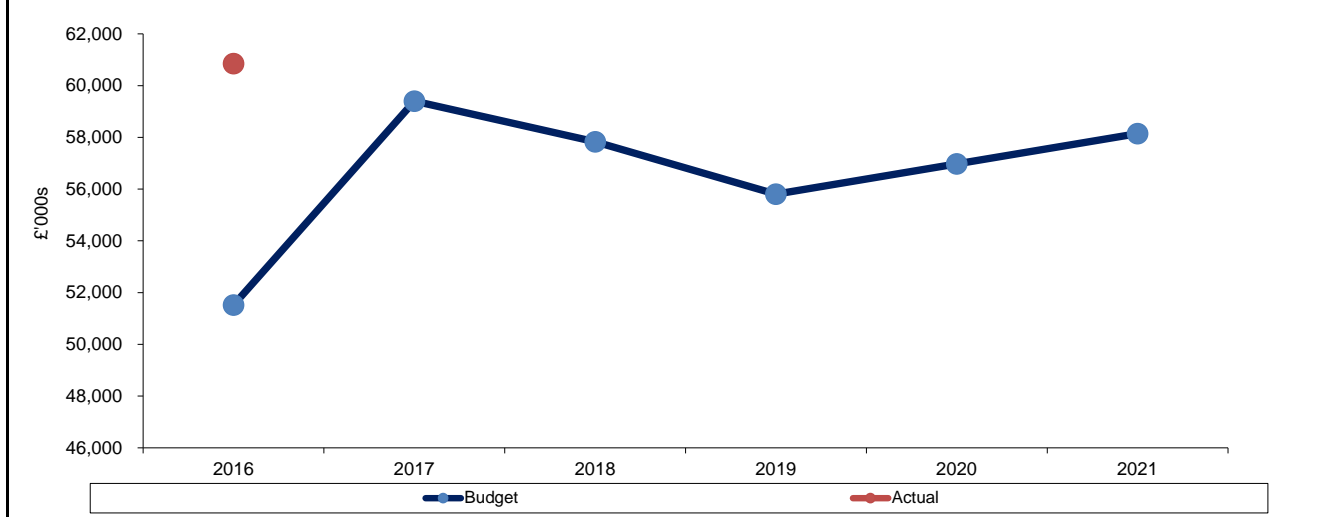
Growth for Concessionary fares increase - £0.450m  
 Reduction of growth in placement budget - £2.9m due to increased improved Better Care Fund  
 Total Savings - £339k

**2020/21**

Growth for Concessionary fares increase - £0.450m

**2021/22**

Growth for Concessionary fares increase - £0.450m



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



Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk					
					Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Deliver on-line self-assessment tools</b>	Improved effectiveness			3	1	3	
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.	Risk reduction and compliance	2	2				4
End date	2018-19									
<b>Project 2</b>		Project Title:	<b>Homeless Reduction Act - Service Planning</b>				Risk reduction and compliance			
Start date	2017-18	Project Details:	Prepare service for implementation of Homelessness Reduction Action in April 2018. This will include new processes, new IT, increased staffing capacity, training. Will also include internal and external stakeholders.	Improved reputation	1	2	2			
End date	2018-19									
<b>Project 3</b>		Project Title:	<b>CHMP Regeneration (CLARION)</b>					Improved reputation		
Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.	Improved efficiency (savings)	2	3	6			
End date	2020-21									
<b>Project 4</b>		Project Title:	<b>Service re-structure</b>					Improved efficiency (savings)		
Start date	2016-17	Project Details:	Develop and implement a service re-structure to reflect the implementation of Homelessness Reduction Act and to meet savings targets	Improved effectiveness	2	1	2			
End date	2018-19									
<b>Project 5</b>		Project Title:	<b>Technology Review</b>					Improved effectiveness		
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP.	Improved effectiveness	2	1	2			
End date	2018-19									
<b>Project 6</b>		Project Title:	<b>Selective Licencing</b>					Improved effectiveness		
Start date	2017-18	Project Details:	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.(Government is currently consulting on whether or not mandatory licencing of HMOs should be extended to 2 story dwellings. Accordingly it is sensible to await the outcome of governments consultation before embarking upon this project.)	Improved effectiveness	2	2	4			
End date	2018-19									
<b>Project 7</b>		Project Title:	<b>EDRMS Workflow</b>					Improved effectiveness		
Start date	2016-17	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly	Improved effectiveness	2	2	4			
End date	2018-19									
<b>Project 8</b>		Project Title:	<b>Review Homless Prevention Projects</b>					Improved effectiveness		
Start date	2017/18	Project Details:	To review the floating support amd other homelsss prevention projects	Select one major benefit			0			
End date	2018/19									
<b>Project 9</b>		Project Title:						Select one major benefit		
Start date		Project Details:		Select one major benefit			0			
End date										
<b>Project 10</b>		Project Title:						Select one major benefit		
Start date		Project Details:		Select one major benefit			0			
End date										



**Libraries**  
**Cllr Nick Draper: Cabinet Member for Community & Culture**  
**Enter a brief description of your main activities and objectives below**

The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.

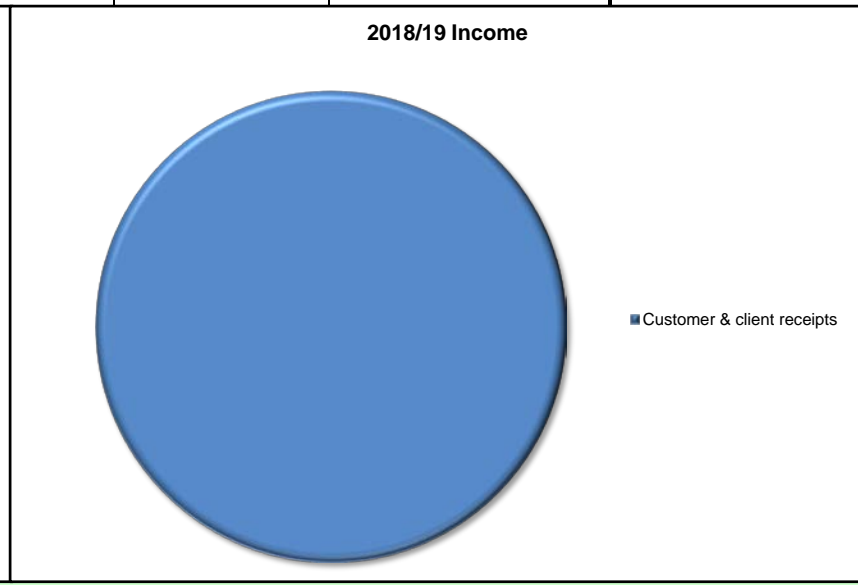
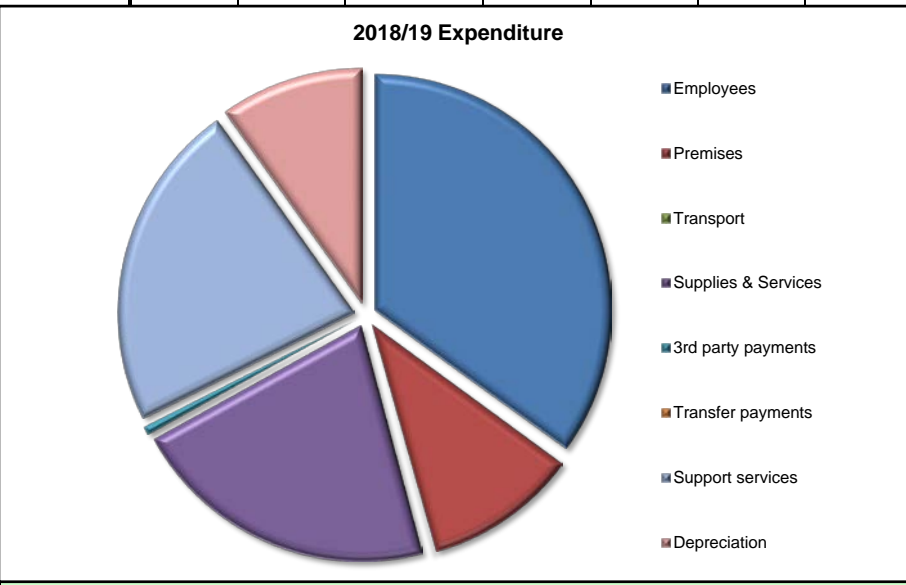
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.

Certain aspects of the service must be provided for free:  
 Free lending of books  
 Free access to information  
 Free library membership

The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.

Planning Assumptions		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
<b>Anticipated demand</b>										
Active users		56,000	56,000	<b>56,000</b>	56,000	56,000	56,000	Customer Contact Strategy		
Stock issues		950,000	950,000	<b>900,000</b>	900,000	900,000	900,000	Children and Young People's Plan		
Registered members		135,000	135,000	<b>135,000</b>	135,000	135,000	135,000	Community Plan		
Visitor figures		1,200,000	1,210,000	<b>1,210,000</b>	1,210,000	1,210,000	1,210,000	Equality Strategy		
<b>Anticipated non financial resources</b>								Health & Wellbeing Strategy		
Staff (FTE)		43.71	33.30	<b>33.30</b>	33.30	33.30	33.3	Heritage Strategy		
Accommodation (Libraries)		7	7	<b>7</b>	7	7	7	Procurement Strategy		
Equipment (PC's)		144	144	<b>144</b>	144	144	144	Volunteering Strategy		
								Workforce Strategy		
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) performance target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
Number of visitors accessing the library service online	233,134	210,000	<b>220,000</b>	230,000	230,000	240,000	High	Monthly	Quality	Reduced uptake of service
Active users - peoples network terminal	70,268	56,000	<b>56,000</b>	56,000	56,000	56,000	High	Monthly	Outcome	Reduced uptake of service
% self service usage for stock transactions	96	97	<b>97</b>	97	98	98	High	Monthly	Business critical	Increased costs
Active volunteers in libraries	336	220	<b>230</b>	230	230	230	High	Monthly	Business critical	Reduced service delivery
Maintain Income	£359,684	£346,000	<b>£346,000</b>	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs
Partnership numbers	43	30	<b>30</b>	30	30	30	High	Monthly	Quality	Reduced service delivery
% customer satisfaction (ARS)	100%	95%	<b>95%</b>	95%	95%	95%	High	Annual	Perception	Reduced customer service

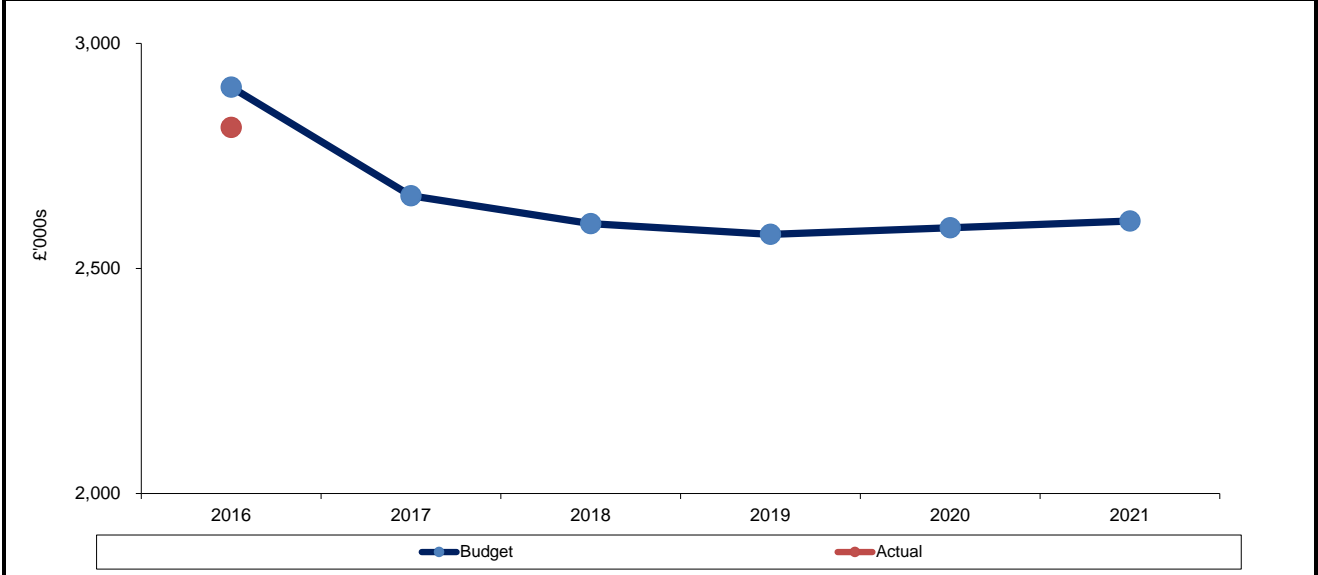
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>3,364</b>	<b>3,269</b>	<b>3,051</b>	<b>35</b>	<b>3,053</b>	<b>3,067</b>	<b>3,081</b>	<b>3,096</b>
Employees	1,368	1,312	1,083	41	1,070	1,070	1,070	1,070
Premises	494	503	504	0	322	327	333	338
Transport	4	4	4	0	5	5	5	5
Supplies & Services	488	440	453	(5)	648	658	666	676
3rd party payments	22	22	18	0	18	18	19	19
Transfer payments	0	0	0	0	0	0	0	0
Support services	688	687	688	0	688	688	688	688
Depreciation	301	301	301	0	301	301	301	301
<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>461</b>	<b>456</b>	<b>390</b>	<b>(30)</b>	<b>453</b>	<b>491</b>	<b>491</b>	<b>491</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	113	95	81	(5)	66	66	66	66
Customer & client receipts	348	361	309	(25)	387	425	425	425
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>2,903</b>	<b>2,813</b>	<b>2,662</b>	<b>5</b>	<b>2,600</b>	<b>2,576</b>	<b>2,591</b>	<b>2,606</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>
Library Buildings	95	72	799			200	350	
Library IT					100			
	95	72	799	0	100	200	350	0



**Summary of major budget etc. changes**

**2018/19**

Savings - Letting of space for coffee shop franchise in libraries - £30k



<b>2019/20</b>
<b>2020/21</b>
<b>2021/22</b>

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							



**DETAILS OF MAJOR PROJECTS**  
**Merton Adult Learning**

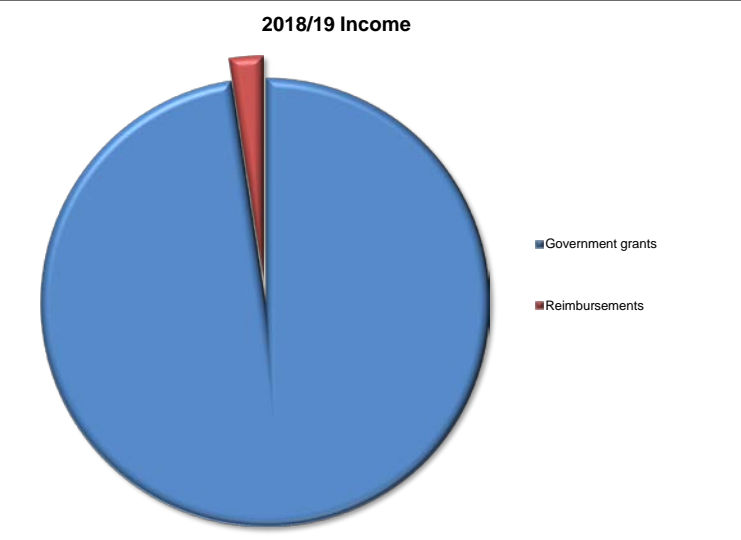
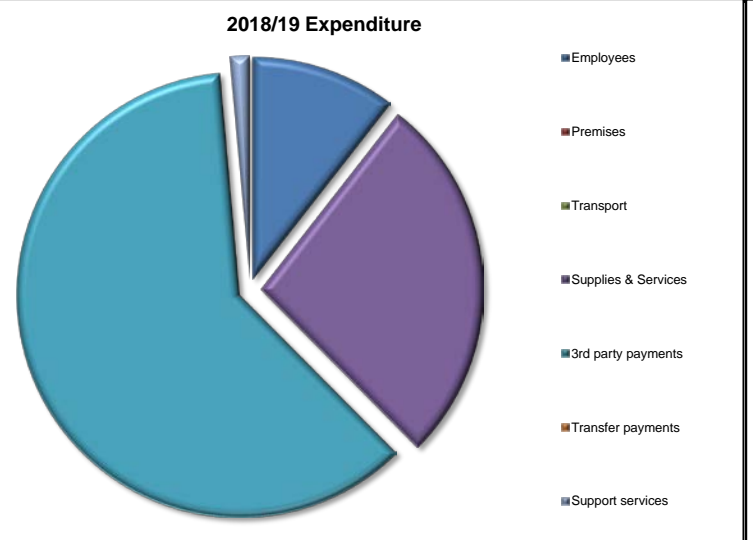
**APPENDIX 6**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Improve Ofsted status</b>	Improved effectiveness					
Start date	<b>2016/17</b>	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status						
End date	<b>2018/19</b>								
<b>Project 2</b>		Project Title:	<b>Embed employability, maths and English strands in courses where applicable</b>	Economic outcomes					
Start date	<b>2016/17</b>	Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.						
End date	<b>2018/19</b>								
<b>Project 3</b>		Project Title:	<b>Develop new apprenticeship scheme</b>	Economic outcomes					
Start date	<b>2016/17</b>	Project Details:	Increase the number of apprenticeships in Merton working with local employers.						
End date	<b>2019-20</b>								
<b>Project 4</b>		Project Title:	<b>Expand provision in deprived areas of the borough and / or amongst deprived communities</b>	Improved effectiveness					
Start date	<b>2016/17</b>	Project Details:	Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs.						
End date	<b>2018/19</b>								
<b>Project 5</b>		Project Title:	<b>Embed new evidence base and overhaul course provision</b>	Improved customer experience					
Start date	<b>2017/18</b>	Project Details:	Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision.						
End date	<b>2018/19</b>								
<b>Project 6</b>		Project Title:	<b>Embed new commissioning arrangements across all services</b>	Improved effectiveness					
Start date	<b>2016/17</b>	Project Details:	Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services						
End date	<b>2019/20</b>								
<b>Project 7</b>		Project Title:		Select one major benefit					
Start date		Project Details:							
End date									
<b>Project 8</b>		Project Title:		Select one major benefit					
Start date		Project Details:							
End date									
<b>Project 9</b>		Project Title:		Select one major benefit					
Start date		Project Details:							
End date									
<b>Project 10</b>		Project Title:		Select one major benefit					
Start date		Project Details:							
End date									



Public Health Cllr Tobin Byers: Cabinet Member for Adult Social Care Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your				
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Sexual Health Strategy	Health & Wellbeing Strategy		
<p>Public Health services currently comprise:</p> <ul style="list-style-type: none"> <li>Services to improve health and wellbeing that are the commissioning responsibility of PH in LA (including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-5 services, National Child Measurement Programme)</li> <li>Commissioning support function to the CCG (mandatory) and council;</li> <li>Health protection oversight function (mandatory)</li> <li>Health intelligence including JSNA (mandatory)</li> </ul> <p>Our vision for public health in Merton over the next five years is to:</p> <ul style="list-style-type: none"> <li>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.</li> <li>Fulfil our statutory PH duties.</li> <li>Contribute to Merton becoming London's best council in 2020</li> </ul> <p>Our strategic objectives are:</p> <p><b>Objective 1:</b> Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation</p> <p><b>Objective 2:</b> Embedding health &amp; wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council</p> <p><b>Objective 3:</b> Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) &amp; public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models</p>	Sexual health	20,705	20,856	21,007	21,158	21,309	21,460				
	Drugs & alcohol	467 Drugs/280 Alcohol	400 drugs/340 alcohol	400 drugs / 340 alcohol	TBC	TBC	TBC				
	Support to CCG (% of PH staff capacity)	40%	40%	40%	40%	40%	40%				
	NHS Health Checks	6300	2,180	2,600	2600	TBC	TBC				
	National Child Measurement Programme	Reception Cohort : 2,468 Year 6 Cohort: 2,029	Reception Cohort : 2528 Year 6 Cohort: 2,119	Reception Cohort : 2541 Year 6 Cohort: 2,174	Reception Cohort: 2,555 Year 6 Cohort: 2,229	Reception Cohort: 2568 Year Six Cohort: 2,285	Reception Cohort: 2,582 Year Six Cohort: 2,340				
	Health Improvement (TBC)	TBC	TBC	TBC	TBC	TBC	TBC				
	Health Visiting New Birth Visits: estimated new births	3246	3222	3176	3130	3085	3039				
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE)	15.93	16.56	17.96	17.96	17.96	17.96				
	Staff (Trainees)	2	2	2	2	2	2				
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
	New STI diagnosis per 100,000 pop. (excl. Chlamydia, under 25's)	N/A	1141.7	1181.6	1222.9	1265.7	TBC	High	Annual	Output	Detrimental to public health
	% of people offered HIV test at first attendance	N/A	80%	86%	92%	97%	TBC	High	Annual	Outcome	Reduced quality of service
	% of people who accept offer of HIV test at first attendance	N/A	73%	79%	84%	90%	TBC	High	Annual	Outcome	Failure to meet PHOF target
Successful completion of drug treatment (opiates)	N/A	9%	9.0%	9.0%	9.0%	9.0%	High	Quarterly	Outcome	Failure to meet PHOF target	
Successful completion of alcohol treatment	N/A	60%	60%	60%	60%	60%	High	Quarterly	Outcome	Increase prevalence of long term conditions	
% excess weight in children age 10 - 11 years	Awaited	34.7%	34.2%	33.7%	TBC	TBC	Low	Annual	Outcome	Increase prevalence of long term conditions	
Reduce % gap in age 10-11 obesity between East & West Merton	N/A	9.2%	8.0%	8.0%	TBC	TBC	Low	Annual	Outcome	Increase prevalence of long term conditions	
Health Visiting - % of New Birth Reviews within 14 days of birth	Q4 98.6% (Validated annual data awaited - 29/11/17)	90%	90%	90%	90%	90%	High	Monthly	Outcome	Poor childhood outcomes	
% participation in National Child Measurement Programme of Year 6 children	97.8%	95%	95%	95%	95%	95%	High	Annual	Outcome	Breach statutory duty	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	10,888	11,025	10,948	94	10,709	10,709	10,709	10,709
Employees	1,047	1,148	1,115	(1)	1,124	1,124	1,124	1,124
Premises	2	2	2	0	4	4	4	4
Transport	2	2	2	0	2	2	2	2
Supplies & Services	7,868	7,918	3,194	4	2,893	2,893	2,893	2,893
3rd party payments	1,801	1,801	6,483	91	6,535	6,535	6,535	6,535
Transfer payments	0	0	0	0	0	0	0	0
Support services	167	155	151	0	151	151	151	151
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	11,219	11,356	10,948	(114)	10,709	10,709	10,709	10,709
Government grants	10,998	10,998	10,727	0	10,448	10,448	10,448	10,448
Reimbursements	221	358	221	(114)	261	261	261	261
Customer & client receipts	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>(331)</b>	<b>(331)</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</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**

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

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

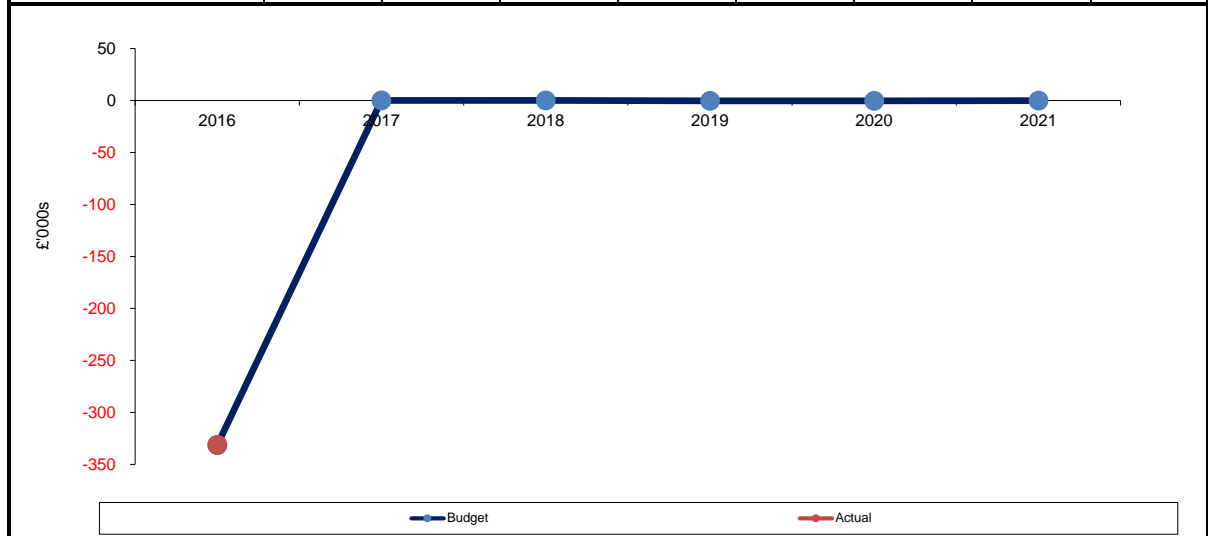
**2019/20**

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

**2020/21**

Public Health budget will be funded from local business rates.

**2021/22**



		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		3	3	9
Start date	2018/19	Project Details:	<p><b>TOM TRANSFORMATION DELIVERY PLAN - EAST MERTON MODEL AND WILSON</b>                      Public Health, Merton CCG and the East Merton GP Locality are working in partnership to develop and deliver the East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation. This is a major programme aimed at co-creating a model for East Merton, incorporating design of health and community campus, community engagement, better use of wider public sector estates and development of social investment funding models. There are some key programmes of work that sit under this, including Social Prescribing, and a Whole System Approach to Diabetes: SOCIAL PRESCRIBING: Social prescribing is part of the programme and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, strengthening relationships between primary care and the voluntary and community sector and services. WHOLE SYSTEM APPROACH TO DIABETES: Develop a whole systems approach to Diabetes, as agreed by the Health and Wellbeing Board in June 2017. This will be an exemplar for future work, is a pivotal opportunity as it connects the HWBB (as systems leaders) with health professionals, local place shapers (Cllrs and GPs) and community 'connectors' to develop systems leadership and build a social movement to identify ideas and ways to tackle diabetes together. This will in turn inform the developing East Merton Model of Health and Wellbeing.                      PH Lead: Amy Potter</p>						
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		2	2	4
Start date	2018-19	Project Details:	<p><b>TOM TRANSFORMATION DELIVERY PLAN - HEALTH IN ALL POLICIES</b>                      Embed "health in all policies" (HIAP) as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure; work in partnership with HR to deliver Healthy Workplace Programme; engage in growth and regeneration agenda, including optimising health improvement through the planning process, working with Comms around advertising and sponsorship policy. Key priorities in this programme include implementation of the multi-agency Merton Child Healthy Weight Action Plan and delivery of the Merton Dementia Action Alliance, and development of the Local Plan. PH lead: Clarissa Larsen; Julia Groom; Amy Potter</p>						
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		3	3	9
Start date	2018-19	Project Details:	<p><b>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</b>                      Development of a Sexual health strategy that takes a lifecourse approach and focuses on priorities for prevention; embedding and further developing integrated sexual health services; and support for vulnerable groups. Mobilisation of co-commissioned integrated sexual health services, with joined up Level 2 CaSH services and Level 3 GUM services in a seamless provision. PH Lead: Julia Groom</p>						
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		3	3	9
Start date	2018-19	Project Details:	<p><b>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</b>                      Mobilise and embed the newly commissioned Integrated adult substance misuse service based on a preventative and recovery orientated model, working in conjunction with CCG and other stakeholders. Deliver the outcomes identified within the comprehensive substance misuse prevention framework through the Substance Misuse Partnership Board (SMPB). PH Lead: Amy Potter</p>						
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		2	2	4
Start date	2018-19	Project Details:	<p><b>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (ADULTS)</b>                      Explore development of new cross-team and cross-organisational (PH, ASC and other parts of C&amp;H, and CCG) strategic approaches including defining Core Offer to CCG, and identifying opportunities for long term joint commissioning. Particular priority areas include:                      - Mental Health pathways and substance misuse                      - Falls prevention and strategic approach to active ageing                      - Disability strategy                      - Supported Housing                      - Approach to healthy lifestyles services post 3/2019 (break clause in current commissioning)</p>						
End date	2018-19								
<b>Project 6</b>		Project Title:	<b>Development of integrated Children's Services (TOM URN: PH7)</b>		Improved effectiveness		2	3	6
Start date	2016-17	Project Details:	<p><b>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP)</b>                      Lead transformation of the Community health services towards a Healthy Child 0-19 years service, embedding health visiting and school nursing locality teams; develop a shared vision and development programme for closer integration of services including 0-19 Healthy Child and Children's Centres, to provide seamless care pathways for children and young people. Continue to develop a CYP joint commissioning function between PH, CSF and MCCG. PH Lead: Julia Groom</p>						
End date	2018-19								
<b>Project 7</b>		Project Title:	<b>Joint Strategic Needs Assessment Plus/Intelligence Hub (TOM URN: PH11)</b>		Improved effectiveness		2	2	4
Start date	2018-19	Project Details:	<p><b>TOM TRANSFORMATION DELIVERY PLAN - JSNA PLUS/INTELLIGENCE HUB</b>                      Develop a programmatic approach to public health intelligence covering: the JSNA analysis and support to strategy and commissioning decisions through a range of accessible outputs /products; Performance measurement and monitoring in support of continuous improvement of strategies and services in achieving outcomes; and Information management including sharing /linkages of data across the council/CCG and through the development of a Merton Intelligence Hub. PH Lead: Amy Potter</p>						
End date	2021-22								
<b>Project 8</b>		Project Title:			Improved effectiveness		2	2	4
Start date		Project Details:							
End date									
<b>Project 9</b>		Project Title:			Improved efficiency (savings)		2	2	4
Start date		Project Details:							
End date									
<b>Project 10</b>		Project Title:			Improved effectiveness		2	2	4
Start date		Project Details:							
End date									

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# **Corporate Services**

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

**Continuous Improvement and Corporate Change will:**  
- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean.  
- Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies.  
- Drive and facilitate the Targeting Operating Models (TOM) refresh process  
- Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT.

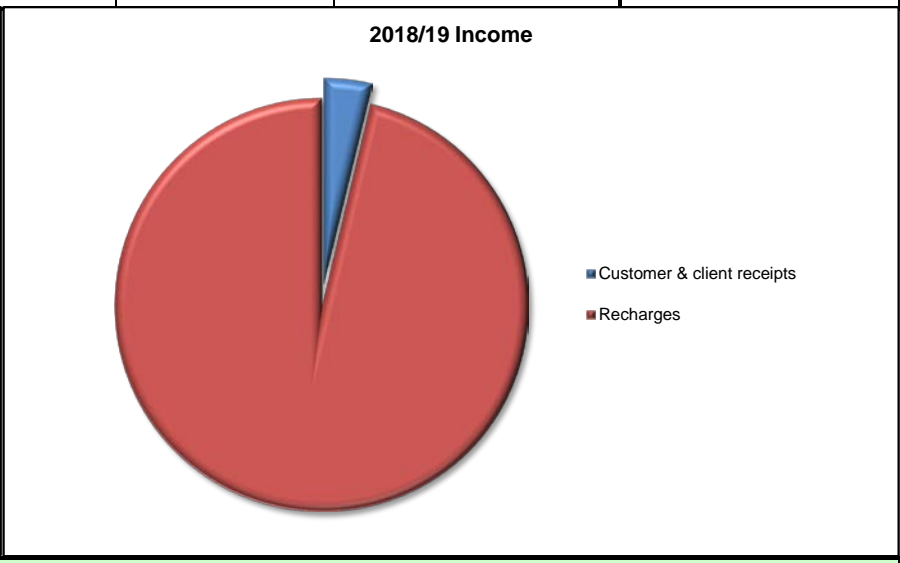
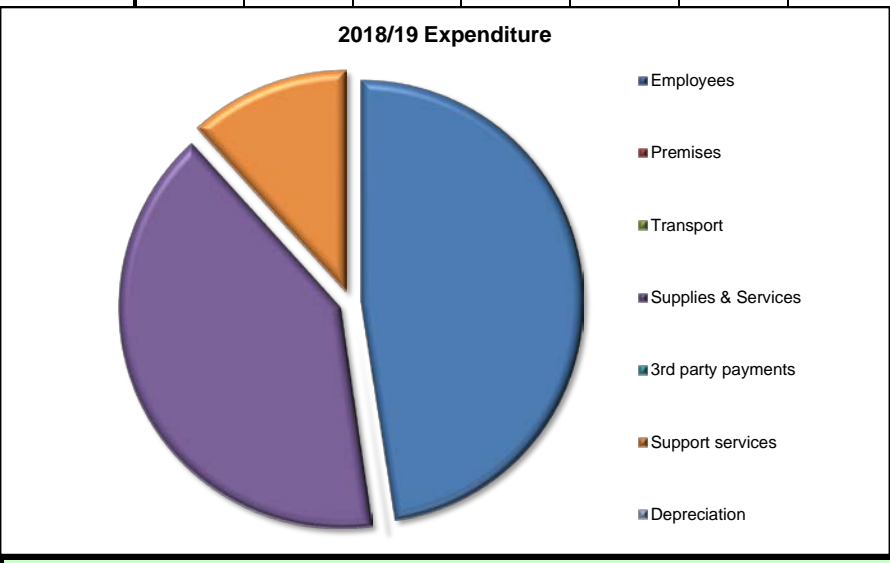
**Business Systems team** will work with the organisation to establish and deliver the IT Strategy and associated implementation plan. Through the Technical Design Authority (TDA) they will ensure a coordinated and planned approach is adopted for the implementation and support of technology, complying with the agreed corporate strategy, standards and supportability. They will proactively provide advice and opportunities to fully exploit existing and emerging technologies to the business to leverage investments and improve business efficiency and service.

The **Policy, Strategy and Partnerships team** supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary sector, leading on the Voluntary Sector and Volunteering Strategy and the Merton Compact

The **Communications team** is responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events.

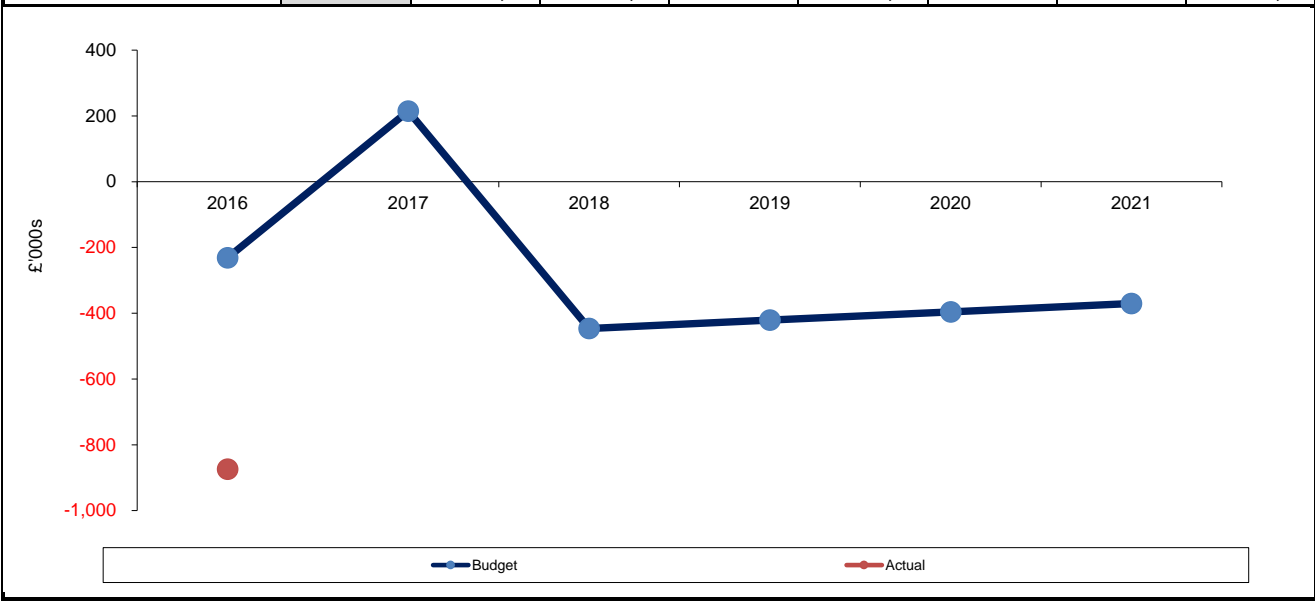
Anticipated demand		Planning Assumptions					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
		2016/17	2017/18	2018/19	2019/20	2020/21					2021/22		
Core IT Systems support and management (days)		5000	5720	4900	4900	4900	4900	4900	4900	Customer Contact Strategy			
Continuous improvement & Corporate Change (days)		880	880	880	880	880	880	880	880	IT Strategy and Implementation Plan			
Policy, Strategy & Partnerships		770	770	770	770	770	770	770	770	Information Management Strategy			
Comms & Engagement		1120	1120	880	880	880	880	880	880	Voluntary Sector Strategy			
Comms & Engagement		1120	1120	880	880	880	880	880	880	Equality Strategy			
Comms & Engagement		1120	1120	880	880	880	880	880	880	Community Plan			
Comms & Engagement		1120	1120	880	880	880	880	880	880	Communications Strategy			
Performance indicator (LBC2020 indicators highlighted in purple)		Actual Performance (A) Performance Target (P) Proposed Target (T)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)					2021/22(P)		
Systems availability		99.73%	99%	99%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
% positive and neutral coverage tone		88.47%	92%	92%	92%	92%	92%	92%	92%	High	Monthly	Perception	Reputational risk
No. of new volunteers recruited		n/a	350	350	350	350	TBC	TBC	TBC	High	Quarterly	Outcome	Reduced customer service
% who agree people from different backgrounds get on (ARS)		93%	N/A	TBC	N/A	TBC	N/A	TBC	N/A	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	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	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	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>2,584</b>	<b>2,609</b>	<b>2,634</b>	<b>2,660</b>
Employees	2,149	2,823	1,244	165	1,228	1,228	1,228	1,228
Premises	0	0	0	1	0	0	0	0
Transport	3	2	3	(3)	3	4	4	4
Supplies & Services	1,011	1,107	1,693	(38)	1,049	1,074	1,100	1,125
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>3,030</b>	<b>3,030</b>	<b>3,030</b>	<b>3,030</b>
Government grants								
Reimbursements		893		35				
Customer & client receipts	114	46	114	(189)	114	114	114	114
Recharges	3,598	4,198	2,916	(25)	2,916	2,916	2,916	2,916
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>(231)</b>	<b>(874)</b>	<b>214</b>	<b>(54)</b>	<b>(446)</b>	<b>(421)</b>	<b>(396)</b>	<b>(370)</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
Customer Contact Programme		420	1,006		1,050	250		1,900
IT Systems Projects		89	405		1,012			42
Social Care IT System		591	398		350			
	0	1,100	1,809	0	2,412	250	0	1,942



**Summary of major budget etc. changes**

**2018/19**  
CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k  
CS2015-02 Expiration of salary protection 16k



2019/20
2020/21
2021/22

Business Improvement

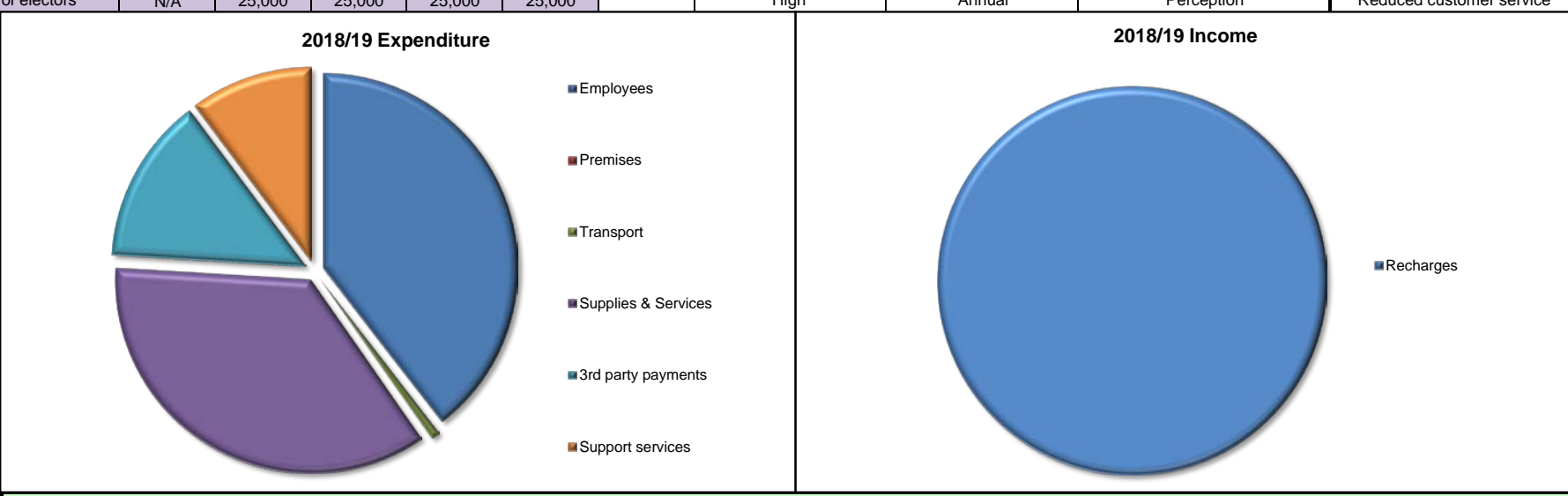
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Customer Contact programme</b>	Improved customer experience		
Start date	2013-14	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign)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

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

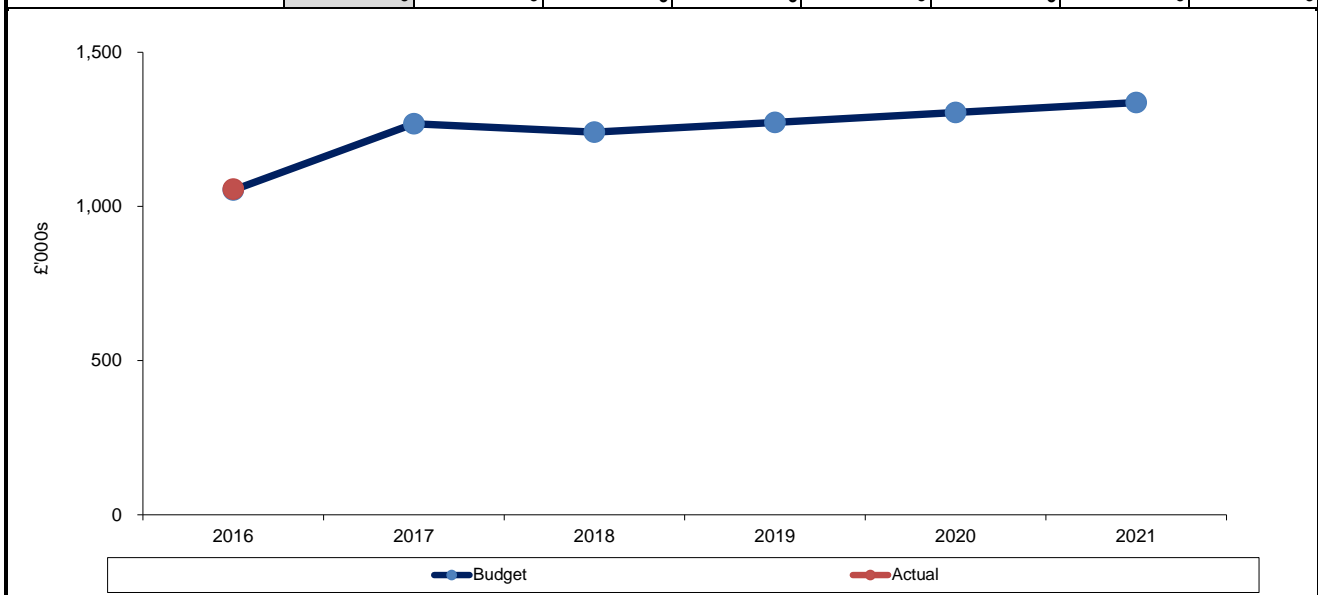
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>3,588</b>	<b>3,728</b>	<b>3,044</b>	<b>209</b>	<b>3,016</b>	<b>3,048</b>	<b>3,080</b>	<b>3,113</b>
Employees	1,557	1,646	1,202	180	1,193	1,193	1,194	1,194
Premises	0	12	1	14	1	1	1	1
Transport	21	20	21	-16	22	22	23	23
Supplies & Services	1,170	1,177	1,052	59	1,076	1,100	1,124	1,148
3rd party payments	493	439	460	-27	417	424	431	438
Support services	347	434	308	0	308	308	308	308
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>2,535</b>	<b>2,672</b>	<b>1,776</b>	<b>(303)</b>	<b>1,776</b>	<b>1,776</b>	<b>1,776</b>	<b>1,776</b>
Government grants								
Reimbursements	0							
Customer & client receipts					(8)	(8)	(8)	(8)
Recharges	2,535	2,672	1,776	(303)	1,784	1,784	1,784	1,784
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,053</b>	<b>1,056</b>	<b>1,268</b>	<b>(94)</b>	<b>1,241</b>	<b>1,273</b>	<b>1,305</b>	<b>1,337</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>
	0	0	0	0	0	0	0	0



**Summary of major budget etc. changes**

**2018/19**

CSD43 Share FOI and Information Governance policy 10k  
CS2015-16 Delete auditor post and fees £50k



2019/20
2020/21
2021/22

Corporate Governance

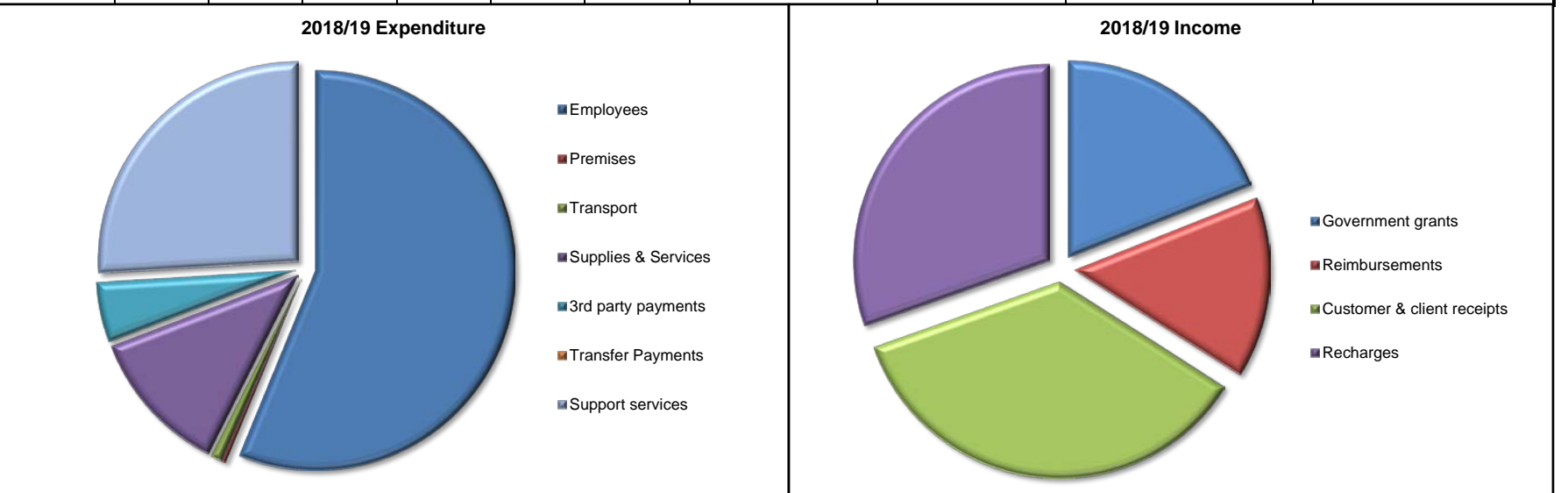
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Support new intake of councillors</b>	Improved customer experience					
Start date	01/12/2017	Project Details:	To prepare for and then support new intake of councillors following May 2018 council elections and support to councillors who are in new roles (Cabinet, Mayorm committee chairs). To ensure a smooth introduction of any consequent changes to decision making structure or process. Project plan to prepare for May 2018 to be drafted October 2017.			2	2	4	
End date	31/03/2022								
<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									

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Customer Services		Planning Assumptions							The Corporate strategies your service contributes to
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Enter a brief description of your main activities and objectives below		Benefit/Council Tax support claimants	15,400	14,500	14,000	14,000	13000	13000	Channel migration
There are 5 core services:		Telephone callers	500,000	450,000	400,000	375,000	350,000	350000	Customer Contact Strategy
Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.		Face to face customers	85,000	80,000	70,000	65,000	60,000	55000	Medium term Financial Strategy
Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;		Council tax properties	83,500	84,000	85,000	85,500	86,000	86,500	
Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes;									
Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;									
Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.									
Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload									
		<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)	143	142	141	133	126	126	

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>9,160</b>	<b>9,429</b>	<b>9,084</b>	<b>423</b>	<b>9,029</b>	<b>8,956</b>	<b>8,980</b>	<b>9,004</b>
Employees	5,234	5,288	5,152	268	5,073	5,007	5,007	5,007
Premises	36	25	29	33	30	30	30	31
Transport	78	92	80	3	81	82	84	85
Supplies & Services	1,466	1,748	1,048	199	1,064	1,050	1,066	1,082
3rd party payments	153	81	431	(79)	438	444	451	457
Transfer Payments	45	61		0	0	0	0	0
Support services	2,148	2,134	2,343	0	2,343	2,343	2,343	2,343
Depreciation	0		0					
<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>6,833</b>	<b>7,123</b>	<b>6,479</b>	<b>(643)</b>	<b>6,479</b>	<b>6,494</b>	<b>6,494</b>	<b>6,494</b>
Government grants	1,232	1,259	1,232	15	1,232	1,232	1,232	1,232
Reimbursements	1,030	1,231	970	(330)	970	970	970	970
Customer & client receipts	2,288	2,457	2,308	(319)	2,308	2,323	2,323	2,323
Recharges	2,283	2,176	1,969	(10)	1,969	1,969	1,969	1,969
Reserves								
Capital funded								
<b>Council Funded Net Budget</b>	<b>2,327</b>	<b>2,306</b>	<b>2,604</b>	<b>(221)</b>	<b>2,550</b>	<b>2,462</b>	<b>2,486</b>	<b>2,510</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
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0

**Summary of major budget etc. changes**

**2018/19**

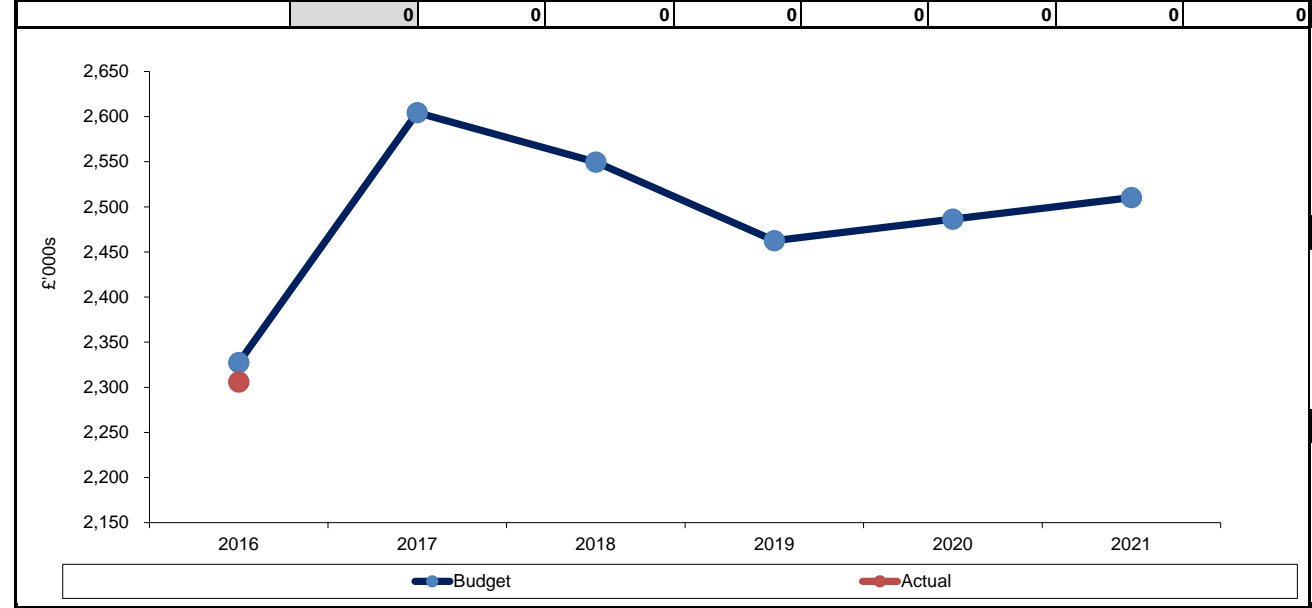
CSD19 Communications staff savings 49k  
CS2016 -06 Merton Link - efficiency savings £30k


**2019/20**

CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k  
CS2016 -05 Increase income through translations £15k  
CS2016 -07 Cash Collection Reduction £30k

**2020/21**

**2021/22**



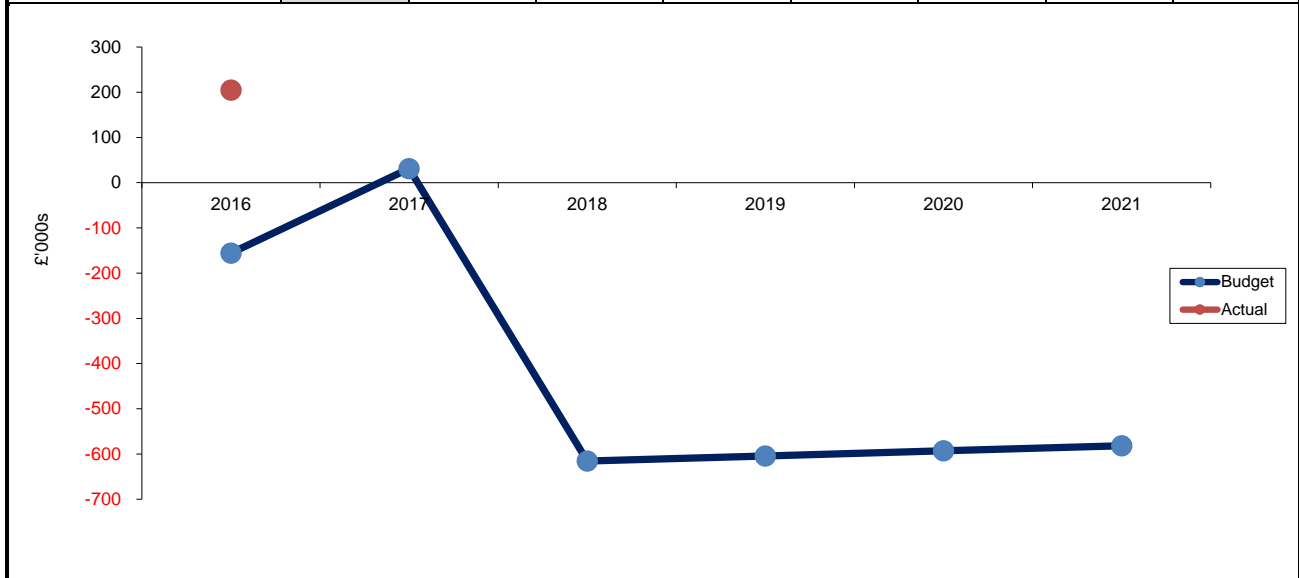
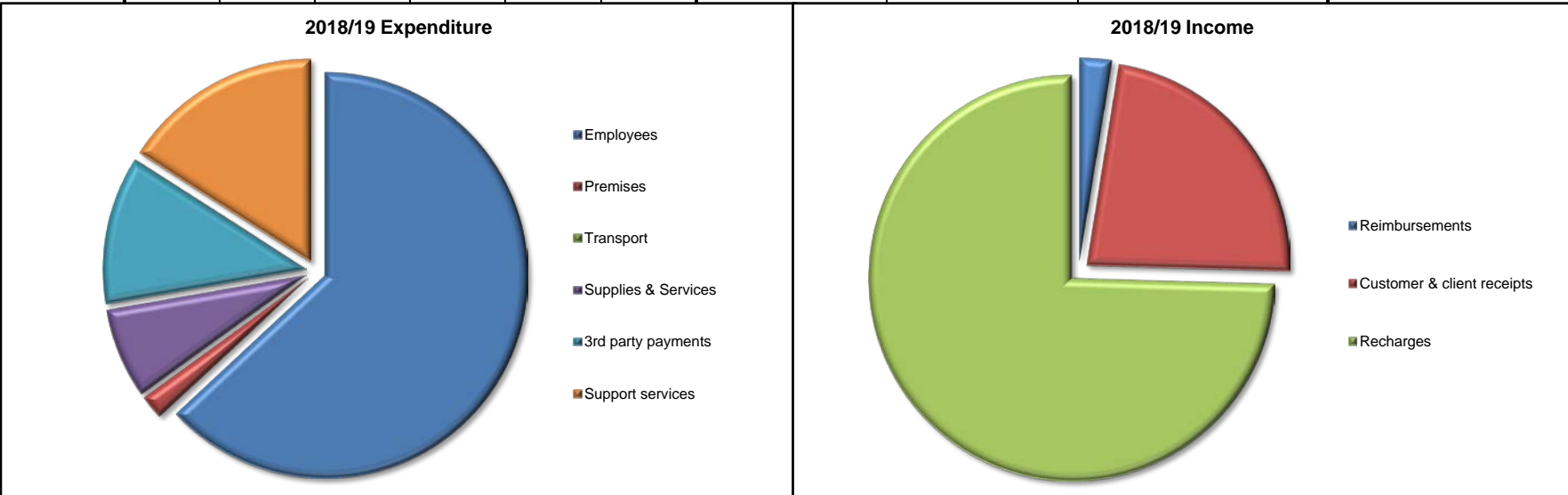
Customer Services

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

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Human Resources	Planning Assumptions						The Corporate strategies your service contributes to				
<b>Cllr Mark Allison: Deputy Leader &amp; Cabinet Member for Finance</b>	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  1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR advice and consultancy support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	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	27	27	27	25			
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)	2,490	2,501	2,512	2,523
Employees	2,252	2,065	2,027	(172)	1,574	1,577	1,580	1,583
Premises	47	35	47	(17)	48	48	49	50
Transport	2	5	(3)	(1)	(3)	(3)	(3)	(3)
Supplies & Services	495	545	226	35	179	182	185	188
3rd party payments	0	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	3,105	3,105	3,105	3,105
Government grants								
Reimbursements	79	70	79		79	79	79	79
Customer & client receipts	391	368	560	69	712	712	712	712
Recharges	2,863	2,462	2,315		2,315	2,315	2,315	2,315
Reserves								
Capital funded								
<b>Council Funded Net Budget</b>	<b>(156)</b>	<b>205</b>	<b>31</b>	<b>(3)</b>	<b>(616)</b>	<b>(604)</b>	<b>(593)</b>	<b>(582)</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	
CS75 Review of COT staffing 58k CSD30 Schools COT support (delivery of schools buy-back service) £152k CS48 Further rationalisation of HR services 130k CS51 HR Transactions including COT 90k CS49 HR Business Partners - Further consolidation of HR advisory work 140k CSD17 COT Review 38k CSD29 Recruitment and DBS review 50k	
2019/20	
2020/21	
2021/22	

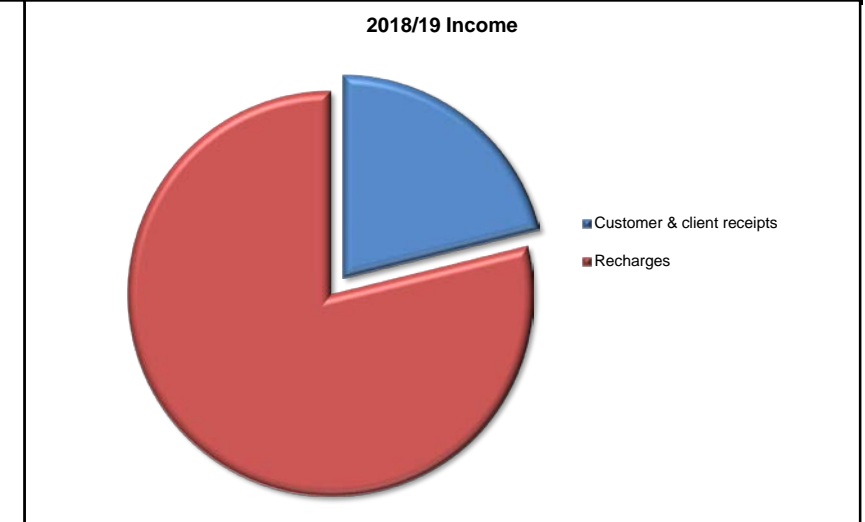
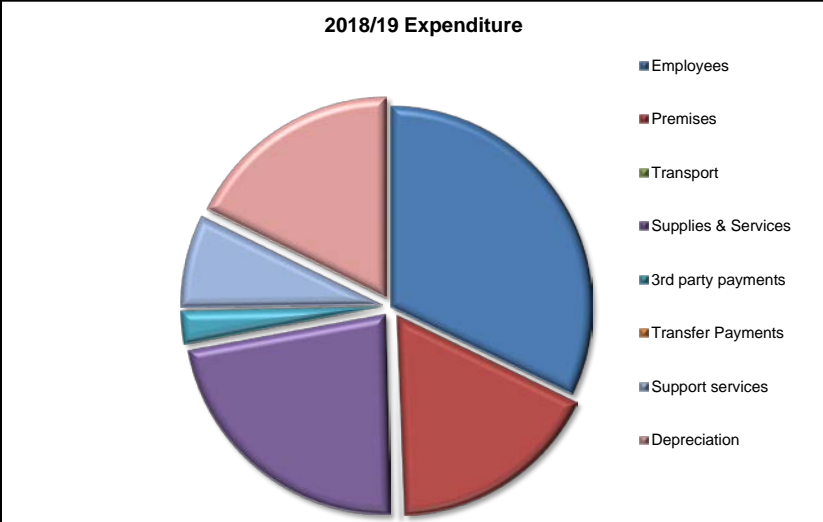
Human Resources

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								

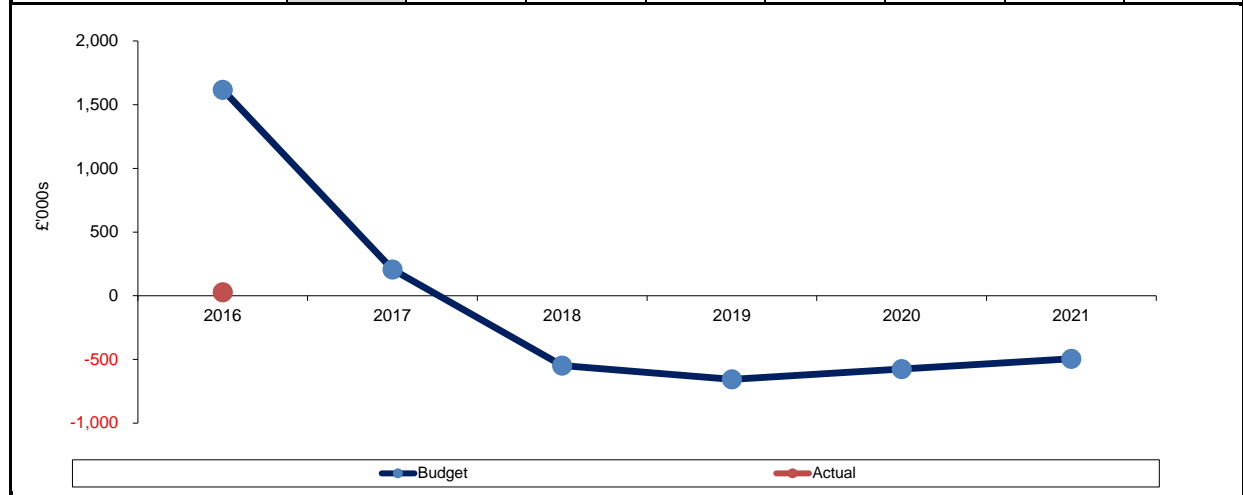


Infrastructure and Transactions	Planning Assumptions						The Corporate strategies your service contributes to				
<b>Cllr Mark Allison: Deputy Leader &amp; Cabinet Member for Finance</b>	Anticipated demand						APPENDIX 6				
Enter a brief description of your main activities and objectives below	2016/17	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 cleansed, 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 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	700,00	600,00	600,00	600,000	Civic Centre Accommodation Strategy			
	IT Service Calls	28,500	28,500	27,800	25,500	25,000	25,000	25,000	IT Strategy and Implementation Plan		
	Health & Safety Statutory Inspections	100	100	100	100	100	100	100	Risk Management Strategy		
	Transactions requested by departments	115,000	85,000	80,000	80,000	80,000	80,000	80,000	Local Plan		
	Number of Client Affairs cases being managed	250	250	250	250	250	250	250	Procurement Strategy		
	Procurement Support (Number of projects)	45	50	42	42	42	42	42	Workforce Strategy		
	<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	35.5	33.5	33.5	33.5	30.5			
	Transactional Services (FTE)	13.3	13.3	13.3	10.3	10.3	10.3	10.3			
	IT Service Delivery (FTE)	30	29	27	27	27	27	27			
Safety Services (FTE)	5.5	5	4	4	4	4	4				
Client Financial Affairs (FTE)	7	7	7	7	7	7	7				
Commercial Services & Procurement (FTE)	5	5	9	9	9	9	7				
Management	2	2	2	2	2	2	2				
<b>Performance indicator (LBC2020 indicators highlighted in purple)</b>	<b>Actual Performance Target (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>				
Customer Satisfaction - IT incident resolution	95%	90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	83%	72%	75%	75%	75%	75%	75%	High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	36	60	50	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	261,286	320,000	320,000	320,000	320,000	320,000	320,000	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	91%	95%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Invoices paid within 30 days of receipt by LBM	95%	95%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,189	1,400	1,200	1,300	1,400	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	34/66	30/70	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	94%	93%	94%	95%	95%	95%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acct balance falls below £2.5K	1	0	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	N/A	70%	85%	95%	100%	100%	100%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	N/A	70%	60%	50%	40%	40%	40%	Low	Annual	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	6,924	7739.84	7434.32	7128.8	6914.94	6800	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>	13,824	12,585	12,844	(194)	12,091	12,172	12,253	12,334
Employees	4,378	4,437	4,113	182	3,894	3,894	3,894	3,894
Premises	2,665	2,205	2,674	141	2,076	2,117	2,157	2,198
Transport	25	15	30	-9	31	31	32	32
Supplies & Services	3,183	2,790	2,655	-392	2,717	2,755	2,793	2,832
3rd party payments	0	0	312	-112	314	315	317	319
Transfer Payments	9	18	9	-5	9	9	9	9
Support services	1,423	979	911	0	911	911	911	911
Depreciation	2,141	2,141	2,140	0	2,140	2,140	2,140	2,140
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Income</b>	12,207	12,557	12,638	(251)	12,638	12,828	12,828	12,828
Government grants								
Reimbursements								
Customer & client receipts	2,351	1,935	2,674	(190)	2,674	2,864	2,864	2,864
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>(547)</b>	<b>(656)</b>	<b>(575)</b>	<b>(494)</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
Capital Building Works		558	733		600	950	650	650
Invest to Save		401	1,479		300	300	300	300
IT Modernisation		903	2,268		1,085	630	1,060	970
Water / Fire Safety Works		183	447		350			
<b>Total</b>	<b>0</b>	<b>1,086</b>	<b>2,715</b>	<b>0</b>	<b>1,435</b>	<b>630</b>	<b>1,060</b>	<b>970</b>



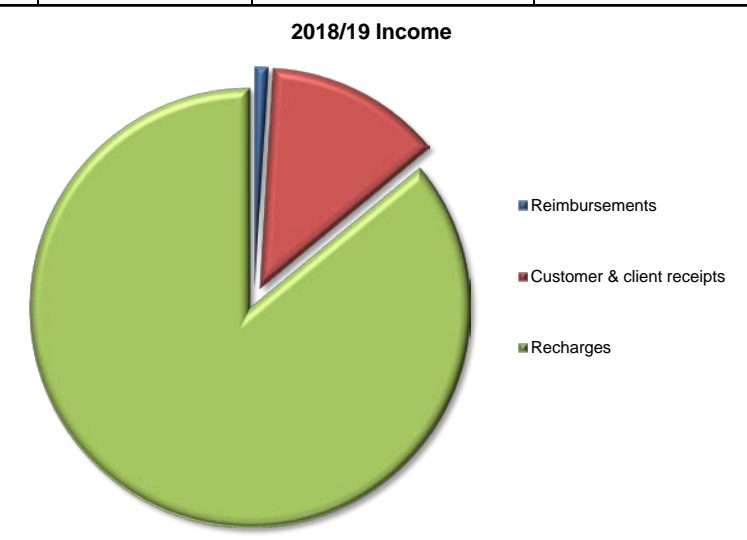
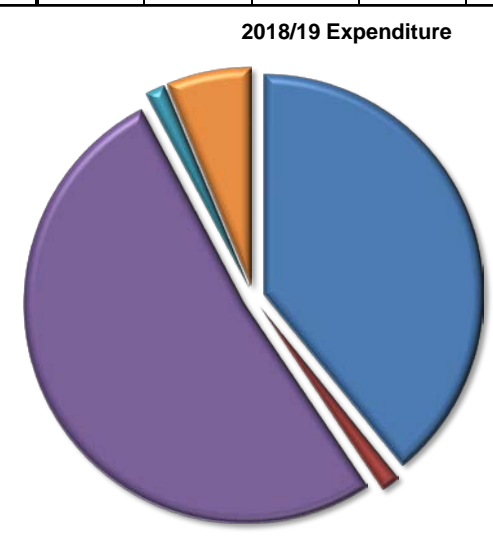
Summary of major budget etc. changes	
<b>2018/19</b>	CS71 Deletion of two posts 43k (deferred by 6 months) CSD2 Energy savings 150k CS2015-03 Restructure of Transactional Services team 100k CS2015-09 Restructure of Safety Services and Emergency Planning 30k CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K CSD7 Restructure Print and Post service and delete two posts 47k
<b>2019/20</b>	
<b>2020/21</b>	CS2016-08 Income from letting two floors vacant space in Civic Centre £190
<b>2021/22</b>	



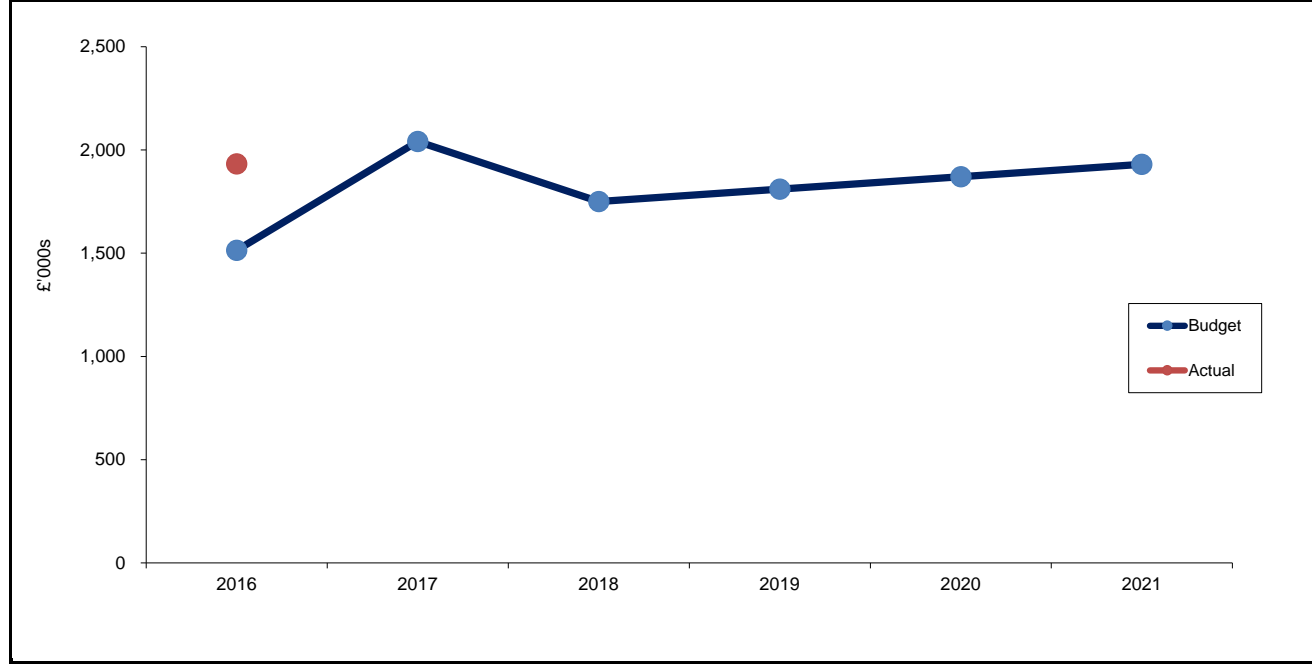
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Implementation of IT Strategy &amp; Plan</b>	Improved efficiency (savings)		6
Start date	2016-17	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed 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						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21					2021/22
<b>Cllr Mark Allison: Deputy Leader &amp; Cabinet Member for Finance</b>	Revenue/Capital Budget Managers	147/23	139/23	<b>139/23</b>	139/23	139/23	139/23	139/23	139/23	Medium Term Financial Strategy	
Enter a brief description of your main activities and objectives below  Resources is made up of four major areas of activity:  <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.  <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.  <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.  <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 pensions administration.	Voluntary Sector Organisations Supported	150+	150+	<b>150+</b>	150+	150+	150+	150+	150+	Capital Strategy	
	Budget, Service, Performance & Risk Monitoring Reports	8	8	<b>8</b>	8	8	8	8	8	8	Equality Strategy
	Budget, Service, Performance & Risk Closing Reports	2	2	<b>2</b>	2	2	2	2	2	2	Procurement 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>				Risk Management Strategy
	Staff (FTE)	54.6	51.6	<b>44.6</b>	44.6	44.6	44.6				Treasury Management Strategy
	Staff (Trainees)	4	2	<b>2</b>	2	2	2				Voluntary Sector Strategy
	Staff (Apprentices)	0	0	<b>0</b>	0	0	0				Corporate Asset Management Plan
	<b>Performance indicator (LBC2020 indicators highlighted in purple)</b>	<b>Actual Performance (A)</b>	<b>Performance Target (T)</b>	<b>Proposed Target (P)</b>							
		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%	<b>90%</b>	90%	90%		High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	91.5%	90%	<b>90%</b>	90%	90%		High	Annual	Outcome	Poor decision making	
Number of Adjustments to Draft Accounts	0	0	<b>0</b>	0	0		Low	Annual	Business critical	Government intervention	
Action plans in place for 'red' risks	100%	90%	<b>90%</b>	90%	90%		High	Quarterly	Outcome	Poor decision making	
% of Loans Paid on Time	N/A	92%	<b>93%</b>	94%	94%		High	Quarterly	Business critical	Reputational risk	
% of Claims Responded to within 5 Working Days	N/A	94%	<b>95%</b>	96%	96%		High	Quarterly	Outcome	Reduced customer service	
Delivery against current year MTF5 savings target	N/A	100%	<b>100%</b>	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>7,440</b>	<b>7,500</b>	<b>7,561</b>	<b>7,621</b>	
Employees	3,387	3,524	3,229	293	2,913	2,913	2,913	2,913	
Premises	101	105	103	2	105	106	108	110	
Transport	2	5	2	1	2	2	2	2	
Supplies & Services	3,971	3,943	3,807	68	3,845	3,902	3,960	4,017	
3rd party payments	157	157	108	0	109	111	112	114	
Support services	313	408	466	0	466	466	466	466	
<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>5,690</b>	<b>5,690</b>	<b>5,690</b>	<b>5,690</b>	
Government grants									
Reimbursements	54	396	54	(151)	54	54	54	54	
Customer & client receipts	726	775	726	8	742	742	742	742	
Recharges	5,637	5,038	4,894		4,894	4,894	4,894	4,894	
<b>Council Funded Net Budget</b>	<b>1,514</b>	<b>1,933</b>	<b>2,041</b>	<b>221</b>	<b>1,750</b>	<b>1,810</b>	<b>1,871</b>	<b>1,931</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>	
Financial Systems		538	18						
ePayments			107				125		
Invoice Scanning SCIS/FIS			41						
Multi-Function Device			36			600			
Acquisitions Budget		206	6,372		5,000				
Capital Bidding Fund			1,246						
Housing Company			9,188		8,101	8146			
	<b>0</b>	<b>744</b>	<b>17,008</b>	<b>0</b>	<b>5,000</b>	<b>600</b>	<b>125</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 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)
<b>2019/20</b>	
<b>2020/21</b>	CS2016-01 A reduction in the contribution to the self insurance fund in line with the actuarial valuation £100k.
<b>2021/22</b>	



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 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6
End date	2019-20						
<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. Work is currently underway to ensure the lessons learned from the 16/17 closedown process and external auditors comment are addressed and changes implemented for 17/18	Current performance indicators will be adjusted for this.	1	3	3
End date	2018-19						

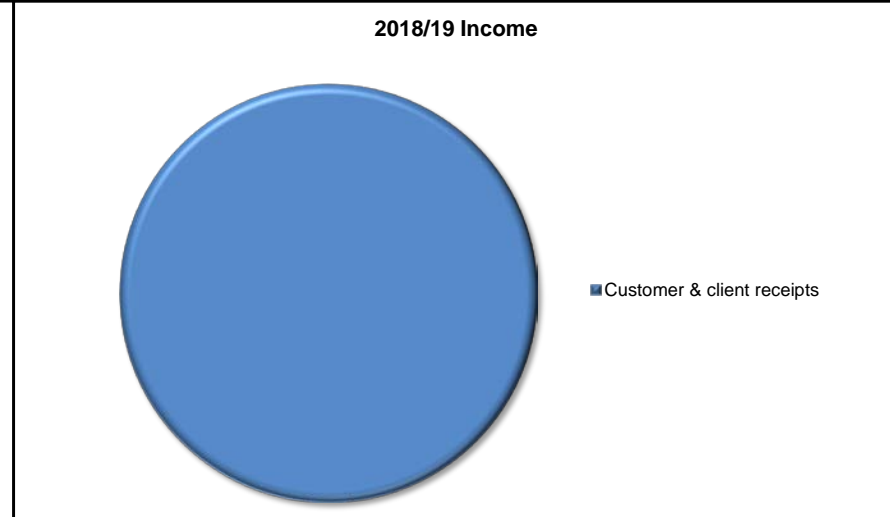
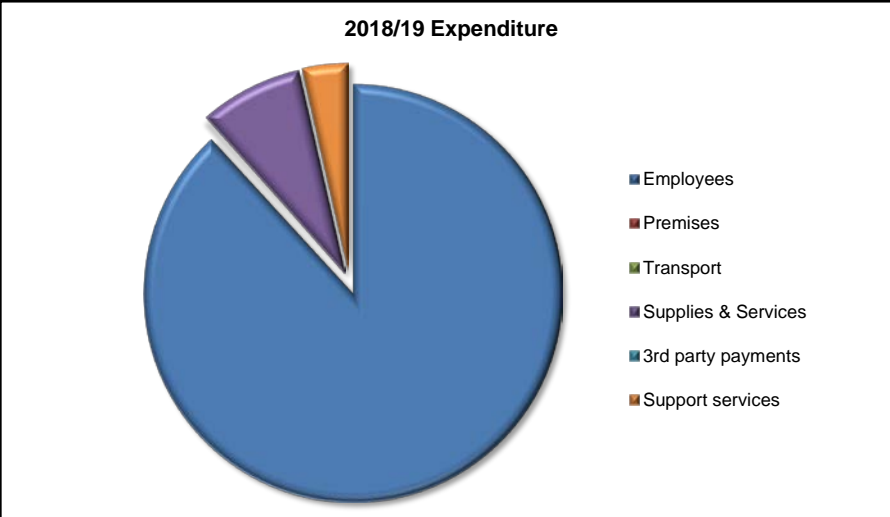


**Shared Legal Services**  
**Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance**  
 Enter a brief description of your main activities and objectives below

The service delivers legal advice, support and representation to all services across the London Boroughs of Merton, Sutton, Richmond, Wandsworth and the Royal Borough of Kingston upon Thames, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and several local authority trading companies. The service also provides advice in relation to the constitution and decision making processes in all councils and advice to members in relation to their roles.

		Planning Assumptions									
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
<b>Anticipated demand</b>											
Chargeable hours for Merton	19500	19,125	19,125	19,125	19,125			Contribute to all Corporate Strategies			
Chargeable hours for Richmond	13895	13,828	13,828	13,828	13,828						
Chargeable hours for Sutton	19819	22,835	22,835	22,835	22,835						
Chargeable hours for Kingston	11382	11,329	11,329	11,329	11,329						
Chargeable hours for Wandsworth		22,487	22,487	22,487	22,487						
Chargeable hours for Achieving for Children	11583	11,222	11,222	11,222	11,222						
Chargeable hours for Sutton Housing Partnership	2528	2,516	2,516	2,516	2,516						
<b>Anticipated non financial resources</b>											
Staff (FTE)	92.3	108.3	108.3	108.3	108.3						
Apprentices	0	2	2	2	2						
<b>Performance indicator</b>		<b>Actual performance (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)				
Chargeable hours		82,005	103,722	103,722	103,722	103,722		High	Monthly	Business critical	Loss of income
Income for SLLP		N/A	£100,000	£100,000	£100,000	£100,000		High	Quarterly	Outcome	Loss of income
1st draft S106 agreement sent to client dept within 10 days		N/A	90%	90%	90%	90%		High	Quarterly	Perception	Reputational risk
Prosecutions - number of successful outcomes		N/A	80%	80%	80%	80%		High	Quarterly	Perception	Reputational risk
Provide FOI/EIR reviews within 20 working days		N/A	80%	80%	80%	80%		High	Quarterly	Perception	Breach statutory duty

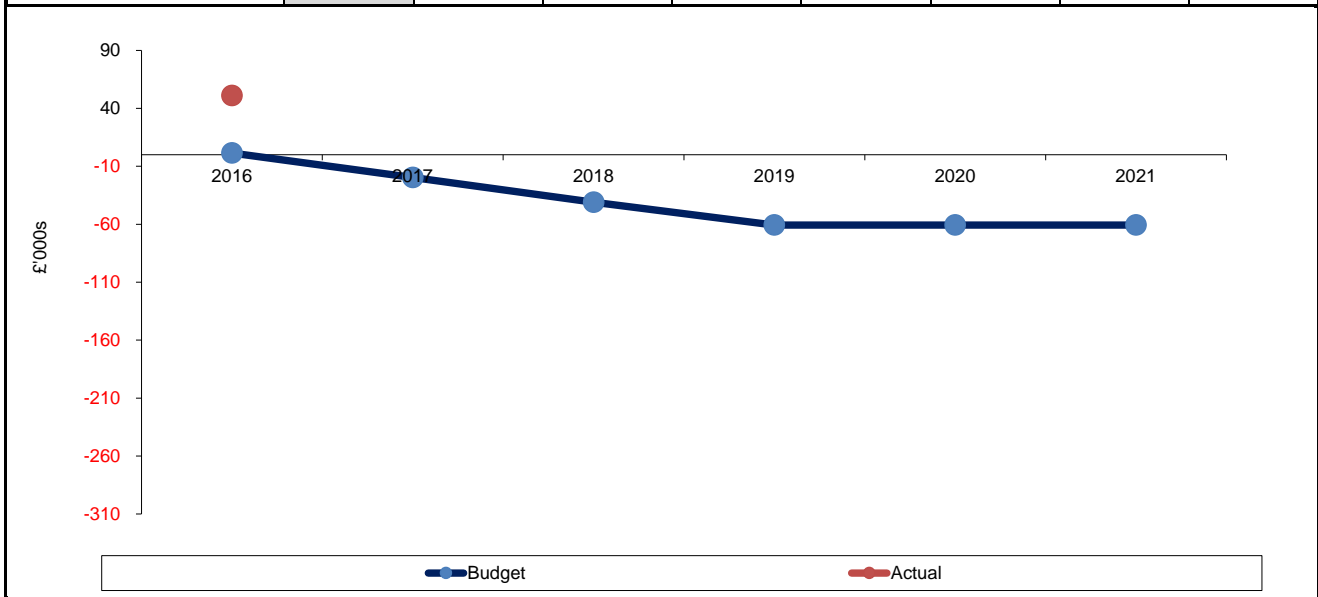
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	5,083	8,362	6,740	179	6,718	6,699	6,699	6,699
Employees	4,464	5,300	5,924	188	5,924	5,924	5,924	5,924
Premises	5	6	5		5	5	5	5
Transport	14	23	14		14	14	14	14
Supplies & Services	415	420	556	-9	535	515	515	515
3rd party payments		2,428			0			
Support services	185	185	240		240	240	240	240
Depreciation								
<b>Revenue £'000s</b>	5,082	8,311	6,759	(179)	6,759	6,759	6,759	6,759
Government grants								
Reimbursements	0	2,428						
Customer & client receipts	5,082	5,883	6,759	(179)	6,759	6,759	6,759	6,759
Recharges	0		0		0	0	0	0
Capital Funded								
<b>Council Funded Net Budget</b>	1	51	(20)	0	(41)	(61)	(61)	(61)
<b>Capital Budget £'000s</b>								
	0	0	0	0	0	0	0	0



**Summary of major budget etc. changes**

**2018/19**

CS2015-12 £41,000 SLLp income



**2019/20**

**2020/21**

**2021/22**

Shared Legal Services

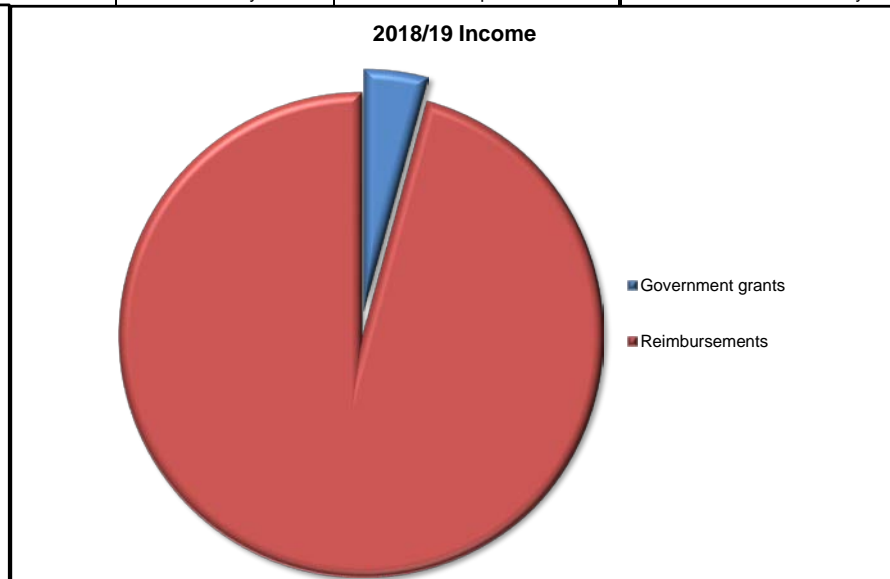
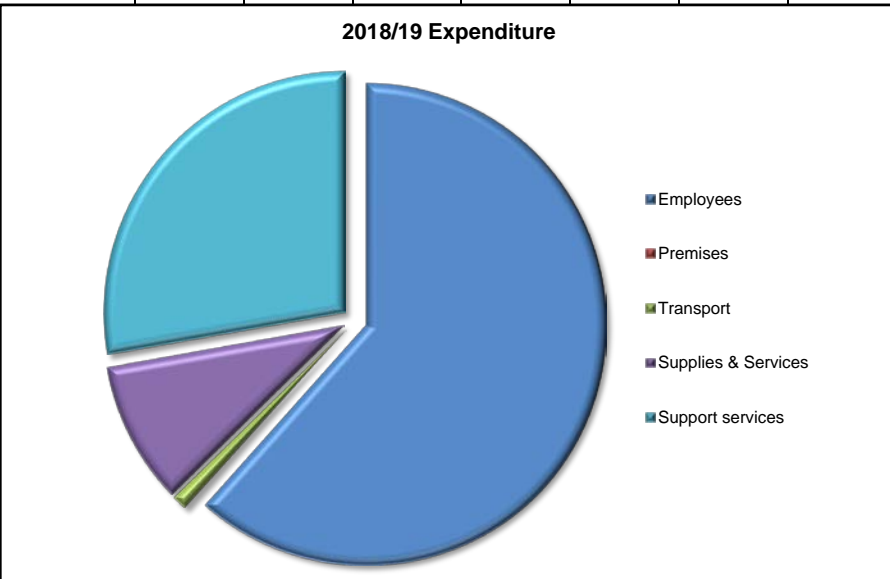
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Increase 3rd party income</b>	Economic outcomes					
Start date	2018-19	Project Details:	To increase income from fees and charges of 3rd parties by £150k (£25k per council)			4	2	8	
End date	2018-19								
<b>Project 2</b>		Project Title:	<b>Increase Productivity</b>	Improved efficiency (savings)					
Start date	2018-19	Project Details:	To identify productivity improvements as a result of the implementation of workflows in debt, housing, property matters and prosecutions.			2	1	2	
End date	2018-19								
<b>Project 3</b>		Project Title:	<b>Future Model</b>	Improved sustainability					
Start date	2018-19	Project Details:	Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure			2	2	4	
End date	2018-19								
<b>Project 4</b>		Project Title:	<b>In House Advocates</b>	Improved efficiency (savings)					
Start date	2018-19	Project Details:	The in house advocacy team to deliver £300k of savings on counsel expenditure on children's social care matters across Merton, Sutton, AFC and Wandsworth			0	0	0	
End date	2018-19								
<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									



# **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		
<b>Enter a brief description of your main activities and objectives below</b>  <b>Building Control</b> 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. <b>Development control</b> 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.  <b>Objectives</b> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - investigate formal sharing of BC with Kingston and Sutton - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through Planning Performance Agreements. - implement mobile/flexible working to improve efficiency - as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - establish a formal collaboration regime with Sutton and Kingston boroughs. - re-procure the M3 database - move away from expensive and transient temporary staff towards a more established and reliable staffing base		Enforcement cases	520	510	500	490	480		Economic Development Strategy	
		Planning applications (economy dependant)	2700	2800	2800	2850	2900		Merton Regeneration Strategy	
		BC applications (economy dependant)	1550	1600	1650	1700	1750		Medium Term Financial Strategy	
		Tree applications	600	600	600	600	600			
		Pre applications	115	120	125	130	140			
		Planning performance agreements	20	25	30	30	30			
		Prior approvals (permitted development)	620	640	640	640	650			
		<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	29	29	29			
		<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	75		High	Monthly	Quality	Reduced customer service
% Minor applications processed within 8 weeks	68	66	67	68	69		High	Monthly	Quality	Reduced customer service
% Other applications processed within 8 weeks	87	85	85	85	85		High	Monthly	Quality	Reduced customer service
Volume of Planning applications Total	4597	4450	4500	4560	4600		High	Monthly	Quality	Reduced customer service
% appeals lost	35	35	35	35	35		Low	Quarterly	Perception	Reputational risk
Income (Development and Building Control)	£1.9m	£2.11m	£2.11	£2.11	£2.11		High	Monthly	Business critical	Loss of income
% Market share retained by LA (BC)	47	54	56	58	60		High	Monthly	Perception	Loss of income
Number of enforcement cases closed	524	450	450	450	450		High	Monthly	Quality	Reduced service delivery
Backlog of enforcement cases	542	650	650	700	750		Low	Monthly	Output	Reduced service delivery

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

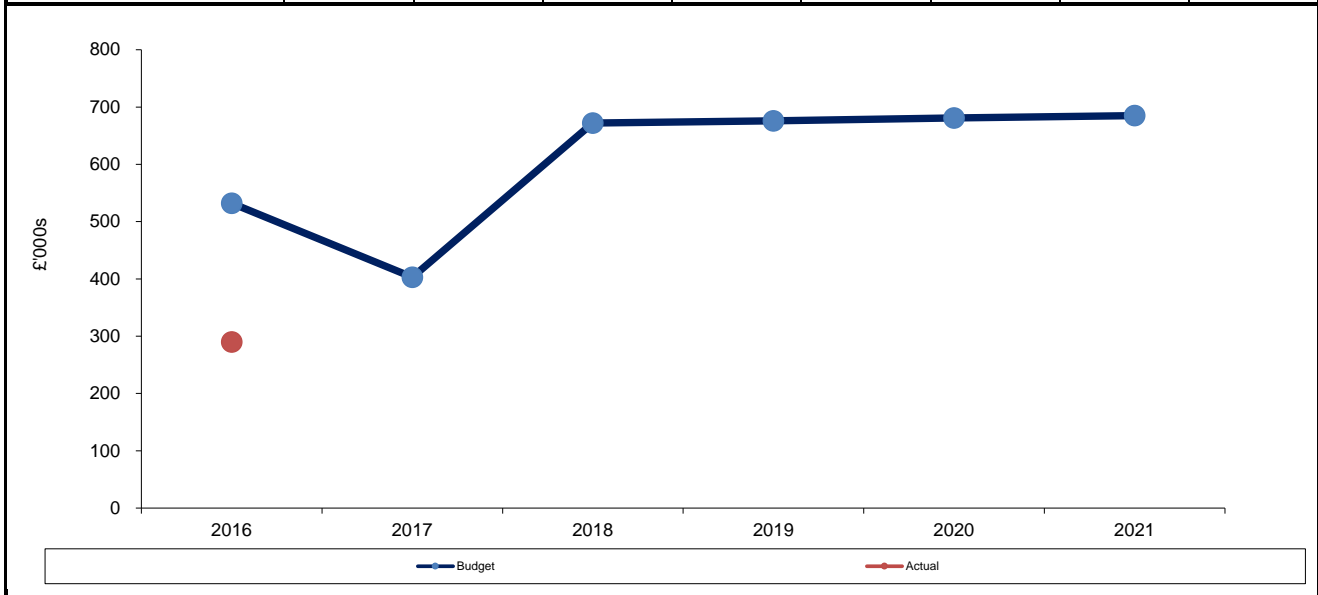


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

**Summary of major budget etc. changes**

**2018/19**

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



Year	Budget (£'000s)	Actual (£'000s)
2019/20	676	290
2020/21	681	290
2021/22	685	290

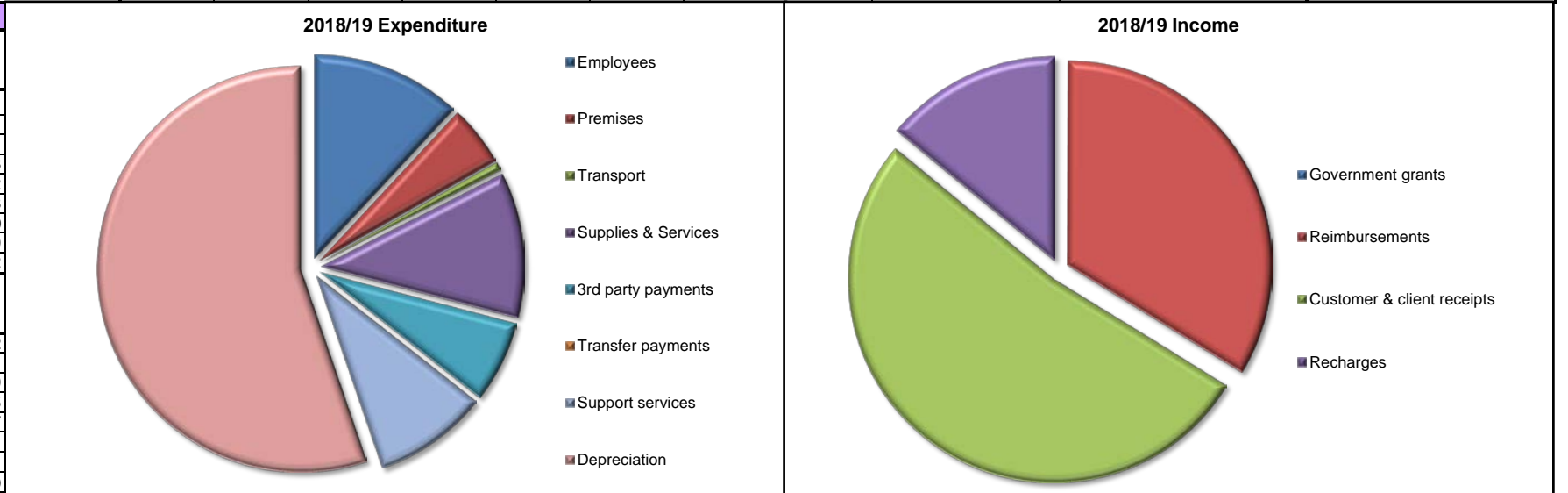
Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Commercialisation of Building Control</b>	Improved efficiency (savings)			6	2	12
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation					
End date	2017-18								
<b>Project 2</b>		Project Title:	<b>Mobile/Home working</b>	Improved efficiency (savings)			2	2	4
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices					
End date	2017-18								
<b>Project 3</b>		Project Title:	<b>Improving the development management processes</b>	Improved effectiveness			2	2	4
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities					
End date	2017-18								
<b>Project 4</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>	Improved customer experience			4	1	4
Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift					
End date	2017-18								
<b>Project 5</b>		Project Title:	<b>Section review</b>	Improved efficiency (savings)			3	2	6
Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings					
End date	2017-18								
<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>	Improved efficiency (savings)			2	2	4
Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings					
End date	2017-18								
<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness			6	1	6
Start date	2016-17	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities					
End date	2017-18								
<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			3	1	3
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.					
End date	2017-18								
<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			1	2	2
Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty					
End date	2017-18								
<b>Project 10</b>		Project Title:		Select one major benefit			0	0	0
Start date		Project Details:							
End date									

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Future Merton & Traffic and Highways		Planning Assumptions						The Corporate strategies your service contributes to						
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	contributes to				
Enter a brief description of your main activities and objectives below		Population		205,722	207,410	<b>208,607</b>	209,771	210,902		Air Quality Action Plan				
Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents.										Climate Change Strategy				
										Community Plan				
The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.		Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Economic Development Strategy				
		Staff (FTE)		51	48	<b>48</b>	48	48			Employment and Skills Action Plan			
The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.										Health & Wellbeing Strategy				
											Local Plan			
Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP)		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)					
Key service areas include: Regeneration, Economic Development, Traffic & Highways, Planning Policy, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall.  Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management records.		New homes built		688	411	<b>411</b>	411	411		High	Annual	Outcome	Loss of Government grant	
		Number of public Electric Vehicle Charging Points			30	<b>30</b>	30				High	Annual	Outcome	Reputational risk
		Number of business premises improved			10	<b>10</b>	10				High	Annual	Outcome	Environmental issues
		Street light repairs (days)		2	3	<b>3</b>	3	3			Low	Quarterly	Quality	Reduced customer service
		Road emergency call outs		100	100	<b>100</b>	100	100			High	Monthly	Business critical	Reduced customer service
		Footway & Carriageway condition		N/A	95	<b>95</b>	95	95			High	Annual	Quality	Increased costs
		Streetwork inspections		36	36	<b>37</b>	37	38			High	Quarterly	Quality	Increased costs
		Streetwork permitting (% issued)		99	98	<b>98</b>	98	98			High	Monthly	Output	Loss of income

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

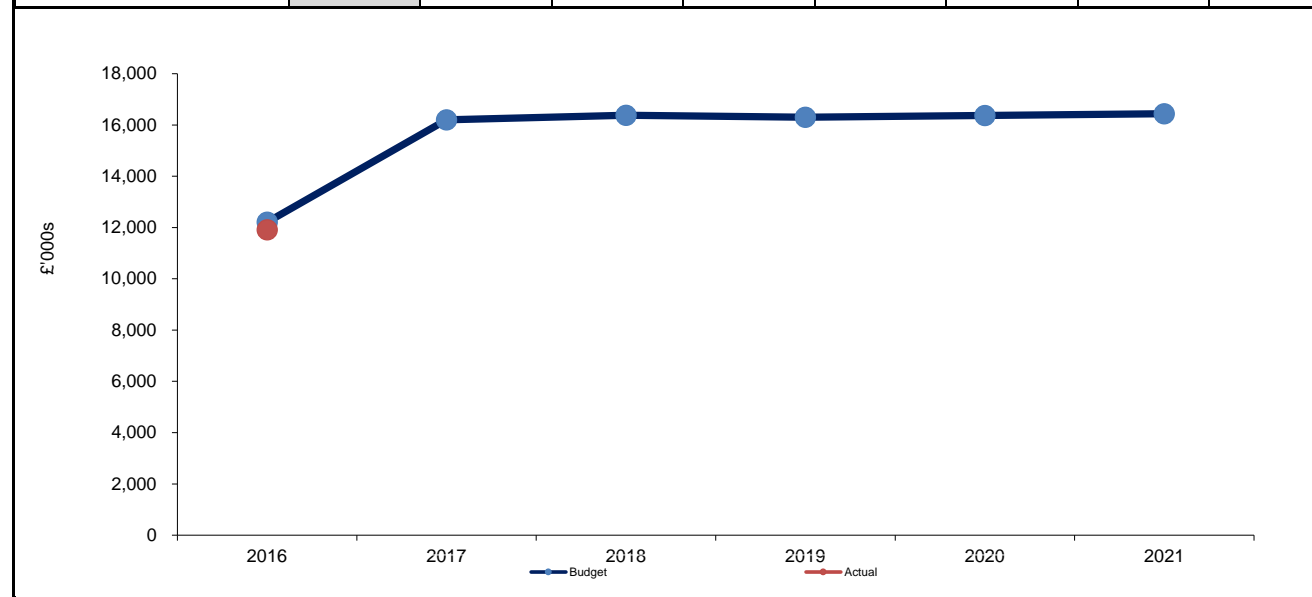


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Highway Maintenance		5,192	4,475		3,641	3,127	3,127	3,127
Transport Improvement		1,172	1,638		1,865			
Regeneration		3,254	2,401	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

**Summary of major budget etc changes**

**2018/19**

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



**2019/20**

ERG1 (Growth) = (£150k)

**2020/21**

**2021/22**



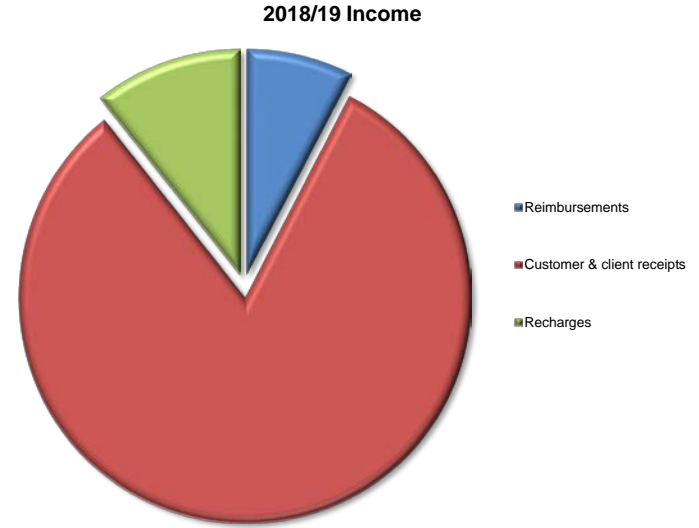
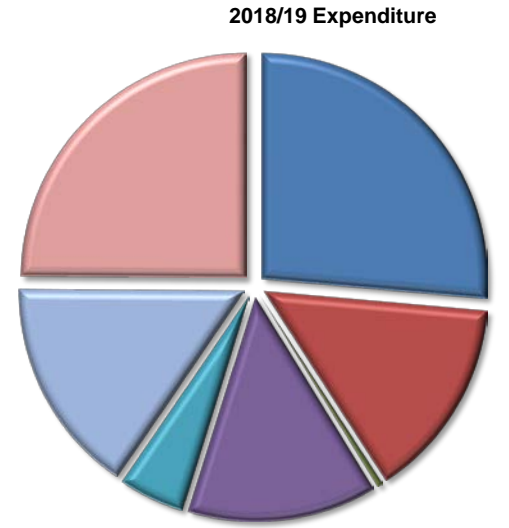
Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Local Plan: Estate Regeneration</b>	Infrastructure renewal		
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.	3	2	6
End date	2024/25					
<b>Project 2</b>		Project Title:	<b>Rediscover Mitcham</b>	Infrastructure renewal		
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with Transport for London.	2	2	4
End date	2017-18					
<b>Project 3</b>		Project Title:	<b>Future Wimbledon &amp; Crossrail 2</b>	Economic outcomes		
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)	3	4	12
End date	2022-23					
<b>Project 4</b>		Project Title:	<b>Wimbledon Stadium</b>	Infrastructure renewal		
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>	3	1	3
End date	2017-18					
<b>Project 5</b>		Project Title:	<b>Local Authority Property Company</b>	Economic outcomes		
Start date	2016-17	Project Details:	Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS	2	2	4
End date	2020-21					
<b>Project 6</b>		Project Title:	<b>Morden Town Centre Regeneration</b>	Improved reputation		
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18	3	2	6
End date	2019-20					
<b>Project 7</b>		Project Title:	<b>Smarter travel: road safety</b>	Improved reputation		
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.	2	2	4
End date	2017-18					



Leisure & Cultural Development		Planning Assumptions						The Corporate strategies your service contributes to		
Cllr Nick Draper Cabinet Member for Community & Culture	Enter a brief description of your main activities and objectives below	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21		2021/22	
<b>Main Activities:</b> Build infrastructure to enable local people to engage in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.  <b>Main Objectives:</b> - Build a new Morden Leisure Centre & open it for public use before end of 2018 - Negotiate contract changes with GLL to operate Morden Leisure Centre & make contract savings - Demolish existing Morden Park Pools & re-landscape site - Develop and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake - Develop & deliver Merton's - London Borough of Culture Bid (should it be successful) - Commission works to determine the most effective management solution for the Watersports Centre - Implement the new approved management arrangements for the Watersports Centre - Deliver the Commemorative WW1 Victoria Cross Stone Laying Ceremony - Commission culture, arts & sports services where funding allows or with external funding - Deliver core functionality in Ride London, Mini Marathon, Fireworks, Tennis Car Parking, etc. - Manage Leisure Centres contract & New Wimbledon Theatre lease - Manage Polka & Attic Theatre grants - Manage Morden Assembly Hall & Dudley Hall Lease - Develop and deliver projects and programmes based on invest to save principles		Population	205,722	207,410	208,607	213,497	212,180	213,198	Asset Management Plan	
		No. of Children & Young People aged 8-17 in west of borough	8,050	8,200	8,700	12,407	12,445	12,604	Children & Young person's Plan	
		Population of most disadvantaged wards	127,540	128,100	104,155	100,227	99,841	100,265	Cultural Strategy	
		Users of Merton's Leisure Centres	912,002	1,028,879	1,092,592	1,100,026	1,115,078	1,124,265	Community Plan	
		Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Open Spaces Strategy	
		Staff (FTE)	13.6	7.8	7.8	7.8	7.8	7.8	Social Inclusion Strategy	
		Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy	
		Volunteers	20	20	20	20	20	20		
		Staff seasonal	30	30	30	30	30	30		
		Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22				
Income £ from Merton Active Plus	57,252	60,000	45,000	46,000	47,000	48,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre	340,733	397,000	350,000	355,000	360,000	365,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres	103,003	98,448	104,000	106,120	108,546	109,626	High	Monthly	Output	Reduced uptake of service
% residents rating facilities Good to Excellent	79	n/a	80	n/a	80	n/a	High	Biennial	Output	Reduced customer service
Total Number of Users of Merton's Leisure Centres	912,002	1,028,879	1,092,592	1,100,026	1,115,078	1,124,265	High	Monthly	Outcome	Reduced customer service
Total Number of Users of Polka Theatre	104,025	94,600	87,226	18,700	97,000	111,030	High	Quarterly	Output	Reduced uptake of service

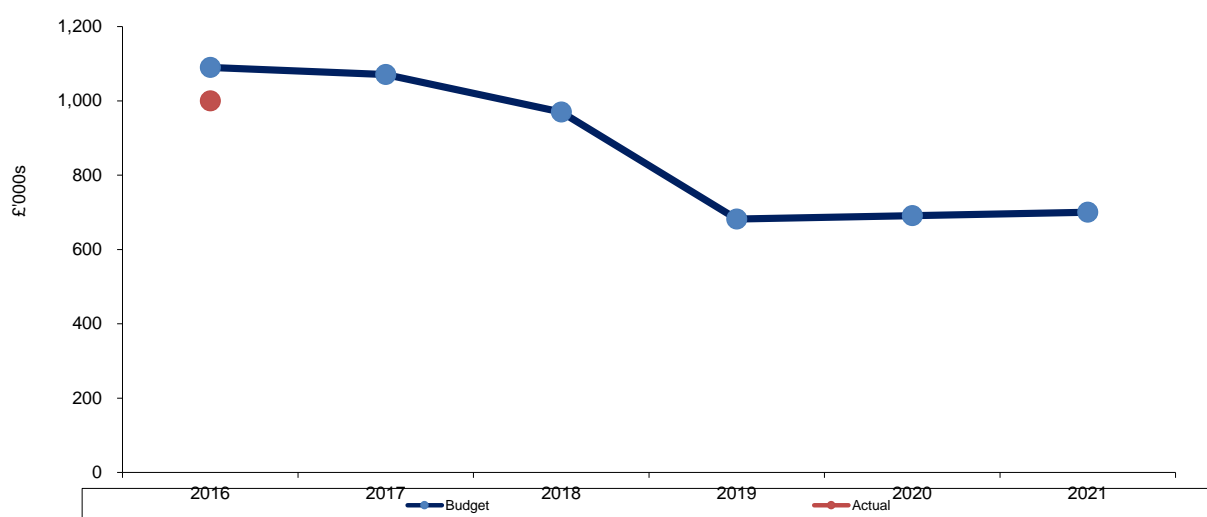
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>2,329</b>	<b>2,320</b>	<b>1,977</b>	<b>83</b>	<b>1,981</b>	<b>1,993</b>	<b>2,002</b>	<b>2,011</b>
Employees	705	678	523	22	523	523	523	523
Premises	277	336	282	86	286	290	294	298
Transport	9	9	8	0	8	8	8	8
Supplies & Services	456	438	269	43	269	274	278	282
3rd party payments	0	0	94	(68)	94	97	98	99
Transfer Payments	0	0	0	0	0	0	0	0
Support services	389	366	308	0	308	308	308	308
Depreciation	493	493	493	0	493	493	493	493
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Income</b>	<b>1,239</b>	<b>1,320</b>	<b>906</b>	<b>(172)</b>	<b>1,011</b>	<b>1,311</b>	<b>1,311</b>	<b>1,311</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	148	123	77	0	77	77	77	77
Customer & client receipts	733	844	721	(172)	826	1,126	1,126	1,126
Recharges	358	353	108	0	108	108	108	108
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,090</b>	<b>1,000</b>	<b>1,071</b>	<b>(89)</b>	<b>970</b>	<b>682</b>	<b>691</b>	<b>700</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
Morden Leisure Centre	1,574	477	8,030	0	4,501	169		
Wimbledon Park Lake de-silting			107	0	1,250			
Other	399	424	424	0	300	250	250	250
	1,973	901	8,561	0	6,051	419	250	250



Summary of major budget etc changes

2018/19  
 E&R1 = (£4k)  
 E&R2 = (£5k)  
 E&R4 = (£100k)

2019/20  
 ENR10 = (£300k)



2019/20

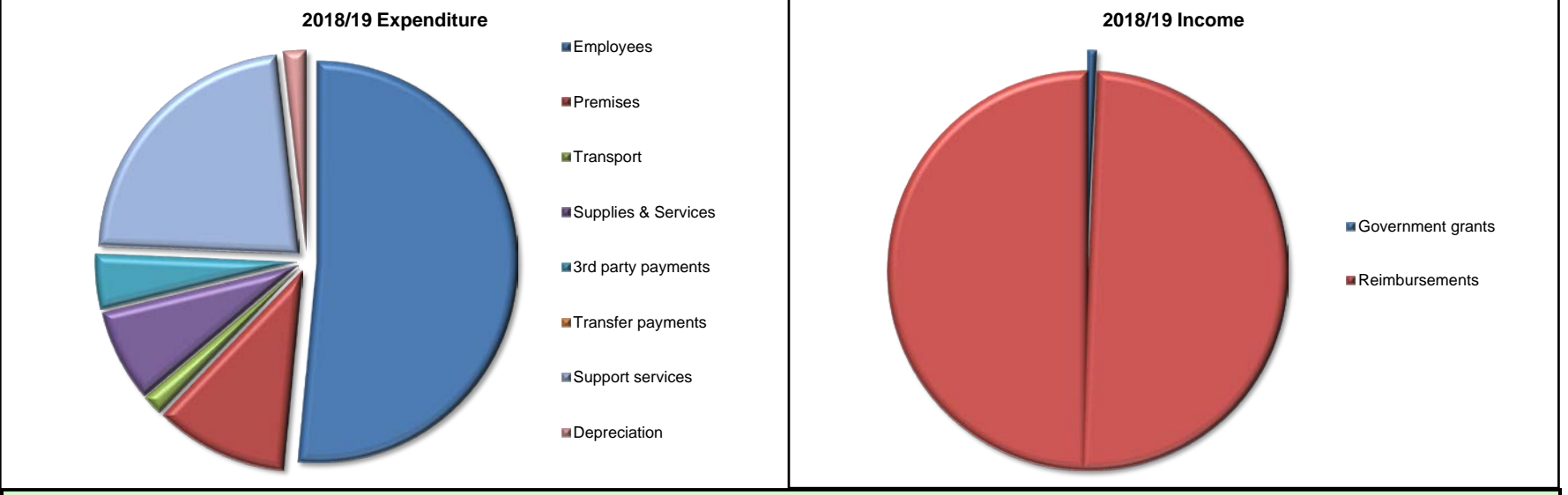
2020/21

2021/22

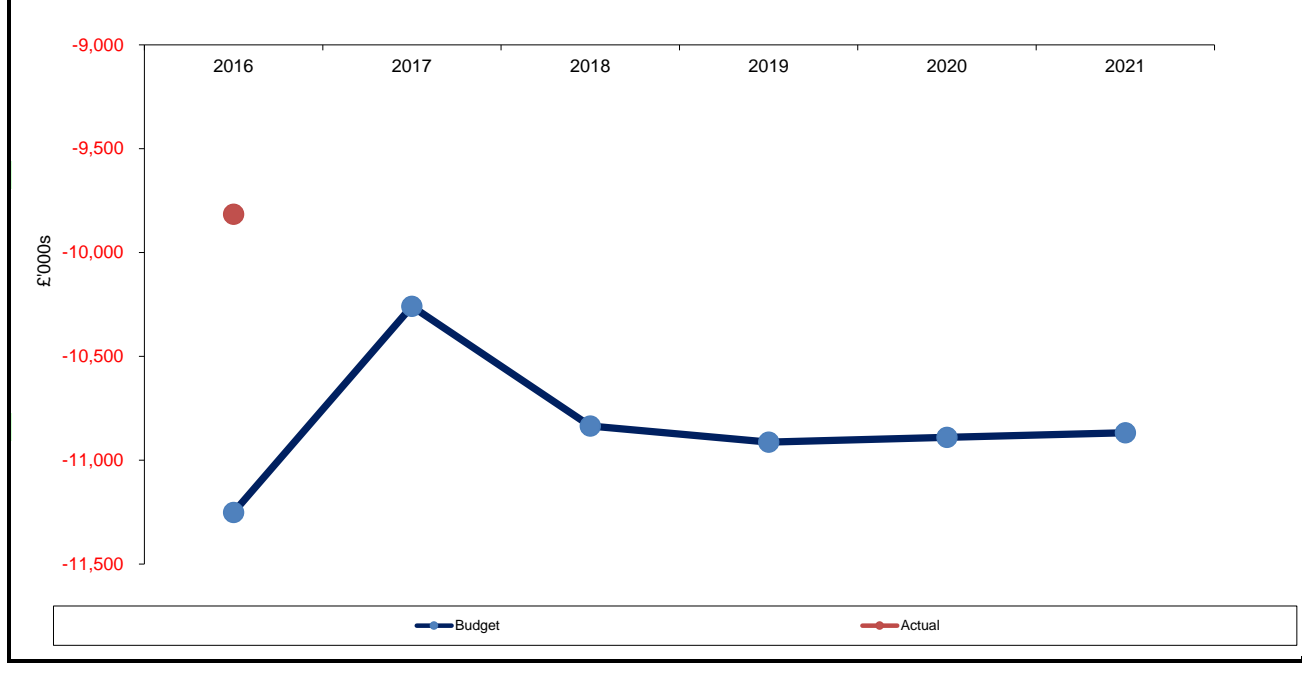
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Leisure & Cultural Development								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT		Risk		
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience		Likelihood	Impact	Score
Start date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

Parking & CCTV Services		Planning Assumptions											
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		20,041	21,043	22,095	23,199	24,358		Transport Plan			
The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.		Number of visitors permits issued		239,242	251,204	263,764	276,952	290,799		Safer & Stronger Strategic Assessment			
Objectives		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	83.57	83.57	83.57					
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%		High	Monthly	Outcome	Loss of income
		Sickness- No of days per FTE (12 month rolling average)		9.5	8	8	8	8		Low	Monthly	Quality	Loss of income
		Percentage of cases won at PATAS		58.3%	54%	54%	54%	54%		High	Monthly	Business critical	Loss of income
		Percentage of cases lost at PATAS		25%	21%	21%	21%	21%		Low	Monthly	Business critical	Loss of income
		Percentage of cases where council does not contest at PATAS due to new evidence		16.7%	25%	25%	25%	25%		Low	Monthly	Business critical	Loss of income
		Percentage of Public Space CCTV cameras working		98%	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	3,158	3,158	3,158	3,158
Premises	619	625	646	74	655	665	675	684
Transport	98	138	82	16	100	101	103	104
Supplies & Services	544	585	477	48	454	461	468	476
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								
Research								
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					
	<b>0</b>	<b>478</b>	<b>192</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>



Summary of major budget etc. changes	
2018/19	
E&R7 = (£163k)	
E&R8 = £500k	
ENV07 = (£60k)	
2019/20	
ENR2 = (£44k)	
ENR3 = (£33k)	
ENR4 = (£100k)	
2020/21	
2021/22	



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Tackling Traffic Congestion</b>	Improved effectiveness			2	1	2
Start date	2015-2016	Project Details:	Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions. The improvement of traffic congestion will lead to improved bus journey times, traffic flows, pollution and the safety of pedestrians and cyclists.						
End date	2017-18								
<b>Project 2</b>		Project Title:	<b>Investment in Public Space CCTV</b>	Infrastructure renewal			2	1	2
Start date	2015-2016	Project Details:	Replace existing public space CCTV equipment On Street and in the back office CCTV suite						
End date	2017-18								
<b>Project 3</b>		Project Title:	<b>Review CEO Shift Patterns</b>	Improved effectiveness			2	1	2
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns						
End date	2017-18								
<b>Project 4</b>		Project Title:	<b>Review CCTV Shift Patterns</b>	Improved effectiveness			2	1	2
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns						
End date	2017-18								
<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									

<b>Commissioned Service</b>
<b>Parks &amp; Green Spaces</b>
<b>Cllr Nick Draper Cabinet Member for Community &amp; Culture</b>
<b>Service Provider:</b> <b>idverde UK Ltd</b>

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

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

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

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



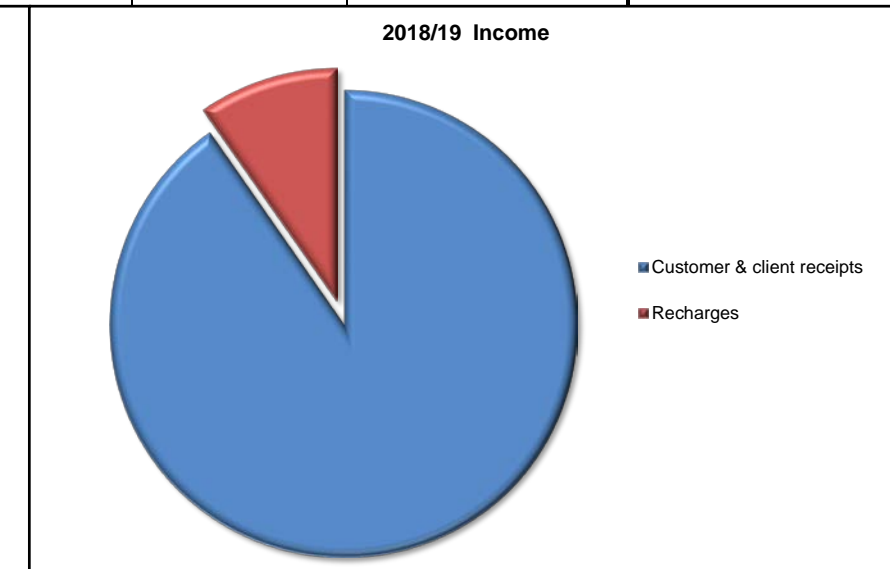
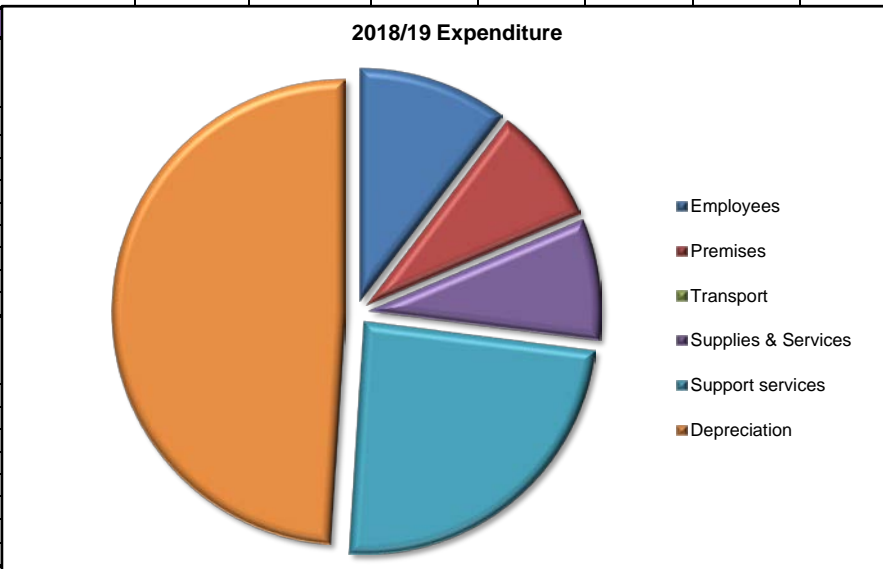
**DETAILS OF MAJOR PROJECTS  
Parks & Green Spaces**

**APPENDIX 6**

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

Property	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21		2021/22		
Enter a brief description of your main activities and objectives below  To maintain a publicly available list of property assets as required by transparency agenda under Localism Act 2011. TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.  Objectives <ul style="list-style-type: none"> <li>complete Asset Valuations to timetable agreed with Director of Corporate Services</li> <li>drive programme of property disposals to maximise capital receipts</li> <li>critically examine operational property to ensure the council has the minimum necessary to support the business plan</li> <li>maximise revenue income by letting vacant property</li> <li>provide timely advice to inform regeneration projects</li> <li>ensure team is arranged to support objectives.</li> </ul>	The number of proposed disposals	Not known	Not known	Not known	Not known			Corporate Asset Management Plan		
	The number of proposed lettings.	8	8	8	8			Economic Development Strategy		
	The number of proposed rent reviews	21	35	36				Medium Term Financial Strategy		
	The number of commercial properties	394	394	394	394					
	<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)	4.85	4.60	4.60	4.60					
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% Vacancy rate of prop. owned by council	0.35	3.3	3.3	3.3			Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	8.7	8.0	8.0	8.0			Low	Quarterly	Outcome	Loss of income
Asset Valuations	167	150	150	150			High	Annual	Business critical	Breach statutory duty

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

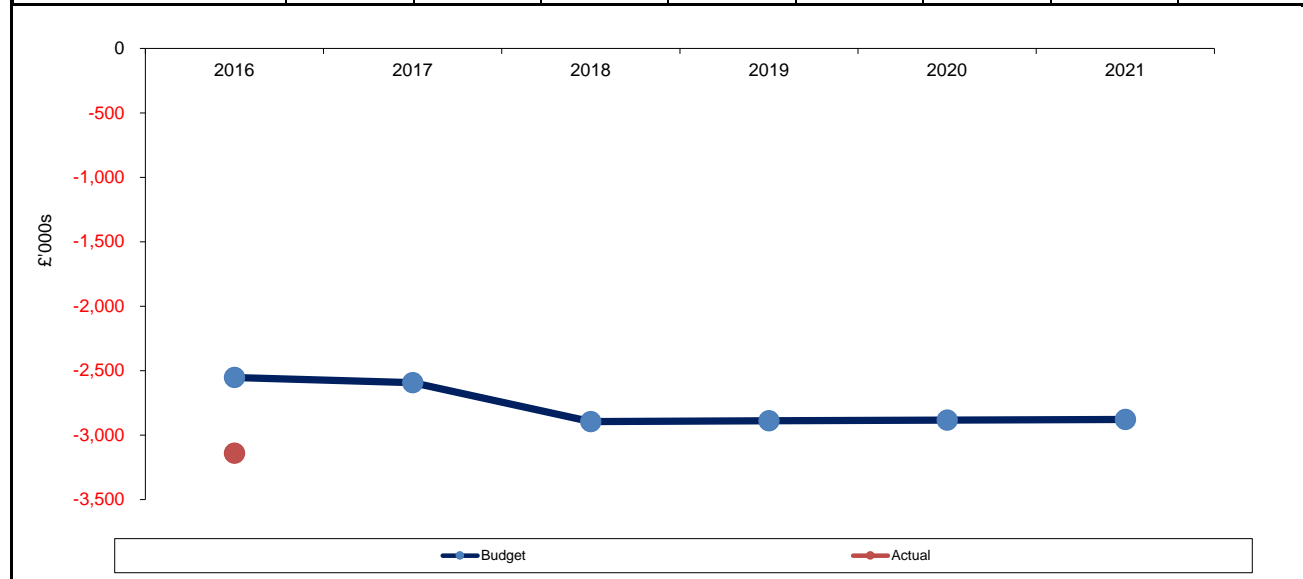


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0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

**Summary of major budget etc. changes**

**2018/19**

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



**2019/20**

**2020/21**

**2021/22**

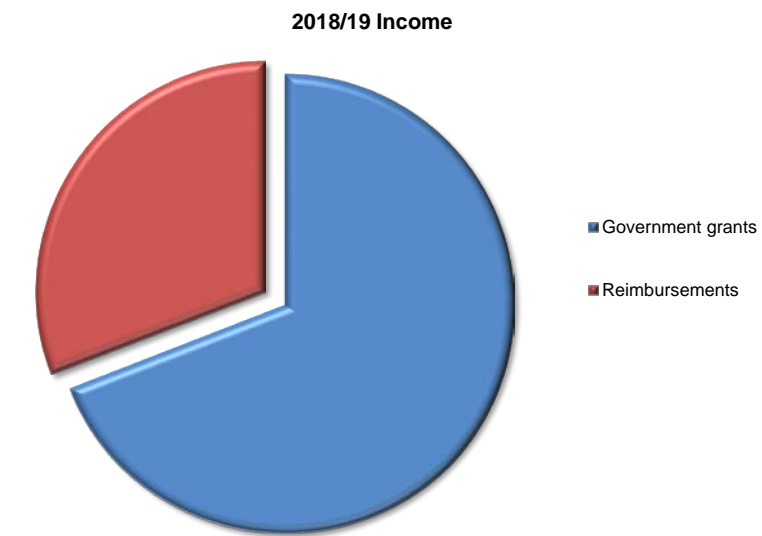
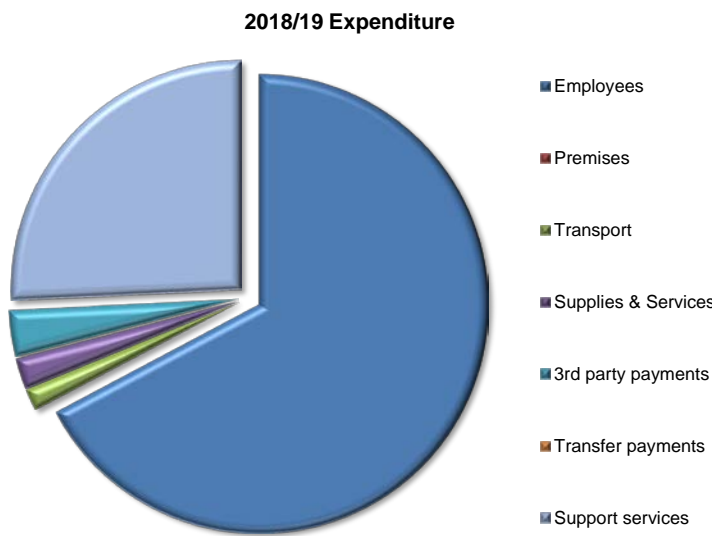
Property

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>New secondary school</b>		Infrastructure renewal		
Start date	<b>2016-17</b>	Project Details:	Land acquisition and granting of new leases.		2	2	4
End date	<b>on going</b>						
<b>Project 2</b>		Project Title:	<b>P4/Broadway Car Park</b>		Improved efficiency (savings)		
Start date	<b>2012-13</b>	Project Details:	Disposal of public car park to regenerate prominent town centre site.		1	2	2
End date	<b>on going</b>						
<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							

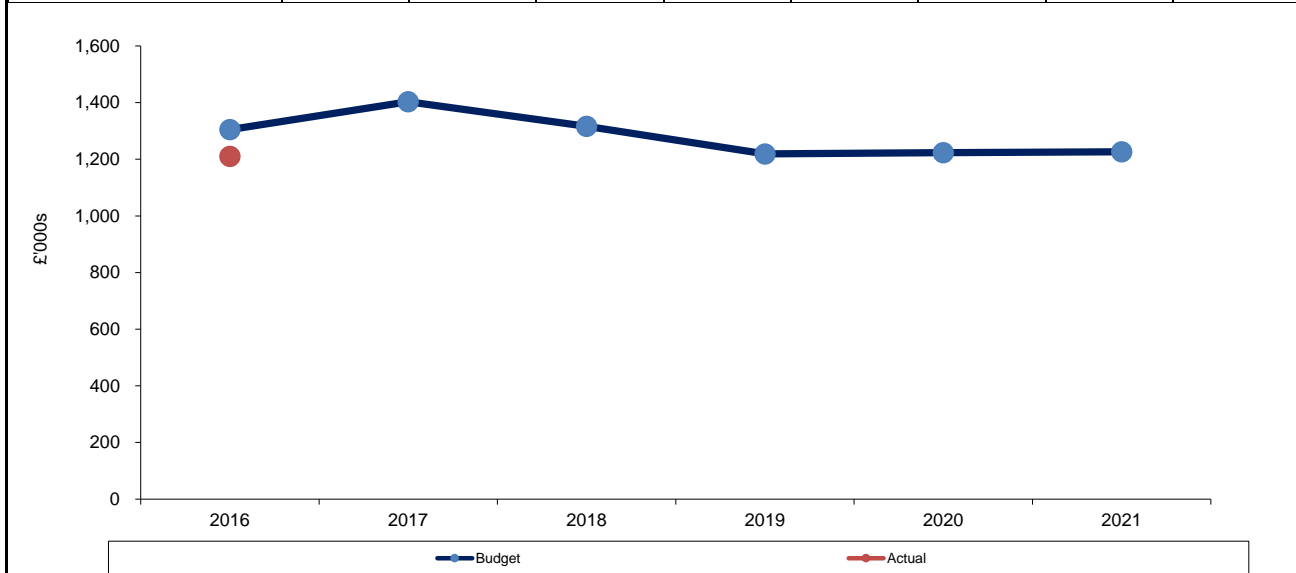


Regulatory Services Partnership		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Nick Draper: Cabinet Member for Community & Culture		Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Air Quality Action Plan		
Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking		Total number of food premises		1790	1803	1816	1829	1829		Climate Change Strategy		
A brief description of your main activities and objectives: Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton and LB Richmond).		Total number of service requests		5995	6113	6234	6357	6357		Merton Regeneration Strategy		
		Licence/permit applications		1890	1900	1900	1900	1900		Medium Term Financial Strategy		
Deliver savings and efficiencies by:		Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
<ul style="list-style-type: none"> <li>reducing overheads</li> <li>generating additional income</li> <li>attracting new business</li> <li>rationalising ICT systems</li> </ul>		Staff (FTE)		39.48	39.48	38.48	38.48	38.48				
		Performance indicator		Actual Performance (A) Performance Target (T)		Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2016/17(A)		2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2020/21(P)				
		% service requests replied in 5 working days		95	96	96	96		High	Monthly	Perception	Reduced customer service
		Income generation by EHTSL		£392,026	£345,000	£345,000	£345,000		High	Monthly	Outcome	Loss of income
		% of category A,B & non-compliant C food premises inspected		100	98	98	98		High	Annual	Business critical	Government intervention
		No. of underage sales test purchases		103	100	100	100		High	Quarterly	Business critical	Anti social behaviour
		Annual average amount of Nitrogen Dioxide per m3		NMTP	40	40	40		Low	Annual	Outcome	Political risk
Transform the service by:		Days Nitrogen Dioxide levels exceed 200 micrograms per m3		6.3	18	18	18		Low	Quarterly	Outcome	Political risk
		Annual average amount of Particulates per m3		24	40	40	40		Low	Annual	Outcome	Political risk
		Days particulate levels exceed 50 micrograms per m3		7	35	35	35		Low	Quarterly	Outcome	Political risk
		Number of licence applications determined within 28 days		96.75%	95%	95%	95%		High	Quarterly	Business critical	Reputational risk
		% of food premises rated 2 or below		9.65%	15%	15%	15%		Low	Quarterly	Outcome	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>2,866</b>	<b>2,782</b>	<b>3,009</b>	<b>63</b>	<b>3,012</b>	<b>3,015</b>	<b>3,019</b>	<b>3,022</b>
Employees	2,034	1,948	2,026	82	2,026	2,026	2,026	2,026
Premises	0	2	0	2	0	0	0	0
Transport	56	51	47	(1)	47	48	49	50
Supplies & Services	253	331	65	(32)	66	67	68	69
3rd party payments	11	0	95	12	97	98	100	101
Transfer payments	0	0	0	0	0	0	0	0
Support services	512	450	776	0	776	776	776	776
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Income</b>	<b>1,561</b>	<b>1,572</b>	<b>1,606</b>	<b>147</b>	<b>1,696</b>	<b>1,796</b>	<b>1,796</b>	<b>1,796</b>
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,137	1,199	1,132	41	1,172	1272	1272	1272
Customer & client receipts	424	372	474	106	524	524	524	524
Recharges								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,305</b>	<b>1,210</b>	<b>1,403</b>	<b>210</b>	<b>1,316</b>	<b>1,219</b>	<b>1,223</b>	<b>1,226</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
Mortuary	45							
	45	0	0	0	0	0	0	0



### Summary of major budget etc. changes

Year	Notes
2018/19	ENV08 = (£40k) ENV09 = (£50k)
2019/20	ENR1 = (£100k)
2020/21	
2021/22	

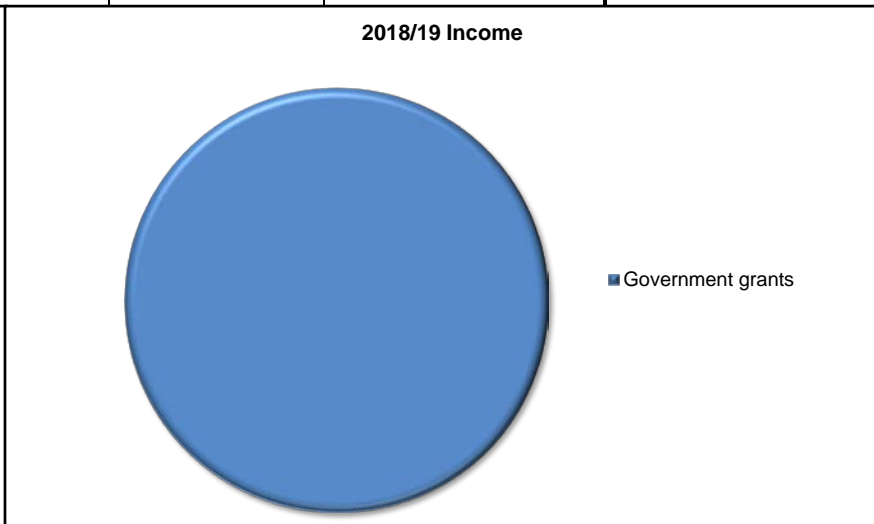
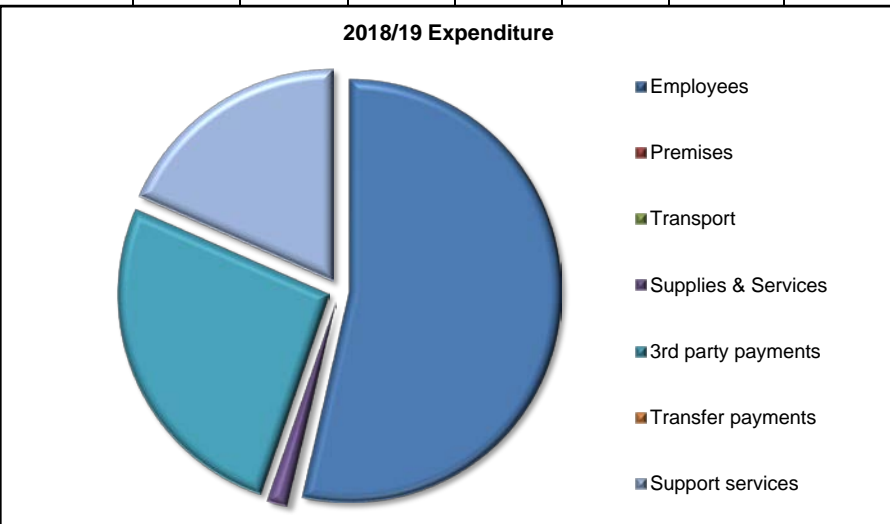
Regulatory Services Partnership

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

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Safer Merton	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
Enter a brief description of your main activities and objectives below  Safer Merton delivers the council's statutory Community Safety Partnership function to tackle crime and disorder. The team consists of eight officers working across several themes: 1) Tackling anti-social behaviour in non social housing 2) Protecting victims of Domestic Violence and Abuse and taking action against perpetrators 3) Managing and delivering a borough wide Neighbourhood Watch programme 4) Delivering the partnerships analytical functions 5) Managing and delivering the boroughs work to tackle hate crime 6) Manaing and delivering the Home Office pilot to tackle alcohol related crime and ASB The service also ensures that MOPACs Police and Crime plan priorities are delivered and will be working to ensure that the proposed sales of police stations, mergers of police command units and the introduction of its new VAWG strategy are rolled out appropriately across the borough to minimise negative impact. The service retains strategic oversight and commissioning of MOPAC funded workers. Safer Merton forms part of and is managed through the councils Public Protection division which forms part of the E&R Directorate. The work of Safer Merton is delivered in partnership with other statutory and non statutory partners. The statutory duty for Safer Merton consists of the following: 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in	Number of new, actionable, ASB cases	360	400	400	400	350	350	Safer & Stronger Strategic Assessment		
	Population	205,722	207,410	208,607	209,771	210,902	210,902	Violence Against Women and Girls Strateg		
	No. Multi Agency Risk Assessment cases (domestic abuse)	162	170	170	170	200	210	Children and Young People's Plan		
	% of all residents actively engaged in Neighbourhood Watch schemes	38%	40%	40%	43%	45%	45%	Community Cohesion Strategy		
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)	9.10	7.99	7.99	9.49	8.49	8.00	Health & Wellbeing Strategy		
								Safeguarding Children's Board Annual Hate crime strategy		
Performance indicator	Actual Performance (A)		Performance Target (T)		Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
Multi Agency Risk Assessment cases - domestic abuse	309	153	153	153	200	2010	High	Monthly	Business critical	Safeguarding issues
Number of Community Protection Warnings Issued	n/a	150	100	100	100	100	High	Quarterly	Outcome	Reduced enforcement
Number of Community Protection Notices Issued	n/a	8	8	8	8	8	Low	Quarterly	Quality	Reduced enforcement
Number of new Neighbourhood Watch schemes	n/a	10	10	10	15	15	High	Annual	Outcome	Reduced service delivery
No increase in residential burglary	n/a	850	850	850	850	850	Low	Quarterly	Perception	Customer hardship
Total Violence with Injury	n/a	1373	1373	1373	1200	1200	Low	Quarterly	Quality	Customer hardship
Number of premise closure orders used	n/a	n/a	10	10	12	12	Low	Quarterly	Outcome	Anti social behaviour

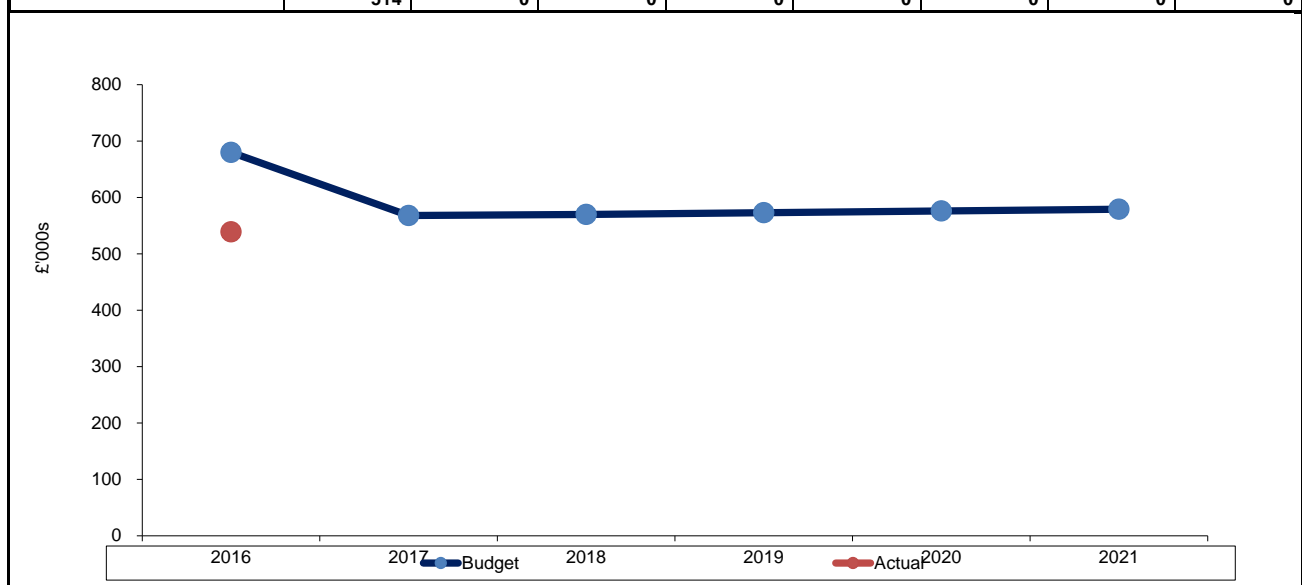
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>756</b>	<b>647</b>	<b>644</b>	<b>2</b>	<b>646</b>	<b>649</b>	<b>652</b>	<b>655</b>
Employees	340	303	346	2	346	346	346	346
Premises	1	0	0	0	0	0	0	0
Transport	5	2	1	0	1	1	1	1
Supplies & Services	270	222	10	0	10	10	11	11
3rd party payments	0	4	168	0	170	173	175	178
Transfer payments	0	0	0	0	0	0	0	0
Support services	140	116	119	0	119	119	119	119
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Income</b>	<b>76</b>	<b>108</b>	<b>76</b>	<b>(37)</b>	<b>76</b>	<b>76</b>	<b>76</b>	<b>76</b>
Government grants	76	27	76	76	76	76	76	76
Reimbursements	0	81		(113)				
Customer & client receipts								
Recharges								
<b>Council Funded Net Budget</b>	<b>680</b>	<b>539</b>	<b>568</b>	<b>(35)</b>	<b>570</b>	<b>573</b>	<b>576</b>	<b>579</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
CCTV	514			0	0	0	0	0
<b>Total</b>	<b>514</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Summary of major budget etc. changes

2018/19



2019/20

2020/21

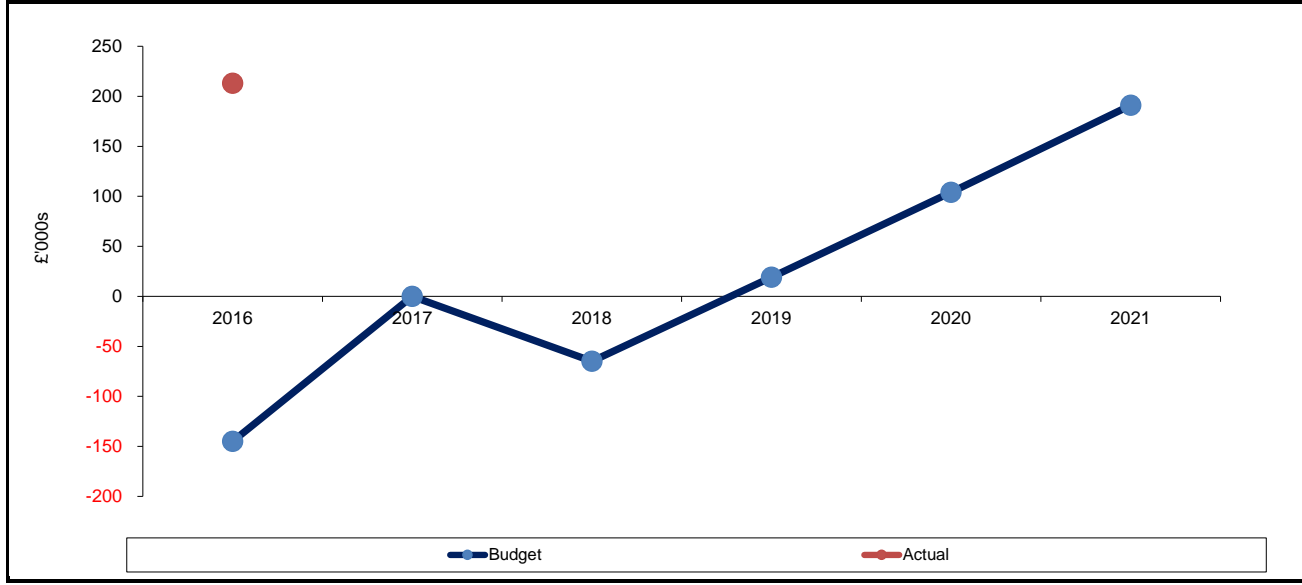
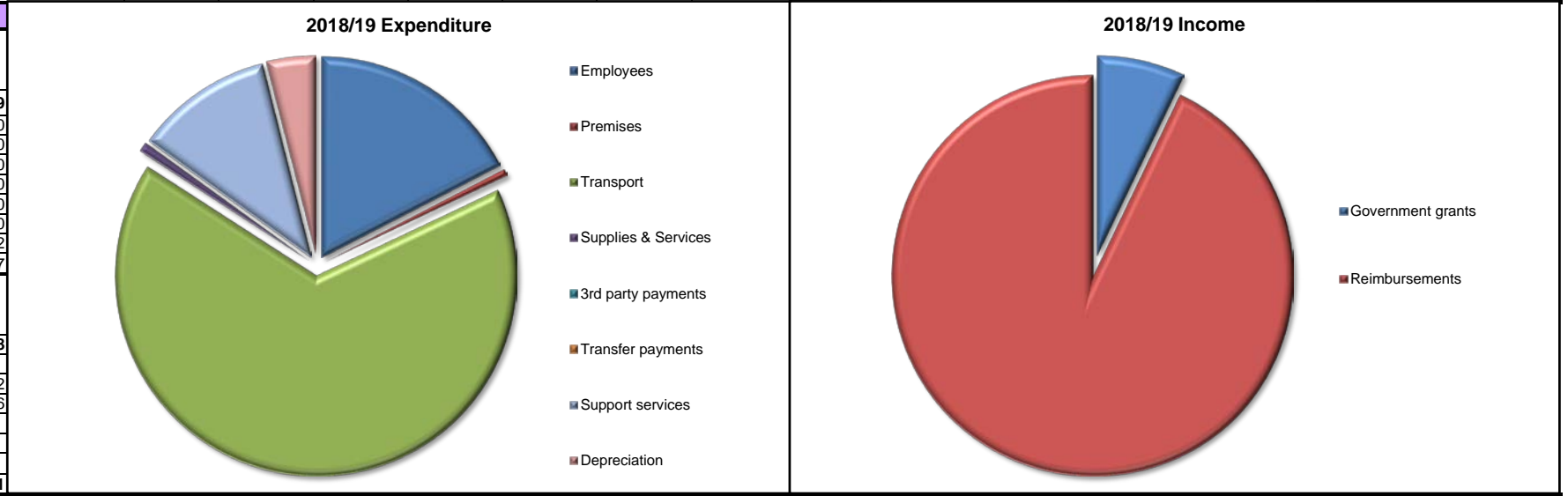
2021/22

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	Roll out of wider NO MORE campaign	Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second London borough to launch the campaign to condemn Domestic Violence and Sexual Violence, the Community Safety Partnership wish to roll the programme out across other strands of key business. This will ensure that Merton's residents and businesses are fully aware of the Community Safety Partnership's commitment to tackling a range of issues affecting our residents			Improved victim awareness, increased profile for Merton as a pro-active borough in addressing crime and ASB and associated reputational benefits across London		
End date	31/03/2018							
<b>Project 2</b>		Project Title:	Select one major benefit			0		
Start date		Project Details:						
End date								
<b>Project 3</b>		Project Title:	Select one major benefit			0		
Start date		Project Details:						
End date								
<b>Project 4</b>		Project Title:	Select one major benefit			0		
Start date		Project Details:						
End date								
<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								

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Transport - Passenger Fleet Service	Planning Assumptions							The Corporate Strategies your service contributes to			
<b>Cllr Martin Whelton: Cabinet Member for Regeneration, Environment &amp; Housing</b> Enter a brief description of your main activities and objectives below  To provide effective Home to School and Vulnerable Adults transport service, using the in-house fleet of buses and assorted vehicles  To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Council's fleet of vehicles.	Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Children and Young People's Plan Special Educational Needs and Disabilities Strategy		
	CSF Passenger Journeys - In-House			70,000	70,000	<b>70,000</b>	70,000	70,000			
C&H Passenger Journeys - In-House			70,000	70,000	<b>70,000</b>	70,000	70,000				
<b>Anticipated non financial resources</b>			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
No. Transport Fleet vehicles			40	40	<b>40</b>	40	40				
Staff			61	48.35	<b>47.35</b>	46.35	46.35				
Performance indicator		Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)					2021/22(P)
% Client user satisfaction			97	<b>97</b>	97	97		High	Annual	Outcome	Reduced customer service
Average % passenger vehicles in use		89	85	<b>85</b>	85	85		High	Annual	Unit cost	Reduced customer service
% in-house journey that meet timescales		83	85	<b>85</b>	85	85		High	Annual	Outcome	Reduced customer service
Sickness - average days per FTE		14.35	11	<b>10.5</b>	9.5	8		Low	Monthly	Unit cost	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>9,477</b>	<b>10,516</b>	<b>8,608</b>	<b>14</b>	<b>8,553</b>	<b>8,637</b>	<b>8,722</b>	<b>8,809</b>
Employees	1,978	2,072	1,631	35	1,490	1,490	1,490	1,490
Premises	76	79	46	(6)	47	47	48	50
Transport	6,169	7,073	5,576	10	5,660	5,743	5,827	5,910
Supplies & Services	91	112	66	(13)	67	68	68	70
3rd party payments	0	0	0	(12)	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	847	864	952	0	952	952	952	952
Depreciation	316	316	337	0	337	337	337	337
Revenue £'000s	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>9,622</b>	<b>10,303</b>	<b>8,608</b>	<b>91</b>	<b>8,618</b>	<b>8,618</b>	<b>8,618</b>	<b>8,618</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	609	606	602	11	612	612	612	612
Customer & client receipts	9,013	9,697	8,006	80	8,006	8,006	8,006	8,006
Recharges								
Research								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>(145)</b>	<b>213</b>	<b>0</b>	<b>105</b>	<b>(65)</b>	<b>19</b>	<b>104</b>	<b>191</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
Fleet Vehicles	500	348	350		400	300	300	300
GPS Vehicle Tracking		42	160					
Allegating		27	40		40	40	40	40
Other			6		6			
<b>Total</b>	<b>500</b>	<b>417</b>	<b>556</b>	<b>0</b>	<b>446</b>	<b>340</b>	<b>340</b>	<b>340</b>



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

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		Project Details:	Review of the full retained fleet and the future provision of vehicles.	Finacial savings from reduced fleet through shared vehicles	3	2
End date						
<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</b>
<b>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	<b>6.69</b>	6.69	6.69					
Community Engagement and Enforcement	9	9	<b>9</b>	9	9					
SLWP	0	4	<b>4</b>	4	4					
Client Neighbourhood team	0	1.5	<b>1.5</b>	1.5	1.5					
Veolia UK Ltd	Sufficient resources to provide service									
Viridor										
Kingdom Ltd										
Noah's Ark										
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% Residents satisfied with street cleanliness	53	57	<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>3600</b>	3500	3400		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>68%</b>	69%	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
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	2018/19 E&R20 = 2k E&R21 = £30k ENV31 = (£9k) ENV35 = (£150k) ENR6 = (£200k) ERG2 = £65k  2019/20 ENR9 = (£200k) EV08 = (£250k) ERG2 = £35k
<b>Expenditure</b>	<b>20,750</b>	<b>21,353</b>	<b>15,457</b>	<b>376</b>	<b>15,401</b>	<b>15,393</b>	<b>15,601</b>	<b>15,808</b>	
Employees	7,597	8,033	1,042	62	843	843	843	843	
Premises	452	421	397	-43	402	408	414	420	
Transport	1,940	2,317	26	-5	26	27	27	27	
Supplies & Services	1,531	1,521	316	-37	321	325	330	335	
3rd party payments	5,806	5,747	12,723	401	12,856	12,837	13,034	13,230	
Transfer payments	2	0	2	-2	2	2	2	2	
Support services	2,828	2,720	366	0	366	366	366	366	
Depreciation	594	594	585	0	585	585	585	585	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
<b>Income</b>	<b>3,497</b>	<b>3,983</b>	<b>956</b>	<b>(10)</b>	<b>954</b>	<b>1,154</b>	<b>1,154</b>	<b>1,154</b>	
Government grants	0	0	0	0	0	0	0	0	
Reimbursements	406	452	455	15	455	455	455	455	
Customer & client receipts	2,348	2,843	501	(25)	499	699	699	699	
Recharges	743	688	0		0	0	0		
Reserves									
Capital Funded									
<b>Council Funded Net Budget</b>	<b>17,253</b>	<b>17,370</b>	<b>14,501</b>	<b>366</b>	<b>14,447</b>	<b>14,239</b>	<b>14,447</b>	<b>14,654</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	
Waste Bins					2,674				
Fleet Vehicles		316	972		2,670				
Other			113						
<b>Total</b>	<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		5	2	10
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				
End date: <b>01/10/2018</b>						
<b>Project 2</b>	Project Title: <b>Energy Recovery Facility (Phase B)</b>	Select one major benefit		3	2	6
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 a. Key Facility Planned Works Commencement Date 31st August 2015 b. Key Facility Planned Service Commencement Date 31st August 2018 c. Key facility Expiry Date 31st August 2043	Environmental benefits from diverting waste from landfill, sustainable waste management				
End date: <b>01/09/2018</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. 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. 2018-19CS02 – Reduction in the level of non-essential and general repairs and maintenance undertaken on the Council's corporate buildings.
2. How does this contribute to the council's corporate priorities?	Reviewing the current divisional service delivery model and the associated corporate contracts to ensure that they provide an appropriate level of service and ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	CS01 – No affect as this is a budget saving associated with the financing of the corporate Multi-Functional Device (MFD) contract and will therefore have no operational implications. CS02 – No direct impact but likely that staff and visitors will notice a gradual reduction in the condition of office accommodation and the public facing areas due to a reduction in the frequency of works like internal and external decorating.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

None identified

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mark Humphries – Assistant Director 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?	Proposed new budget savings for Infrastructure & Transactions division. Savings reference numbers 2018-19CS03 and 2018-19CS04 are new savings in 2019/20 financial year, which relate to proposed operational changes in how some current services will be delivered in the future. These have been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

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

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

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

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

None identified

### Stage 4: Conclusion of the Equality Analysis

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

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

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



**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**

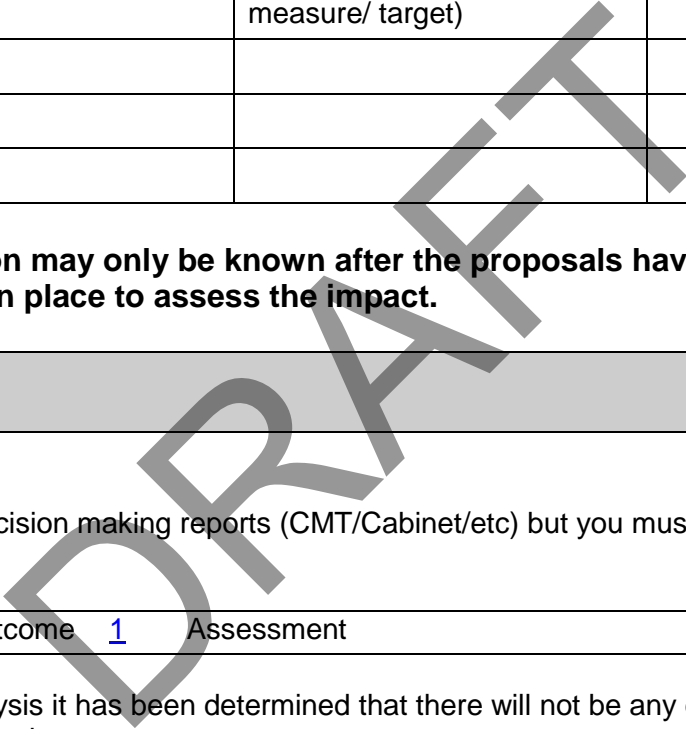
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mark Humphries – Assistant Director 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>

DRAFT

# Equality Analysis

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

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

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

**Stage 2: Collecting evidence/ data**

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

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

The extent to which our new system will enable automation.

**Stage 3: Assessing impact and analysis**

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					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 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?	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. The proposals assist the Council with making a balanced budget.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

**Stage 2: Collecting evidence/ data**

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

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

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

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**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			Yes		Existing policies and procedures will be applied to ensure fairness.
Disability			Yes		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity					None

<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? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/team plan?
Potential negative impact relating to disability, age, sex and race due to the staff affected	None as processes and procedures already exist and it is anticipated that the saving will be achieved through natural wastage or voluntary redundancies. The Managing Workforce Change Policy will be used to support staff	Achievement of saving	2019	Existing	Sean Cunniffe	Not required

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: Sean Cunniffe	Date: 16.11.17
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Stage 5: Sign off by Director/ Head of Service			
Improvement action plan signed off by Director/ Head of Service	<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)?**

Pa 09/15/09

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

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

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

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

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

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

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

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

**Stage 2: Collecting evidence/ data**

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

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

There is no direct or indirect link with a protected group.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

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

What are the proposals being assessed?	CS13 saving – Audit and Investigaion
Which Department/ Division has the responsibility for this?	Corporate Governance

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

**Stage 2: Collecting evidence/ data**

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

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

There is no disproportionate impact on service users. The effect of the saving will be an increased risk to council assurance on its internal systems.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

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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  
 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 <b>(2018-19 CS15)</b>
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 Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		√	√		The deletion of a post within a small team has significant potential to have a disproportionate effect on any of these groups. Given that there is no firm proposal at this stage on which specific posts might be affected or how the new arrangements would be structured, it is not possible to state with confidence what the impact on individual groups will be and therefore a fuller EA will be needed as part of the process.
Disability		√	√		
Gender Reassignment		√		√	
Marriage and Civil Partnership		√	√		
Pregnancy and Maternity		√	√		
Race		√	√		
Religion/ belief		√	√		
Sex (Gender)		√	√		
Sexual orientation		√	√		
Socio-economic status		√	√		

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Deletion of a post is likely to have a disproportionate impact on a number of groups represented within a very small team.	A full, detailed EA will be undertaken as part of the development of more detailed proposals and all mitigating actions explored.	Business case setting out proposed changes to arrangements, including detailed EA.	2020/21	Existing	John Dimmer	Yes
The work of this team includes engaging with groups that fall within the protected characteristic definition of the Equality Act 2010 and working with Voluntary and Community Organisations whose client groups are disproportionately from these groups as well.	As above	As above	2020/21	Existing	John Dimmer	Yes

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

DRAFT

# Equality Analysis

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

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

**Stage 1: Overview**

Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CSREP 2018-19 (1) – Is an increase in the level of income derived from the reprocurement of the corporate catering contract. CSREP 2018-19 (2) – Reduction in the operating cost of the corporate cleaning contract, which will be delivered through a review of the current specification and a reduction in the level and frequency of cleaning within the corporate buildings.
2. How does this contribute to the council's corporate priorities?	Reviewing the current divisional service delivery model and the associated corporate contracts to ensure that they provide an appropriate level of service and ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	No affect as this an increase in the level of income derived from the reprocurement of the corporate catering contract. No direct affect but likely that staff and visitors within the corporate buildings will notice the reduction in the level and frequency of cleaning as the specification is reduced.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

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

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

None identified

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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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 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)?**

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

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

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

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

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

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

Page 179

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

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

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

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To ensure overpayments are taken to revenue after 6 years.
2. How does this contribute to the council's corporate priorities?	Accurate and timely accounting
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

**Stage 2: Collecting evidence/ data**

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

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

Legal position of taking overpayments to revenue has been considered

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

Page 82

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

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

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

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

**Stage 2: Collecting evidence/ data**

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

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

Legal position of taking overpayments to revenue has been considered

**Stage 3: Assessing impact and analysis**

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

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



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

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

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

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

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

Page 185

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

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

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

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

**Stage 2: Collecting evidence/ data**

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

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

**The budget adjustment figures**

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

Page 88

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

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

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

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

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

Page 190

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

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

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

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

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

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

Page 191

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

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

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

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



**Stage 2: Collecting evidence/ data**

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

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

n/a

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

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

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

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

**Stage 2: Collecting evidence/ data**

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

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

**Impact on staff within HR – HR data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

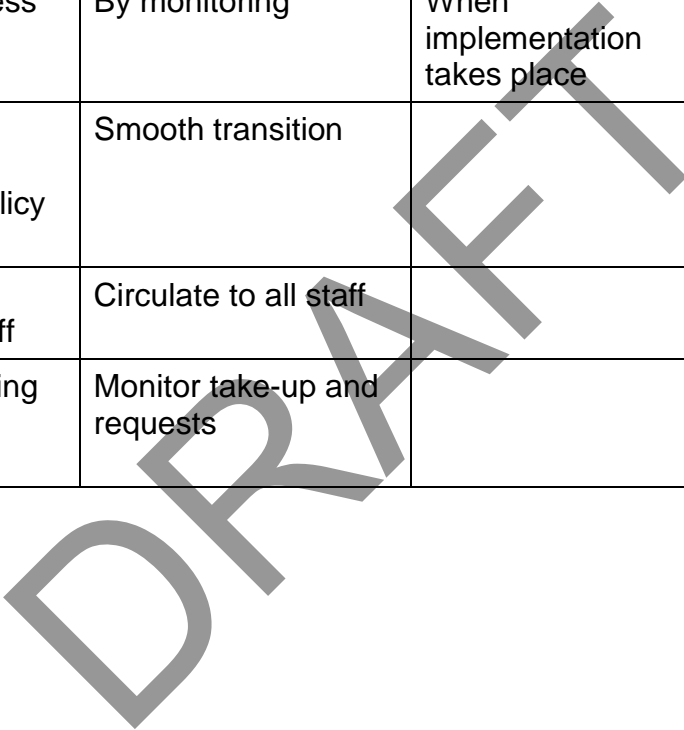
Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	<b>Age</b>			x	
<b>Disability</b>					
<b>Gender Reassignment</b>					
<b>Marriage and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

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

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



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

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

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

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

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

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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  
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What are the proposals being assessed?	Business Systems Team - M3 support to Richmond/Wandsworth (CSREP14 and CS2018-19CS17)
Which Department/ Division has the responsibility for this?	Business Improvement Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Clive Cooke
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale.share an IT system support function with other boroughs to exploit economies of scale and introduce a more efficient, cost effective way of supporting one of the council's major IT systems.</p> <p>The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.</p> <p>The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existing work arrangements and establishment.</p>
2. How does this contribute to the council's corporate priorities?	Corporate Capacity – the proposal aims to share an IT system support function with other boroughs to exploit economies of scale and introduce a more efficient, cost effective way of supporting one of the council's major IT systems.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The E&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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.
Disability			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.
Gender Reassignment				✓	
Marriage and Civil Partnership				✓	
Pregnancy and Maternity				✓	
Race			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.
Religion/ belief			✓		There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected.

<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.	Ensure training and support is available. Ensure arrangements in place to prioritise demand Ensure effective change control measures are in place. BSM to introduce strong client management	<b>Training and support plan</b> Shared services proposal signed off by DMT Change control processes signed off by AD BI Client management and governance arrangements signed off by AD BI and Director E&R	Sep 2018	No	Clive Cooke	Yes

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

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

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

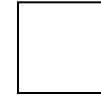
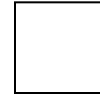
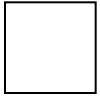
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**



Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	<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:

DRAFT

# Equality Analysis

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

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

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



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

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

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	<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  
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What are the proposals being assessed?	Proposed budget savings CSF2017-01
Which Department/ Division has the responsibility for this?	CSF/Cross Cutting

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

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	*			*	We are prioritising commissioned services on need, vulnerability and risk, therefore, those in the protected characteristics equality groups will not be negatively impacted.
Disability	*			*	
Gender Reassignment	*			*	
Marriage and Civil Partnership		*		*	
Pregnancy and Maternity	*			*	
Race	*			*	
Religion/ belief	*			*	
Sex (Gender)	*			*	
Sexual orientation	*			*	
Socio-economic status	*			*	

Page 2 of 13

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

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

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

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

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



**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
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What are the proposals being assessed?	Proposed budget savings CSF 2017 03/04 & CSF2017-05/06
Which Department/ Division has the responsibility for this?	CSF/Children's Social Care

Stage 1: Overview	
Name and job title of lead officer	Paul Angeli (AD Children's Social Care/Youth Inclusion)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CSF2017-05. The LA will buy into a Social Impact Bond (SIB) with 5 other boroughs. The SIB is designed to support delivery of service to keep children and young people out of the care system. This is in line with our TOM and our Children &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)?**

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Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	*				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	<a href="#">Carol Cammiss Business Partner CSF</a>	Signature:	Date: 01.12.17
Improvement action plan signed off by Director/ Head of Service	<a href="#">Yvette Stanley</a>	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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	*		*		The proposal could impact in terms of schools not agreeing to increase in charging and therefore, certain current services would cease. Stakeholder engagement will be undertaken to prioritise these services.
Disability	*		*		
Gender Reassignment				*	
Marriage and Civil Partnership				*	
Pregnancy and Maternity				*	
Race				*	
Religion/ belief					
Sex (Gender)	*		*		
Sexual orientation				*	
Socio-economic status	*		*		



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

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

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

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

What are the proposals being assessed?	Investigate potential commercial opportunities to generate income from provision of business advice. (Saving Ref. E1)
Which Department/ Division has the responsibility for this?	Regulatory Services Partnership (Public Protection Division E&R)

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

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

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

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

**OUTCOME 1**


**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	Paul Foster/Head of RSP	Signature: Paul Foster	Date: 23/11/2017
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Stage 5: Sign off by Director/ Head of Service			
Improvement action plan signed off by Director/ Head of Service	John Hill/AD Public Protection	Signature:	Date:23/11/17
			

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# Equality Analysis

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

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



## 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> (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  Aims: To reduce core voluntary arts grant  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  <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><b>Who are your customers (staff, service users, stakeholders, partners etc)? Who will your proposals benefit? How will your proposals benefit the council?</b></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><b>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.</b></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 Page 241	Continue to fund until 2019/2020 to support outreach work during this development time.	Funding provided. Outreach programmes delivered Community engaged	Mar 2020	Existing resources	Christine Parsloe	Polka aware of proposals and timescales

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

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

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

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

**Stage 6: Monitoring**

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

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

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

**How often will you do this?**

We will continue to monitor monthly during development and beyond.

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

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

**Summary of the key findings:**

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

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 06 Dec 2017
<b>Improvement action plan signed off by Head of Service</b>	Graeme Kane Assistant Director, Public Space Division	<b>Signature:</b> 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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Disability		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Gender Reassignment		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Marriage and Civil Partnership		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Pregnancy and Maternity		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Race		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Religion/ belief		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Sex (Gender)		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Sexual orientation		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.
Socio-economic status		X		X	The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.

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**

Page 246

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	<a href="#">James McGinlay/ AD Sustainable Communities</a>	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	<a href="#">Chris Lee/ Director</a>	Signature:	Date:

# Equality Analysis

**Letting of vacant facilities in Greenspaces**

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

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

**Stage 2: Collecting evidence/ data**

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

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

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

**Stage 3: Assessing impact and analysis**

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

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



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

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

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

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

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

Page 249

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

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

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

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	<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

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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).

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

DRAFT

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	Service users will be able to choose their own taxi provider appropriate to their needs.
Disability	✓			✓	As above.
Gender Reassignment	✓			✓	As above.
Marriage and Civil Partnership	✓			✓	As above.
Pregnancy and Maternity	✓			✓	As above.
Race	✓			✓	As above.
Religion/ belief	✓			✓	As above.
Sex (Gender)	✓			✓	As above.
Sexual orientation	✓			✓	As above.
Socio-economic status	✓			✓	As above.

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

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

Action added to divisional /  
team plan?

N/A

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

DRAFT



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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

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

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

DRAFT

# Equality Analysis

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

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To review the transport arrangements for in-house day centre units, to link transport more directly to the provision. This may mean that transport arrangements for day centre users may change as day centres will have more flexibility in the use of vehicles. Those who can travel by other means may no longer be offered council transport and the arrangements for others may change.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Day Centre service users, mainly older clients and people with learning disabilities.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	Environment and Regeneration, Transport Services as ASC may need to withdraw from the transport pool.

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

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

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

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

DRAFT

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓		✓		Some service users may need some time to adjust to any new method of transport to their day services. However, the improvements to the service will impact positively on those service users that cannot organise their own transport.
Disability	✓		✓		Some service users may need some time to adjust to any new method of transport to their day services. However, the improvements to the service will impact positively on those service users that cannot organise their own transport.
Gender Reassignment	N/A	N/A	N/A	N/A	
Marriage and Civil Partnership	N/A	N/A	N/A	N/A	
Pregnancy and Maternity	N/A	N/A	N/A	N/A	
Race	N/A	N/A	N/A	N/A	
Religion/ belief	N/A	N/A	N/A	N/A	
Sex (Gender)	N/A	N/A	N/A	N/A	
Sexual orientation	N/A	N/A	N/A	N/A	
Socio-economic status	N/A	N/A	N/A	N/A	

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

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

target	
By when	<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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Service users may receive a less responsive service with increased waiting times.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

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

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

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

DRAFT

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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

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

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

DRAFT

# Equality Analysis

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

<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>The implementation of the MOSAIC social care system has identified the scope to improve the identification of service users who should contribute to the costs of their care and assess them sooner, thus increasing client income.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users eligible to pay for, or contribute to, their own care costs.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This may impact on the Transactions team.

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

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

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

DRAFT

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Payment for services is based on a nationally set means test, so although service users, by definition, will fall in to protected characteristics, this proposal affects all.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

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

By when	March 2018
Existing or additional resources?	N/A
Lead Officer	John Morgan
Action added to divisional / team plan?	N/A

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

DRAFT

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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

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

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

DRAFT



# Equality Analysis

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

Stage 1: Overview	
Name and job title of lead officer	Dagmar Zeuner, Director of Public Health
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To reduce the activity in non-statutory and lower priority programmes.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Public Health Target Operating Model (TOM) vision and goals are to protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available whilst fulfilling our statutory Public Health duties.</p>
How does this contribute to the Council's corporate priorities?	The Public Health Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A.

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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).

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

DRAFT

### Stage 3: Assessing impact and analysis

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

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

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

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

Action added to divisional / team plan?

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

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

DRAFT

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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

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

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

DRAFT

# Equality Analysis

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

<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 Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		People with the poorest health outcomes may receive less help. However, it is envisaged that through more joined up commissioning of services, they can be better targeted to those in most need.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

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



Lead Officer	Dagmar Zeuner
Action added to divisional / team plan?	N/A.

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

DRAFT

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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

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**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

# 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.

DRAFT

### Stage 3: Assessing impact and analysis

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

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

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

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

Action added to divisional /  
team plan?

N/A

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

DRAFT

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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

<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 CH83 Adult 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>A fundamental review of adult mental health services and staffing.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p>
How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Mental Health staff and service users with mental health issues.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Mental Health Trust. HR input will be required.

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

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

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

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

DRAFT

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Service users may receive a less responsive service with increased waiting times, but it is envisaged the more resilient staffing structure will mitigate against any potential increase in waiting times.
Disability		✓	✓		As above.
Gender Reassignment		✓	✓		As above.
Marriage and Civil Partnership		✓	✓		As above.
Pregnancy and Maternity		✓	✓		As above.
Race		✓	✓		As above.
Religion/ belief		✓	✓		As above.
Sex (Gender)		✓	✓		As above.
Sexual orientation		✓	✓		As above.
Socio-economic status		✓	✓		As above.

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

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

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

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

DRAFT

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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

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

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

DRAFT

# Equality Analysis

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

Stage 1: Overview	
Name and job title of lead officer	Dagmar Zeuner, Director of Public Health
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To review the role and focus of Public Health in the light of ending of Public Health grant, which may result in a change in the Public Health offer.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Public Health Target Operating Model (TOM) vision and goals are to protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available whilst fulfilling our statutory Public Health duties.</p>
How does this contribute to the Council's corporate priorities?	The Public Health Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A.

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

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

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

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

DRAFT

### Stage 3: Assessing impact and analysis

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

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

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

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

Action added to divisional /  
team plan?

N/A.

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

DRAFT



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

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

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

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

DRAFT

## Autumn Budget 2017 and Economic Outlook

The Autumn Budget 2017 was published on 22 November 2017 and used as its economic basis the November 2017 Economic and Fiscal Outlook by the Office for Budget Responsibility (OBR) also published the same day. In its outlook the OBR noted that “The UK economy has slowed this year as households’ real incomes and spending have been squeezed by higher inflation. GDP growth has been a little weaker than we expected in March, but once again we have been more surprised by the strength of employment growth and the corresponding weakness of productivity growth. The persistence of weak productivity growth does not bode well for the UK’s growth potential in the years ahead.”

Furthermore, the OBR believes that:-

“The outlook for the economy over the next five years looks weaker than we forecast in March, primarily because we see less scope for productivity growth.”

The OBR now expects to see slower GDP growth over the forecast period, mainly reflecting a change in its forecast for productivity growth. It has revised down its forecast for GDP growth by 0.5 percentage points to 1.5% in 2017, then growth slows in 2018 and 2019, before rising to 1.6% in 2022.

Inflation- The value of sterling is little changed compared to Spring Budget 2017 in trade-weighted terms, but is around 10% below the level seen in the first half of 2016. This has fuelled an increase in inflation over the past year. Consumer Prices Index (CPI) inflation has risen from 0.9% in October 2016 to 3.0% in October this year and stands above the ten-year average of 2.4%. The increase has primarily been driven by a rise in goods price inflation, which has increased from -0.4% to 3.3% over the past year. In contrast, services price inflation has not increased materially, and remains below its long-run average.

### Key Economic & Fiscal Indicators

	2016	2017	2018	2019	2020	2021	2022
Gross domestic product (GDP) (%)	1.8	1.5	1.4	1.3	1.3	1.5	1.6
Public sector net borrowing (£bn)	45.7	49.9	39.5	34.7	32.8	30.1	25.6
Public sector net borrowing (deficit % of GDP)	2.3	2.4	1.9	1.6	1.5	1.3	1.1
Public sector net debt (% of GDP)	85.8	86.5	86.4	86.1	83.1	79.3	79.1
LFS unemployment (% rate)	4.9	4.4	4.3	4.4	4.6	4.6	4.6
Employment (millions)	31.7	32.1	32.3	32.4	32.5	32.6	32.7
CPI Inflation (%)	0.7	2.7	2.4	1.9	2.0	2.0	2.0

Source: H.M.Treasury – Autumn Statement 2017; OBR - Economic & Fiscal Outlook, November 2017

## Announcements in the Budget 2017 with Public Sector Implications

### Business rates –

- bringing forward to 1 April 2018 the planned switch in indexation from RPI to the main measure of inflation (currently CPI)
- legislating retrospectively to address the so-called “staircase tax”. Affected businesses will be able to ask the Valuation Office Agency (VOA) to recalculate valuations so that bills are based on previous practice backdated to April 2010 – including those who lost Small Business Rate Relief as a result of the Court judgement. The government will publish draft legislation shortly
- continuing the £1,000 business rate discount for public houses with a rateable value of up to £100,000, subject to state aid limits for businesses with multiple properties, for one year from 1 April 2018
- increasing the frequency with which the VOA revalues non-domestic properties by moving to revaluations every three years following the next revaluation, currently due in 2022. To enable this, ratepayers will be required to provide regular information to the VOA on who is responsible for business rates and property characteristics including use and rent.

The government will consult on the implementation of these changes in the spring. Local government will be fully compensated for the loss of income as a result of these measures.

**100% Business Rates Retention** - The government has agreed a pilot of 100% business rates retention in London in 2018-19. The Greater London Authority (GLA) and London boroughs will come together to form a pool and invest revenue growth strategically on a pan- London basis.

### Council Tax

- Empty homes premium – The government is keen to encourage owners of empty homes to bring their properties back into use. To help achieve this, local authorities will be able to increase the council tax premium from 50% to 100%.

### Housing Investment

The Budget announced a package aimed to raise housing supply by the end of this Parliament to 300,000 per year, through:

- making available £15.3 billion of new financial support for housing over the next five years
- introducing planning reforms that will ensure more land is available for housing, and that maximises the potential in cities and towns for new homes while protecting the Green Belt

The Budget also announced further support for those aiming to get on the housing ladder now. The government will permanently exempt first time buyers from stamp duty for properties up to £300,000, with purchasers benefiting on homes up to £500,000.

### Local Housing Allowance

- The government will increase the Targeted Affordability Fund by £125 million (£40 million in 2018-19 and £85 million in 2019-20) in areas of greatest pressure.

### Right to Buy

- Government will proceed with a £200 million largescale regional pilot of the Right to Buy for housing association tenants in the Midlands.

### Homelessness

- Government will provide £20 million of funding for schemes to support people at risk of homelessness to access and sustain tenancies in the private rented sector.

### **NHS and Health**

The government will provide the NHS with £2.8 billion of additional resource funding in England. This will help it get back on track to meet its performance targets on waiting times both in A&E and after patients are referred to treatment:

- £335 million of this will be provided this year, to help the NHS to increase capacity over winter
- £1.6 billion will be provided in 2018-19
- £900 million will be provided in 2019-20, to help address future pressures
- Disabled Facilities Grant – The government will provide an additional £42 million for the Disabled Facilities Grant in 2017-18

### **NHS Pay**

- The government is committing to funding pay awards for NHS staff on the Agenda for Change contract that are agreed as part of a pay deal to improve productivity, recruitment and retention.
- To protect frontline services in the NHS, the government is also committing to fund pay awards as part of a pay deal for NHS staff on the Agenda for Change contract, including nurses, midwives and paramedics. Any pay deal will be on the condition that the pay award enables improved productivity in the NHS, and is justified on recruitment and retention grounds. This does not prejudge the role of the independent NHS Pay Review Body in recommending the level of pay award that these staff should receive.

### **Public sector pay**

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

### **Not addressed in the Budget**

Adult Social Care – there was nothing to address the growing funding pressures on this service. It had previously been announced that publication of the Adult Social Care Green paper has been pushed back to Summer 2018.

Children's Social Care – there was nothing to address the growing funding pressures on this service.

On these two issues the Local Government Association commented:-

“It is hugely disappointing that the Budget offered nothing to ease the financial crisis facing local services. Funding gaps and rising demand for our adult social care and children's services are threatening the vital services which care for our elderly and disabled, protect children and support families. This is also having a huge knock-on effect on other services our communities rely on....The Chancellor has recognised the financial challenges facing the NHS. However, the best way to reduce pressures on the NHS is to tackle the chronic underfunding of care and support services, and to prevent people presenting at A&E in the first place. We therefore call on the Government to ensure that spending plans for the new funding are agreed with local government.”

Unemployment is also at its lowest rate since 1975.

In 2017 growth has remained solid, but slowed slightly at the start of the year. The UK economy is forecast to grow by 1.5% in 2017. It will then grow at a slightly slower rate in the next three years, before picking up in 2021 and 2022.

Inflation is forecast to peak at 3% in the final months of this year, as measured by the Consumer Prices Index (CPI). It will then fall towards the target of 2% over the next year.

## **2. Borrowing has fallen by three quarters since 2010, but debt is still high**

In 2009-10 the UK borrowed £1 in every £4 that was spent. Last year it was £1 in every £16.

The fall in borrowing means we are adding less to our debt every year. However the UK still has a debt of over £1.7 trillion – around £65,000 for every household in the country.

## **3. An extra £3 billion to prepare for Brexit over the next two years**

The money will make sure the government is ready on day 1 of exit. It will include funding to prepare the border, the future immigration system and new trade relationships.

## **4. £6.3 billion of new funding for the NHS**

£3.5 billion will be invested in upgrading NHS buildings and improving care.

£2.8 billion will go towards improving A&E performance, reducing waiting times for patients, and treating more people this winter.

## **5. Abolishing stamp duty land tax (SDLT) on homes under £300,000 for first-time buyers from 22 November**

95% of first-time buyers who pay stamp duty will benefit.

First-time buyers of homes worth between £300,000 and £500,000 will not pay stamp duty on the first £300,000. They will pay the normal rates of stamp duty on the price above that. This will save £1,660 on the average first-time buyer property.

80% of people buying their first home will pay no stamp duty.

There will be no relief for those buying properties over £500,000.

## **6. 300,000 new homes a year, an amount not achieved since 1970**

£15.3 billion new financial support for house building over the next five years – taking the total to at least £44 billion. This includes £1.2 billion for the government to buy land to build more homes, and £2.7 billion for infrastructure that will support housing.

The government will also create 5 new ‘garden’ towns.

Changes to the planning system will encourage better use of land in cities and towns. This means more homes can be built while protecting the green belt.

## **7. The National Living Wage and the National Minimum Wage will increase from April 2018**

The National Living Wage for those aged 25 and over will increase from £7.50 per hour to £7.83 per hour from April 2018. Over 2 million people are expected to benefit. For a full-time worker, it represents a pay rise of over £600 a year.

The National Minimum Wage will also increase:

### **21 to 24 year olds 18 to 20 year olds 16 and 17 year olds Apprentices**

£7.38 per hour      £5.90 per hour      £4.20 per hour      £3.70 per hour

## **8. The tax-free personal allowance will rise with inflation to £11,850 from April 2018**

The personal allowance – the amount you earn before you start paying income tax – will rise from £11,500 to £11,850. This means that in 2018-19, a typical taxpayer will pay £1,075 less income tax than in 2010-11.

## **9. Fuel duty will remain frozen for an eighth year**

In 2018, fuel duty will remain frozen for the eighth year in a row, saving drivers £160 a year on average.

## **14. Households applying for Universal Credit will get more upfront support**

Households in need who qualify for Universal Credit will be able to access a month's worth of support within five days, via an interest-free advance, from January 2018. This can be repaid over 12 months.

Claimants will be eligible for Universal Credit from the day they apply, rather than after seven days. Housing Benefit will continue to be paid for two weeks after a Universal Credit claim.

Low-income households in areas where private rents have been rising fastest will receive an extra £280 on average in Housing Benefit or Universal Credit.

**17. More investment in maths and science in schools**

Schools will get £600 for every extra pupil who takes A level or Core maths.

£27 million will help improve how maths is taught in 3,000 schools. £49 million will go towards helping students resitting GCSE maths.

£350,000 of extra funding a year will be given to every specialist maths school that is set up across the country. The number of fully-qualified computer science teachers will also rise from 4,000 to 12,000.

**18. £64 million for construction and digital training courses**

£34 million will go towards teaching construction skills like bricklaying and plastering. £30 million will go towards digital courses using AI.

This funding is provided in advance of launching a National Retraining Scheme that will help people get new skills. It will be overseen by the government, the Trades Union Congress (TUC) and the Confederation of British Industry (CBI). They will decide on other areas of the economy where new skills and training courses are needed.

**19. A £220 million Clean Air Fund for local areas with the highest air pollution**

Local authorities will be able to use this money to help people adapt as steps are taken to reduce air pollution. Possible ways the money could be spent include reducing the cost of public transport for those on low incomes or modernising buses with more energy efficient technology.

The money will come from a temporary rise in Company Car Tax and Vehicle Excise Duty on new diesel cars.

**21. Business rates will switch to being increased by the Consumer Price Index (CPI) 2 years earlier than planned**

Business Rates will rise by CPI from April 2018. Business rates currently rise by the Retail Price Index (RPI), a different way of measuring inflation which tends to be higher than the CPI.

Business rates revaluations will take place every 3 years, rather than every 5 years, starting after the next revaluation, currently due in 2022.

**22. Pubs in England will continue to receive a £1,000 business rates discount next year**

The discount applies to pubs with a rateable value of up to £100,000.

**25. Funding for transport across England**



£1.7 billion will go towards improving transport in English cities. Half will be given to Combined Authorities with Mayors, and the rest allocated by a competition.

**Office for Budget Responsibility (OBR) – Economic and Fiscal Outlook 22 November 2017**

The OBR published its latest update of its forecasts on the 22 November 2017 in the November 2017 Economic and fiscal outlook.

“The UK economy has slowed this year as households’ real incomes and spending have been squeezed by higher inflation. GDP growth has been a little weaker than we expected in March, but once again we have been more surprised by the strength of employment growth and the corresponding weakness of productivity growth. The persistence of weak productivity growth does not bode well for the UK’s growth potential in the years ahead.”

“The outlook for the economy over the next five years looks weaker than we forecast in March, primarily because we see less scope for productivity growth.”



## London Business Rates Pilot Pool 2018-19 Final Prospectus – November 2017

### Introduction

1. Earlier draft versions of this prospectus were circulated to Leaders in July and September asking all boroughs, the City of London and the GLA to consider the issues involved in establishing a pilot pool ahead of the Leaders' Committee and Congress of Leaders and the Mayor on 10 October.
2. At that meeting Leaders' Committee and the Mayor agreed in principle to pool business rates in a London pilot of 100% retention in 2018-19. Leaders' Committee delegated authority to the 5 elected officers of London Councils (the Chair, Deputy Chair, and three Vice Chairs) to take the in principle agreement forward to arrive at a core proposition for the operation of the pool and to continue discussions with both the Mayor and ministers on this. The elected officers discussed this in October and agreed a final distribution option on 1 November following discussions via the party groups, which was subsequently taken forward.
3. The Government formally confirmed its commitment to establishing a 100% business rate retention pilot in London in April 2018 in the Autumn Budget. This was agreed by a memorandum of understanding (MOU) signed by the Chair of London Councils, the Mayor of London, the Minister for London and the Secretary of State for Communities and Local Government.
4. This final prospectus sets out how the London Business Rates pilot pool will work in practice, were the 32 boroughs, the City of London Corporation and the Mayor of London to form a pool in 2018-19.

### Pilot principles

5. The MOU between London Government and the Government on the London 100% business rates retention pilot agrees that:
  - The 100% business rates retention pilot in London will be voluntary, but will be a pool comprising all 32 London boroughs, the Corporation of the City of London and the Greater London Authority.
  - From 1 April 2018 the London authorities will retain 100% of their non-domestic rating income<sup>1</sup>. London will not retain 100% of total rates collected, as it will continue to pay an aggregate tariff to government. The overall level of collected rates that will be retained is around 64% after the tariff is paid.
  - London authorities will also receive section 31 grants in respect of Government changes to the business rates system which reduce the level of business rates income. Section 31 grant will amount to 100% of the value of the lost income. Tariffs and top-ups will be adjusted to ensure cost neutrality.
  - The London pool will retain 100% of any growth in business rate income above baselines, and will pay no levy on that growth.

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<sup>1</sup> As defined by DCLG.

- In moving to 100% rates retention, the Department for Communities and Local Government will no longer pay Revenue Support Grant (RSG) to the London authorities in 2018/19. Funding baselines will be increased by the equivalent amount to reflect this transfer of RSG, which overall amounts to £775 million in 2018/19 (the full boroughs breakdown can be found at Appendix A).
- London authorities will not be subject to more onerous rules or constraints under the 100% rates retention pilot, than they would have been if they had remained subject to the existing “67% scheme” in place in 2017/18.
- No “new burdens” will be transferred to London and participation in the pilot will not affect the development or implementation of the Fair Funding Review.
- In the event that London’s business rates income fell, the pool will have a higher “safety net” threshold – 97% rather than 92.5% of the overall baseline funding level – than in the existing system, reflecting the greater reliance local authorities will have on business rates within the pilot.
- The piloted approach is to be without detriment to the resources that would have been available collectively to the 34 London authorities under the current local government finance regime, over the four year settlement period<sup>2</sup>. This “no detriment” guarantee will ensure that the pool, as a whole, cannot be worse off than the participating authorities would have been collectively if they had not entered the pilot pool. In the unlikely event of this arising (the current forecast is for collected rates to 6% above baselines), the government would intervene to provide additional resources.

### Pooling principles

6. The MOU with the Government establishes the terms of the 100% retention pilot, but the London business rates pool must be set up following the same process as all other business rates pools. Following legal advice, the detailed pooling agreement that establishes the terms by which the pool will operate will be by an MOU between the 34 pooling authorities – as is the case for the vast majority of business rates pools.
7. The key principles that underpin the London pooling agreement are that:
  - **The pool in 2018-19 would not bind boroughs or the Mayor indefinitely** – the founding agreement includes notice provisions for authorities to withdraw provided notice is given by 31 August each year. Were the pool to continue beyond 2018/19, unanimous agreement would be required to reconfirm a pool from 2020/21 onwards (the expected year in which funding baselines will be update as a result of the Fair Funding Review).
  - **No authority can be worse off as a result of participating** - where authorities anticipate a decline in business rates, the first call on any additional resources generated by the pool would be used to ensure each borough and the GLA receives at least the same amount as it would have without entering the pool (this would include the equivalent of a safety net payment were it eligible for one individually under the

<sup>2</sup> This includes current 67% scheme growth retained under the retention pilot, and reflects Enterprise Zones and “designated areas” where the designations made by the Secretary of State came into force on or before 1 April 2018, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London Corporation.

current 67% system). Where authorities expect to grow, they will continue to retain at least as much of that income as they would under the current system, plus a potential share of the aggregate benefits of pooling assuming the pools grows (see paragraphs 14 and 18). Where the pool overall has less income than would have been available collectively under the 67% system, the funding provided by the Government as part of the “no detriment” guarantee would be used to ensure that no individual authority is worse off than it would have been otherwise. Existing Enterprise Zones and “designated areas”, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London Corporation, will be taken into account in calculating the level of resources below which the guarantee would operate. For boroughs in an existing pool, DCLG have also indicated that the basis of comparison would include the income due from that pool<sup>3</sup>.

- **All members will receive some share of any net benefits arising from the pilot pool** – recognising that growing London’s economy is a collective endeavour in which all boroughs make some contribution to the success of the whole, all members of the pool will receive at least some financial benefit, were the pool to generate additional resources.

### Lead authority

8. As in other existing pools, it is a statutory requirement that a “lead authority” acts as the accountable body to government and is responsible for the administration of the pooled fund. The City of London has agreed to be the lead authority for the London business rates pool.
9. The lead authority’s standard responsibilities will include, but not be limited, to:
  - all accounting for the finances of the pool including payments to and from the Government;
  - management of the pool's collection fund;
  - all audit requirements in relation to the pool;
  - production of an annual report of the pool's activity following final allocation of funds for the year;
  - the administration of the dissolution of the pool;
  - all communications with the DCLG including year-end reconciliations; and
  - the collation and submission of information required for planning and monitoring purposes.
10. It will be for the Lead Authority for the pool to determine the distribution of revenues between members of the pool and also pay the net tariff payment to the Government during the year. In practice, this will mean some authorities will receive net payments from the pool in instalments during the 2018-19 financial year and others will make net payments into the pool depending on their top up and tariff positions and estimated business rates income. These transfers through the pool will also incorporate the GLA's share.
11. Under a delegation arrangement, the GLA will manage treasury management issues and monetary transfers between billing authorities on behalf of the lead authority. This reflects the

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<sup>3</sup> Of the 33 London authorities in 2017-18 this includes Barking & Dagenham, Havering and Croydon

fact that the GLA already has the systems in place to manage payment flows to and from billing authorities for business rates retention as well as council tax and the BRS.

12. It is likely that the resources required to perform this function would be 1 FTE post, which would likely be a senior accountant with considerable experience and understanding of collection fund accounting and the business rates retention scheme.
13. In the case of the London pilot pool, the lead authority will have an additional role in formally taking decisions over the allocation of the Strategic Investment Pot following consultation with all participating authorities (as described in paragraphs 21 to 23 below).

### Distributing the benefits of pooling

14. The net financial benefit of pooling consists of retaining 100% of growth (rather than 67% across London under the current scheme), and in not paying a levy on that growth (which tariff authorities and tariff pools currently pay). The principle would mean that *any aggregate growth* in the pool overall – because of the increased retention level – would generate additional resources to share, with each pooling member to benefit to some extent.
15. The net financial benefit to participating in the pool in 2018-19 is currently estimated to be in the region of £240 million, based on London Councils' modelling using boroughs' own forecasts. A more accurate forecast will be expected in February 2018 following the completion of individual forecasts for 2018-19.
16. The pooling agreement sets out the principles and method for distributing any net financial benefits that may be generated. The principles are based on four objectives agreed by Leaders and the Mayor:
  - **incentivising growth** (by allowing those boroughs where growth occurs to keep some proportion of the additional resources retained as a result of the pool)
  - **recognising the contribution of all boroughs** (through a per capita allocation)
  - **recognising need** (through the needs assessment formula); and
  - **facilitating collective investment** (through an investment pot designed to promote economic growth and lever additional investment funding from other sources).
17. The final agreed distribution method recognises all four of these objectives with 15% of any net financial benefit set aside as a "Strategic Investment Pot" (see paragraphs 19 to 23 below); and the resources not top-sliced for the investment pot being shared between the GLA and the 33 billing authorities (the 32 boroughs and the Corporation of London) in the ratio 36:64, in accordance with the principle previously agreed by London Councils and the GLA in the joint business rate devolution proposals to Government in September 2016. Estimated boroughs shares of the estimated £240 million net benefit to the pool and the above distribution weightings are set out in Appendix B.
18. The Mayor of London has committed that the GLA's share of any additional net financial benefit from the pilot will be spent on strategic investment projects. It is therefore anticipated that approximately 50% of net additional benefits arising from the pilot pool will be spent on strategic investment projects. Decisions on the allocation of the GLA's share will be made by

the Mayor of London. Examples of the kinds of projects the Mayor will seek to support with the GLA's share include supporting the delivery of housing through infrastructure investment and the provision of skills and training to further support housing delivery.

### **Strategic investment pot and pool governance**

19. The joint Strategic Investment Pot (SIP) - representing 15% of the total additional net benefit - will be spent on projects that meet each of the following requirements:
- contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
  - leverage additional investment funding from other private or public sources; and
  - have broad support across London government in accordance with the proposed governance process.
20. For these purposes, "strategic investment" is defined as projects that will contribute to the sustainable growth of London's economy which lead to an increase in London's overall business rate income.
21. Following legal advice regarding the form of the governance mechanism for taking decisions regarding the SIP, decisions will be taken formally by the City of London - as the lead authority - in consultation with all member authorities, reflecting voting principles designed to protect Mayoral, borough and sub-regional interests<sup>4</sup>, previously endorsed by Leaders and the Mayor in the London Finance Commission (both 2013 and 2017), and set out in London Government's detailed proposition on 100% business rates in September 2016. These are that:
- both the Mayor and a clear majority of the boroughs would have to agree;
  - a majority would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the City of London), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved; and
  - if no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision making round.
22. The lead authority will oversee the methodology for the allocation of resources and prepare reports on proposals for the SIP, supported by London Councils and the GLA, in accordance with the agreed criteria. Decisions on allocating the strategic investment pot will be taken bi-annually with the lead authority reporting back on decisions, following consultation with all participating authorities, at each meeting of the Congress of Leaders and the Mayor of London.
23. The Lead Authority will prepare reports with proposed recommendations as to SIP allocations and shall circulate the reports to the Participating Authorities for consultation in advance of Congress meetings and each Participating Authority will decide, in accordance with its own governance process and scheme of delegation, whether that Participating Authority wishes to

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<sup>4</sup> For these purposes, the sub-regions would be defined as the Central, West, South and Local London sub-regions as defined for devolved employment support arrangements and illustrated in the map at Appendix C. If in the future, boroughs wished to change the initial groupings that could be achieved by agreement of the pool member authorities.

recommend to the lead authority that a strategic investment project is supported or rejected and if rejected together with its reasons for such recommendation.

### **Future of the pilot**

24. The Government will undertake a qualitative evaluation of the progress of the pilot based on the current research programme for the existing business rate retention pilots, with additional focus on the governance mechanism and decision making process, and the scale of resources dedicated to strategic investment.
25. The MOU between London Government and the Government only commits to the pilot operating for one year. However, subject to the evaluation of the pilot, it also commits the Government to working with London authorities to explore: future options for grants including, but not limited to, Public Health Grant and the Improved Better Care Fund; the potential for transferring properties on the central list in London to the local list where appropriate; and legislative changes needed to develop a Joint Committee model for future governance of a London pool.

### **Designated areas**

26. Enterprise Zones and “designated areas” effectively hypothecate future business rate revenues to support investment. Under current arrangements, these are subject to agreement between the government and the boroughs directly involved, in consultation with the GLA, whose revenues are also affected.
27. The Government is not actively encouraging further such arrangements. However, if, during the lifetime of a pilot pool, new “designated areas” or Enterprise Zones were to be created, this could – depending on the nature of the individual scheme – impact on the potential future revenues of all members of the pool and will need to be considered in establishing the pool and framework.
28. It is not proposed that consideration or decision-making in respect of new designated areas be a matter for the pool. However, depending on the nature of individual schemes, such decisions would have to be taken by the relevant local authority after appropriate consultation with those affected.

### **Accounting and reporting**

29. In order that a the lead authority can fulfil its functions and meet its obligations as the accountable body, each member authority will need to provide timely information to the lead authority as well as making timely payments to an agreed schedule.
30. Forecast (NNDR1) and outturn (NNDR3) figures will still be required as per the existing NDR Regulations 2013, in order to enable budget processes to be complete and for the schedule of payments from the lead authority and to government to be determined during the course of the year. The pool would use NNDR1 returns to establish the schedule of payments to be made to the lead authority and for the calculation of any notional levy savings to be made. However, it would not be until the outturn position is known (the NNDR3 form) that actual reconciliation would be made and the final growth/decline for the pool as a whole, and



individual pool members, would be known. This will be in September 2019 after accounts have been audited for the financial year 2018-19.

31. The forecast NDR income figures in the NNDR1 forms determine the growth/decline for that year and it is this figure that would determine the amount to be shared between pool members or between local authorities and central government in the current system.
32. Variances against forecast in the non-domestic rating income are reflected in the forecast surplus or deficit of the collection fund at the start of the following year (information which is collected as part of NNDR1). Appeals provisions impact each year on the calculation of the NNDR income figure: a higher provision in a year, everything else being equal, reduces the NNDR income figure determining growth/decline for that year.
33. A separate pooled collection fund would be required to be established that would sit with the lead authority. A key issue will be the treatment of Collection Fund surpluses and appeals provisions within the pool. The key principle pooling authorities would have to agree is that the benefits (or costs) of actions undertaken by the authorities prior to entering the pool should remain with the authority so that no authority can be worse off than they would have been under the 67% scheme. So – for example – if a provision established in 2013-14 proves not to be necessary and is released during 2018-19, the authority should receive at least as much as it would have under the existing 67% scheme, plus its share of any additional retained revenues.
34. The pool's collection fund account would have to continue beyond the life of the pool until all appeals relating to the pool period were resolved. Provisions released after the operation of the pilot would be distributed on the basis of the pool's founding agreement – i.e. the authority where the provisions originated would receive at least as much as it would under the 67% retention system, with any additional resources being shared according to the pool's agreed distribution mechanism. There would therefore be no “gaming” benefits to individual authorities of setting higher (or lower) provisions. The lead authority would be responsible for administering this.
35. Further work is being undertaken to set out how the accounting and reporting requirements would work in practice, which may require an additional “London pool” form to be administered by the lead authority. This will be confirmed following the Provisional Local Government Finance Settlement in December.

#### **Next steps - Local decisions required to establish the pool**

36. Establishing a pilot pool will require two separate decisions to be made by each participating authority:
  - the agreement to accept the designation order by government to form the pool; and
  - agreement between the boroughs, the City of London and the GLA by which London Government collectively decides how to operate the pool and distribute the financial benefits (the pooling MOU).
37. With regard to the former, the Government has prepared a draft “designation order” establishing a London pilot pool that will be sent out by DCLG alongside in the Provisional

Local Government Finance Settlement in December (a draft of the designation order letter will be circulated alongside this final prospectus). If any authority decides to opt out within the following 28 days – that is, by 28 days after the Provisional Local Government Finance Settlement – the pool would not proceed.

38. The pooling agreement MOU between the 34 London authorities will be circulated by Friday 1 December, to be signed by each Leader of the 32 London boroughs, the Chairman of the Policy and Resources Committee of the City of London and the Mayor of London, and.
39. Each authority will need to take the relevant decisions regarding the pooling agreement and designation order, through its own constitutional decision-making arrangements in time for the resulting business rate and funding baselines to be incorporated within the Final Local Government Finance Report in February.
40. In order to facilitate and support authorities in taking these decisions, advice on the legal framework and governance options for the pool has been circulated to Chief Executives and Finance Directors, along with other supporting material to help facilitate those local decisions including:
  - draft resolutions to support boroughs in drafting any cabinet/committee/council reports
  - an FAQs document to answer any legal queries in relation to the pool
  - a further legal note on executive decisions
  - this final prospectus.
41. The timeline to make the pool operational is as follows:
  - Government publishing draft baseline figures in the provisional settlement (Mid-December).
  - Boroughs taking formal decisions to participate in the pool and the framework for its operation within 28 days of the Provisional Settlement (by mid-January 2018).
  - Final baselines published in final LGF Settlement (February 2018).
  - Pool goes live (April 1 2018).

### Appendix A – Revenue Support Grant amounts to be rolled in to the funding baselines as part of the London 100% BRR pilot

The amount of Revenue Support Grant (RSG) to be ‘rolled-in’ to 100% rates retention for 2018/19 for each authority is set out below. This is in addition to the sums rolled in in 2017-18 in respect of the Transport for London investment grant and the Greater London Authority’s RSG under the GLA’s partial pilot.

	Amount (£m) for 2018/19
Barking & Dagenham	23.3
Barnet	14.9
Bexley	8.5
Brent	33.7
Bromley	4.3
Camden	31.9
City of London	7.5
Croydon	23.3
Ealing	26.2
Enfield	25.7
Greenwich	33.3
Hackney	45.0
Hammersmith & Fulham	23.4
Haringey	30.2
Harrow	7.3
Havering	6.8
Hillingdon	13.1
Hounslow	15.7
Islington	32.6
Kensington & Chelsea	16.3
Kingston upon Thames	1.5
Lambeth	42.8
Lewisham	36.9
Merton	10.1
Newham	46.4
Redbridge	16.8
Richmond upon Thames	0.0
Southwark	47.0
Sutton	11.8
Tower Hamlets	43.8
Waltham Forest	26.1
Wandsworth	30.2
Westminster	38.1

NB: Provisional baselines and tariffs and top-ups will be circulated following the Provisional Local Government Finance Settlement in December.

## Appendix B – Forecast shares of net financial benefit in 2018/19 based on £240 million estimate

The figures below represent the estimated shares of the overall net financial benefit currently forecast from the London pool in 2018/19 (£240m), applying the distribution methodology set out in paragraph 17, which applies the following weightings (15% incentives; 35% population; 35% SFA; 15% Strategic Investment Pot).

**Table B1 - Breakdown of estimated total net benefit**

	£m	%
<i>Incentives pot (boroughs' share)</i>	23.0	9.6%
<i>SFA pot (boroughs' share)</i>	53.7	22.3%
<i>Population pot (boroughs' share)</i>	53.7	22.3%
London Boroughs total	130.3	54.2%
GLA total	73.9	30.8%
Boroughs/GLA total	204.3	85.0%
Strategic Investment Pot	36.0	15.0%
<b>London Total</b>	<b>240.3</b>	<b>100.0%</b>

Note: The GLA's total is comprised of 36% of each of the incentives, SFA and population pots

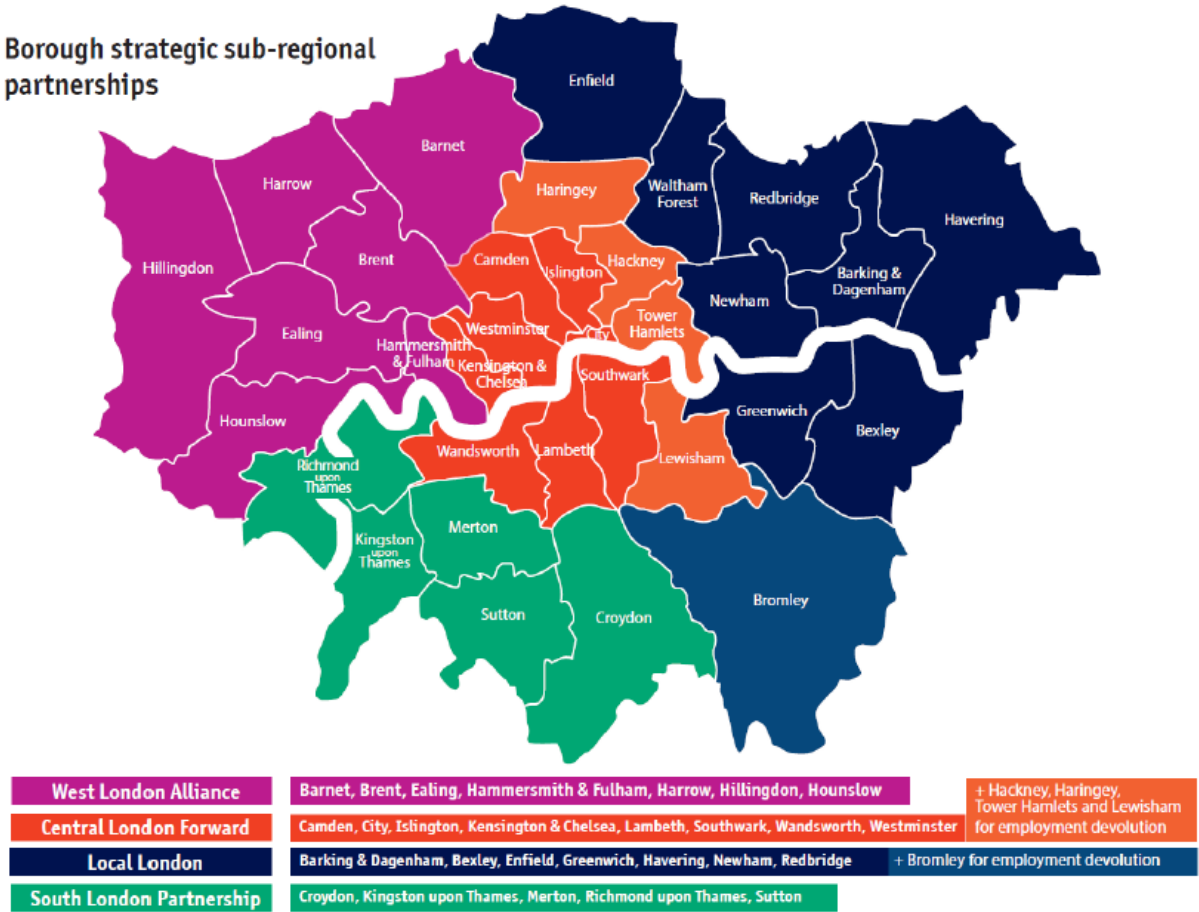
**Table B2 – Borough breakdown of estimated net benefit in 2018/19**

	£m
Barking & Dagenham	2.8
Barnet	3.7
Bexley	2.8
Brent	4.9
Bromley	2.9
Camden	5.7
City of London	8.2
Croydon	4.3
Ealing	4.4
Enfield	4.2
Greenwich	3.9
Hackney	4.6
Hammersmith & Fulham	2.6
Haringey	3.7
Harrow	2.4
Havering	2.5
Hillingdon	5.4
Hounslow	3.4
Islington	3.8
Kensington & Chelsea	2.2
Kingston upon Thames	1.7
Lambeth	5.3
Lewisham	4.3
Merton	2.4
Newham	6.2
Redbridge	3.2
Richmond upon Thames	1.7

Southwark	6.0
Sutton	2.1
Tower Hamlets	8.0
Waltham Forest	3.4
Wandsworth	3.9
Westminster	3.8
<b>London Boroughs total</b>	<b>130.3</b>
<b>GLA total</b>	<b>73.9</b>
<b>Boroughs/GLA total</b>	<b>204.3</b>
<b>Strategic Investment Pot</b>	<b>36.0</b>
<b>London Boroughs total</b>	<b>240.3</b>

Note: These figures should be treated with caution and are only indicative. They are based on modelling which uses boroughs' own estimates from a survey of London Treasurers in May 2017. Where boroughs did not respond, the 2017-18 forecast figures were used.

**Appendix C - Illustrative sub-regional groupings for the purposes of the “sub-regional veto” in respective of Strategic Investment Pot decisions**



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**Memorandum of Understanding on the London 100% business rates retention pilot 2018-19**

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Department for  
Communities and  
Local Government



**MAYOR OF LONDON**

.....

Rt Hon Sajid Javid MP  
Secretary of State for Communities and  
Local government

.....

Sadiq Khan  
Mayor of London

.....

Rt Hon Greg Hands MP  
Minister for London

.....

Cllr Claire Kober  
Chair, London Councils





# 100% Business Rates Retention Pilot 2018-19 Agreement for London

## Introduction

1. In the Spring Budget 2017, the London Devolution Memorandum of Understanding<sup>1</sup> included a commitment to exploring options for granting London government greater powers and flexibilities over the administration of business rates, including supporting the voluntary pooling of business rates within London, subject to appropriate governance structures being agreed.
2. This Memorandum of Understanding confirms the commitment by the Government, the Mayor of London and London local government to pilot the principles of 100% business rates retention in 2018-19 through a pan-London business rates pool. It sets out the terms by which the local authorities listed at **Annex A** will pilot 100% business rates retention.
3. This agreement comes into effect from 1 April 2018 and expires on 31 March 2019.

## Pilot principles

4. The pilot pool will be voluntary, but will include all 32 London boroughs, the Corporation of the City of London and the Greater London Authority [“the London authorities”].
5. From 1 April 2018 the London authorities will retain 100% of their non-domestic rating income<sup>2</sup>. They will also receive section 31 grants in respect of Government changes to the business rates system which reduce the level of business rates income. Section 31 grant will amount to 100% of the value of the lost income. Tariffs and top-ups will be adjusted to ensure cost neutrality.
6. In moving to 100% rates retention, the Department for Communities and Local Government will no longer pay Revenue Support Grant to the London authorities in 2018/19. The value of these grants in 2018/19 is set out in **Annex B**.
7. The London authorities will not be subject to more onerous rules or constraints under the 100% rates retention pilot, than they would have been if they had remained subject to the 67% scheme in place in 2017-18 reflecting the

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<sup>1</sup> <https://www.gov.uk/government/publications/memorandum-of-understanding-on-further-devolution-to-london>

<sup>2</sup> As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

incremental impact of the Greater London Authority's partial pilot as a result of the rolling in of its revenue support grant and the Transport for London investment grant. No "new burdens" will be transferred to London and participation in the pilot will not affect the development or implementation of the Fair Funding Review.

8. Levy and safety net payments due from/to the London business rates pool will be calculated, in accordance with the Non-Domestic Rating (Levy and Safety Net) Regulations 2013 (SI 2013/737) (as amended), as if the London authorities were not 100% pilots, but instead were operating under the 50% rates retention scheme adjusted for the GLA's partial pilot for 2017-18 which is continuing as part of the pool and increased the locally retained share to 67%.
9. However, notwithstanding the calculation of levy and safety net payments under the Regulations, the Government will calculate levy and safety net payments due from/to the London business rates pool on the basis that it has a "zero" levy rate and "safety net threshold" of 97%, and that the London authorities will be retaining 100% of London's business rates income. The difference between any sums due under this calculation and the levy/safety net due under SI 2013/737 will be paid to the London business rates pool via a section 31 grant.
10. The piloted approach is to be without detriment to the resources that would have been available collectively to the 34 London authorities under the current local government finance regime, over the four year settlement period. This includes current 67% scheme growth retained under the retention pilot, and reflects Enterprise Zones and "designated areas" where the designations made by the Secretary of State came into force on or before 1 April 2018, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London Corporation.

#### **Distribution of any financial benefit**

11. The 34 London authorities will prepare a framework agreement for the operation of a pilot pool in which:
  - each authority will receive at least as much from the pool as they would have individually under the existing 67% retention scheme;
  - 15% of any net financial benefit will be set aside as a "Strategic Investment Pot" (see paragraphs 13 and 14); and
  - the resources not top-sliced for the investment pot will be shared between the GLA and the 33 billing authorities (the 32 boroughs and the Corporation of London) in the ratio 36:64, in accordance with the principle previously

agreed by London Councils and the GLA in the joint business rate devolution proposals to Government in September 2016.

### **Strategic investment**

12. The Mayor of London commits that the GLA's share of any additional net financial benefit from the pilot will be spent on strategic investment projects. Decisions on the allocation of the GLA's share will be made by the Mayor of London.
13. For this purpose, and for the separate joint strategic investment pot, "strategic investment" is defined as projects that will contribute to the sustainable growth of London's economy which lead to an increase in London's overall business rate income. Examples of the kinds of projects the Mayor will seek to support with the GLA's share include supporting the delivery of housing through infrastructure investment and the provision of skills and training to further support housing delivery.
14. The joint strategic investment pot will be spent on projects that meet each of the following requirements:
  - contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
  - leverage additional investment funding from other private or public sources; and
  - have broad support across London government in accordance with the proposed governance process (see paragraph 16).
15. It is anticipated that approximately 50% of net additional benefits arising from the pilot pool will be spent on strategic investment projects.

### **Governance**

16. Decisions regarding the Strategic Investment Pot will be taken formally by the Corporation of the City of London - as the lead authority - in consultation with all member authorities, reflecting voting principles designed to protect Mayoral, borough and sub-regional interests, previously endorsed by Leaders and the Mayor in the London Finance Commission (both 2013 and 2017), and set out in London Government's detailed proposition on 100% business rates in September 2016. These are that:
  - both the Mayor and a clear majority of the boroughs would have to agree;

- a majority would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the Corporation of the City of London), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved;
- if no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision making round.

17. It is envisaged that decisions will be taken bi-annually to coincide with meetings of the Congress of Leaders and the Mayor of London.

### **Evaluation**

18. The Government will undertake a qualitative evaluation the progress of the pilot based on the current research programme for the existing business rate retention pilots, with additional focus on the governance mechanism and decision making process, and the scale of resources dedicated to strategic investment.

### **Next steps**

19. As specified in paragraph 3, the pilot will operate for one year. The Government is committed to giving local government greater control over the revenues they raise. Subject to the evaluation of the pilot, the Government will work with London authorities to explore: the options for grants including, but not limited to, Public Health Grant and the Improved Better Care Fund; the potential for transferring properties on the central list in London to the local list where appropriate; and legislative changes needed to develop a Joint Committee model for future governance of a London pool.

20. The Government will prepare a “designation order” establishing a London pilot pool and reflect this in the Provisional Local Government Finance Settlement in December. If any authority decides to opt out within the following 28 days – that is, by 28 days after the Provisional Local Government Finance Settlement – the pool would not proceed.

21. London Government will draft a pooling agreement between the 34 London authorities by which London Government collectively decides how to operate the pool and distribute the financial benefits. Each authority will be required to take the relevant decisions through its own constitutional decision-making arrangements.

## Annex A

### Authorities in the London Pilot

Barking & Dagenham  
Barnet  
Bexley  
Brent  
Bromley  
Camden  
City of London  
Croydon  
Ealing  
Enfield  
Greenwich  
Hackney  
Hammersmith & Fulham  
Haringey  
Harrow  
Havering  
Hillingdon  
Hounslow  
Islington  
Kensington & Chelsea  
Kingston upon Thames  
Lambeth  
Lewisham  
Merton  
Newham  
Redbridge  
Richmond upon Thames  
Southwark  
Sutton  
Tower Hamlets  
Waltham Forest  
Wandsworth  
Westminster  
Greater London Authority

## Annex B

### Grants

The amount of Revenue Support Grant (RSG) to be 'rolled-in' to 100% rates retention for 2018/19 for each authority is set out below. This is in addition to the sums rolled in in 2017-18 in respect of the Transport for London investment grant and the Greater London Authority's RSG under the GLA's partial pilot.

<b>RSG</b>	<b>Amount (£m) for 2018/19</b>
Barking & Dagenham	23.3
Barnet	14.9
Bexley	8.5
Brent	33.7
Bromley	4.3
Camden	31.9
City of London	7.5
Croydon	23.3
Ealing	26.2
Enfield	25.7
Greenwich	33.3
Hackney	45.0
Hammersmith & Fulham	23.4
Haringey	30.2
Harrow	7.3
Havering	6.8
Hillingdon	13.1
Hounslow	15.7
Islington	32.6
Kensington & Chelsea	16.3
Kingston upon Thames	1.5
Lambeth	42.8
Lewisham	36.9
Merton	10.1
Newham	46.4
Redbridge	16.8
Richmond upon Thames	0.0
Southwark	47.0
Sutton	11.8
Tower Hamlets	43.8
Waltham Forest	26.1
Wandsworth	30.2
Westminster	38.1

## London Councils

### London Business Rates Pooling Pilot

#### Suggested Sample Draft Resolutions for Participating Authorities

(Note: these are samples and can be combined or condensed to suit individual authorities' own normal styles)

#### Establishment of Governance Arrangements:

That the [Council/Cabinet/Mayor/Committee] resolves to:

- 1 approve and accept the designation by the Secretary of State as an authority within the London Business Rates Pilot Pool pursuant to 34(7)(1) of Schedule 7B Local Government Finance Act 1988;
- 2 participate in the London Business Rates Pilot Pool with effect from 1 April 2018 [to 31 March 2019];
- 3 delegate the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013, [GLA only and to delegate the administrative functions as a major precepting authority pursuant to s39(1)(aa) of the Local Government Finance Act 1992] to the City of London Corporation ("COLC") acting as the Lead Authority;
- 4 authorise the Lead Authority to sub-contract certain ancillary administrative functions [regarding the financial transactions [payment of tariffs and top-ups] within the Pool to the GLA as it considers expedient];

#### Entry into the Memorandum of Understanding:

- 5 delegate authority to the Chief Finance Officer [in consultation with the [Cabinet] Member for Finance,] to agree the operational details of the pooling arrangements with the participating authorities;

[Either

- 6(a) enter into such Memorandum of Understanding with the participating authorities as may be necessary to implement and/or regulate the pool and to delegate authority to the Chief Finance Officer [in consultation with the Head of Legal Services] to negotiate, finalise and execute the same on behalf of the authority;]

[Or alternatively

- 6(b) authorise the Chief Finance Officer, [in consultation with the Head of Legal Services] to make any amendments to [the Memorandum of Understanding, attached at Appendix [ ] to the report,] as may be required by the Secretary of State, and to enter into the final Memorandum of Understanding on behalf of the authority;]

#### Operation of the Pool:

- 7 to authorise [elected member eg in his/her official capacity as Leader/directly elected Mayor] to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool consultative as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding;

- 8 delegate to [Senior Executive Member/Officer/Committee] the authority to consider such consultative reports as the Lead Authority may circulate and to respond on behalf of the authority with regard to any recommendations and in particular, proposals for projects to be approved for funding from the Strategic Investment Pot.

*(Optional as these issues will be covered in the Memorandum of Understanding);*

- 9 delegate to the Lead Authority the functions of assessment, due consultation and approval of projects eligible for funding from the Pool's Strategic Investment Pot following consultation with the participating authorities (provided that at least two thirds of such participating London Boroughs are (including the City of London Corporation) in favour of the relevant recommendation as well as the Mayor of London, and that no entire sub-region is in disagreement with the decision) on such terms and conditions as shall ensure value for money and compliance with the law.

*(Optional as these issues will be covered in the Memorandum of Understanding.)*

**Trowers & Hamlins LLP**

**Ref: HZR**

**14 November 2017**



## London Councils

### Greater London Business Rates Pooling Pilot Arrangement

#### Legal Questions and Answers

(This document supplements London Business Rates 100% Retention Pilot 2018 - "Some Questions and Answers" issued by London Councils)

**1 What power does a local authority have to enter into a pooling arrangement for business rates?**

The Secretary of State has the power to designate two or more "relevant authorities" as a pool of authorities for the purposes of the provisions of Schedule 7B of the Local Government Finance Act 1988 (as amended by the Local Government Finance Act 2012).

Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as a billing authority in England, or a major precepting authority in England. The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs<sup>1</sup> as billing authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

**2 What power does a local authority have to enter into a Memorandum of Understanding or Inter Authority Agreement in relation to a business rates pooling arrangement?**

In relation to the project, the participating local authorities have implicit powers to enter into arrangements with each other for the purposes of fulfilling the requirements of Schedule 7B for obtaining an order of the Secretary of State authorising the establishment of a business rate pool.

A Memorandum of Understanding (**MOU**) is generally not contractually binding.

Local authorities have a power to enter into arrangements between them including under section 111 of the LGA 1972: "*Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions*". If the MOU is succeeded by a more detailed Inter Authority Agreement (**IAA**) this could be a legally binding contract. If so then the relevant power would be s111, LGA 1972 in conjunction with section 1(1) of the Local Government (Contracts) Act 1997 "*for the provision or making available of ... Services for the purposes of, or in connection with the discharge of the function of the local authority*". In the context of establishing a business rate pooling arrangement, the relevant "functions" are those of a billing authority or a major precepting authority.

**3 What decisions will be required to establish the pool by local authorities with executive arrangements?**

On the assumption Option 2 is chosen, then it will initially involve:

- (a) a resolution to participate in the pool and accept the Secretary of State's designations of the pool;
- (b) delegation of administrative functions by your Executive to the lead authority;

<sup>1</sup> For the purposes of this note, the term "London Borough" should be deemed to include the City of London Corporation.

- (c) a decision on the MOU/IAA to be agreed between the members of the pool – including distribution, and the basis of the strategic investment pot (**SIP**).

Subsequently, it will involve receiving reports from the Lead Authority with recommendations as to the proposed allocations of the Strategic Investment Pot to projects and your authority making a decision on how to respond with regard to the Lead Authority's recommendation.

Your authority's Senior Executive Member or a member to whom the Senior Executive Member and Cabinet delegates authority will attend twice yearly meetings to be informed as to the outcome of the Lead Authority's decisions regarding allocation of the SIP for an investment project. It is anticipated that this will be incorporated within the existing system of meetings of the Congress of Leaders and the Mayor of London.

The Lead Authority's decisions regarding SIP projects will be made on the basis of three consultation tests: (i) the GLA and the London Boroughs agree; (ii) London Boroughs' agreement will require two-thirds support; and (iii) support is subject to a sub-regional veto whereby, if all the London Boroughs in a sub-region were to oppose a proposal then it could not be agreed (the sub-regions for this purpose were defined in the London Councils Leader Committee report October 2017). The SIP projects will have been assessed by the Lead Authority against pre-agreed transparent and objective criteria.

#### **4 What decisions will be required to establish the pool by authorities not operating executive arrangements?**

Initially, this will involve:

- (a) a resolution to participate in the pool and accept the Secretary of State's designation of the pool;
- (b) then it will involve a decision regarding delegation of the administrative functions involved in running the pool pursuant to s101, LGA 1972 by your Council or a duly authorised committee to the lead authority; and
- (c) a decision on the MOU/IAA to be agreed between the members of the pool – including distribution, and the basis of the strategic investment pot (**SIP**).

Your authority's subsequent decisions as to its view like to decide its views in respect of the Lead Authority's recommendation regarding allocation of the SIP will need to be made by the duly authorised committee on the basis of a report which will be provided by the Lead Authority in advance for this purpose.

Your authority's chosen elected member representative (e.g. the Leader) will attend twice yearly meetings to be informed on the Lead Authority's decision(s) regarding allocation of the SIP. It is anticipated that this will be incorporated within the existing system of meetings of the Congress of Leaders and the Mayor of London.

The Lead Authority's decisions regarding SIP projects will be made on the basis of three consultation tests: (i) GLA and London Boroughs agree; (ii) London Boroughs' agreement will require two-thirds support; and (iii) support is subject to a sub-regional veto whereby, if all the London Boroughs in a sub-region oppose the proposal then it cannot be agreed (the sub-regions for this purpose were defined in the London Councils Leaders' Committee report October 2017). The SIP projects will have been assessed by the Lead Authority against pre-agreed transparent and objective criteria.

**5 What will the Memorandum of Understanding/Inter Authority Agreement involve?**

This will be based on the DCLG's Standard Template for the anticipated 2018/19 business rate pilots. It will be expressed to last for 1 year from 1 April 2018 to 31 March 2019. It will guarantee that the participating authorities will be no worse off than they would have been had they stayed within existing arrangements and that the authorities will not be subject to more onerous rules or constraints than they would have been if they had chosen not to participate in the pool. It will also set out the Lead Authority's administrative and accountable body responsibilities; the rationale for the pool; the principles and basis of allocation of resources; the decision-making arrangements for the Strategic Investment Pot; reviews; dispute resolution and notice arrangements. If it is an MOU it will not be contractually binding but it will express the intention to co-operate and collaborate. If there is a contractually binding IAA this will include more detailed provisions including the exit mechanism.

**6 Will this arrangement have any implications with regard to public procurement law?**

No. There is an exemption under Regulation 12 (7) of the Public Contracts Regulations 2015 for an MOU/IAA given that it is likely to comprise a contract which is concluded exclusively between two or more contracting authorities and which fulfils all of the following conditions:

- (a) the contract establishes or implements the cooperation between the participating contracting authorities with the aim of ensuring that public services they have to perform are provided with a view to achieving objectives they have in common;
- (b) the implementation of that co-operation is governed solely by considerations relating to the public interest; and
- (c) the participating contracting authorities perform on the open market less than 20% of the activities concerned by the corporation the co-operation-not applicable.

However, any works, services or supply contract executed in order to implement the individual projects using the funds in the SIP may well need to be competitively tendered under public procurement law depending on the nature and value of the contract. It is understood that such compliance will be a condition of allocation/project approval.

**7 Will the business rates pool have any implications for state aid?**

State aid is prohibited by Article 107(1) of the TFEU, which sets out that "*save as otherwise provided in the Treaties, any aid granted by a Member State or through State resources in any form whatsoever which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods shall, in so far as it affects trade between Member States, be incompatible with the internal market*", the pooling arrangement will not affect the amount of business rates that an undertaking will have to pay. However, any projects implemented through use of funds from the Strategic Investment Pot will need to comply with the then current principles of state aid which it is understood will be a condition of allocation/project approval.

**8 Is the business rates pooling arrangement likely to have any implications in far as employment law is concerned?**

No, not for most participating authorities. It is currently anticipated that only a minimal number of staff will need to service the administration of the business rates pooling arrangement within COLC, the lead authority who may sub-contract certain administrative functions of the Pool to the GLA and who will be made available to COLC (as these are similar to activities the GLA already carries out as a precepting authority) to collect its share of retained rates from London Boroughs and the City of London Corporation subject to an arrangement under section 113 of the Local Government Act 1972. On the basis of current estimates, in the order of one full-time equivalent member of staff is likely to

be required to service the administration of the London business rates pooling arrangement within the City of London Corporation and the GLA.

**9 Under paragraph 38 (2) of Schedule 7B of the Local Government Finance Act 1988 there is a potential joint and several liability for local authorities entering into a business rates pool in the event the Secretary of State requires them to make a payment, how can this be reconciled with a local authority's common law fiduciary duty to obtain value for money?**

During its lifetime, the Pool will make regular payments to the government, as it will have an aggregate tariff of well over £2 billion pa. It is one of the functions of the Lead Authority to manage those payments on behalf of pool members. The "no detriment guarantee" ensures that the pool cannot be worse off than the sum of the authorities would have been in the existing system and has the advantage that no one participating authority is worse off.

If the Pool ceases to operate, other than as a residual body accounting for the resolution of outstanding appeals, it is theoretically possible that the Pool may have distributed more money than it should have done (if appeals that turn out to be successful prove to have been under-provided for).

This liability is only likely to arise in the event the authorities had underprovided in aggregate in respect of pending appeals and the liabilities were to exceed the collected funds after the Pool was dissolved. This risk is to be managed (as is currently the case) through professional financial management and making appropriate relevant provision. This can also be addressed through contractual provisions in the MOU/IAA.

**10 What consultation has been undertaken to date and do we need to undertake any further consultation before deciding to enter into this arrangement?**

All local authorities must consent to the pooling arrangement. London Councils' discussion and consultation process to date has involved reports to London Councils Leaders' Committee on:

- 11 October 2016<sup>2</sup>;
- 21 March<sup>3</sup>;
- 11 July 2017<sup>4</sup> (this included the first "draft prospectus" for each borough to consider and consult upon internally over the summer);
- 10 October 2017<sup>5</sup> (this included a revised draft prospectus).

The legislation does not prescribe any public consultation and the pooling arrangement will not change the amounts that ratepayers will have to pay. However, we recognise that some participating authorities may operate their own standard consultation practices and you will need to build these within the constraints of the government's timetable.

**11 Has a public sector equality impact assessment been undertaken to satisfy the public sector equality duty (PSED)?**

None has been necessary yet as the PSED is not engaged. However, it is anticipated the PSED may be engaged on individual projects funded by the SIP where EIAs will be a condition of project approval/allocation.

<sup>2</sup> <http://www.londoncouncils.gov.uk/download/file/fid/19337>

<sup>3</sup> <http://www.londoncouncils.gov.uk/download/file/fid/20294>

<sup>4</sup> <http://www.londoncouncils.gov.uk/download/file/fid/20709>

<sup>5</sup> <http://www.londoncouncils.gov.uk/download/file/fid/21341>

12 **Will Brexit have any legal implications for the Greater London business rates pooling arrangement?**

Not as currently anticipated but this will be monitored.

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**Trowers & Hamlins**  
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**Dated 15 November 2017**

**London Councils**

**Pooling Business Rates in London**

**Advice on the legal framework and governance options**

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Trowers & Hamblins LLP  
3 Bunhill Row  
London  
EC1Y 8YZ  
t +44 (0)20 7423 8000  
f +44 (0)20 7423 8001  
www.trowers.com

**trowers & hamblins**

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## 1 Executive Summary

- 1.1 This note outlines the potential governance options for the proposed London Business Rates 100% retention pilot pool for 2018/19.
- 1.2 Most of the functions associated with the pool will be administrative and would be performed by a lead authority and accountable body.
- 1.3 It is proposed that a portion of some of the net gain from the pooling arrangement would be retained as a strategic investment pot (**SIP**) which could be used to fund projects that will deliver economic growth.
- 1.4 This note suggests alternative governance options for oversight of project funding approvals from the SIP.
- 1.5 The three most pragmatic forms of governance for the business rates pooling arrangement appear to be:
- 1.5.1 a joint committee (**Option 1**); or
  - 1.5.2 a quasi-contractual approach involving a lead authority in consultation with participating authorities (**Option 2**); or
  - 1.5.3 a lead authority with a decision-making meeting of duly authorised officers (**Option 3**).
- 1.6 Of these three options, it would appear that Option 2 would be the most appropriate as it affords more flexibility and would appear to have the most support based on discussions held to date via London Councils.
- 1.7 Option 2 would be documented in a non-legally binding Memorandum of Understanding. It would involve the individual local authorities delegating authority to the City of London Corporation (COLC), as the Lead Authority, to take decisions on the allocation of the SIP, in consultation with the other 33 participating authorities. As some London Boroughs and COLC do not currently operate executive arrangements, those authorities cannot lawfully delegate decisions to single elected members. Therefore a meeting comprising elected members would need to be consultative in nature to enable all participating authorities to participate in the same way.
- 1.8 The Lead Authority would consult all individual participating London authorities including the GLA (the **Participating Authorities**) before making any decisions to allocate funds from the SIP to projects. The Lead Authority would only decide to approve projects for SIP funding where both the GLA and two thirds or more of the other Participating Authorities had, assuming no sub-region unanimously disagreed, already voted in favour of a project.
- 1.9 Currently, the only governance model which could incorporate this level of approval and enable all Participating Authorities' elected members to participate in the same way, whilst accommodating Participating Authorities' diverse constitutional structures, would constitute a consultative meeting of Participating Authorities (Option 2).
- 1.10 Other options for a governance model for the Pool have been considered but none would appear to be suitable or offer the flexibility or potential appeal of Option 2. Under current legislation, a joint committee structure could not accommodate voting other than by simple majority. A decision-making forum of Participating Authorities' officers would disenfranchise elected members from due consideration and involvement in the decisions of the pool regarding the allocation of the SIP to individual projects. An Economic Prosperity Board (EPB) model would not appear to be viable at this stage as it would require an order from the Secretary of State and its area would overlap with the existing

West London EPB. Nor would an incorporated structure as it has no precedent and may take too long to agree within the limited timescale.

- 1.11 While the initial pooling agreement will be for 2018/19 only, there is a possibility that the pilot will be extended by government and the pool may therefore continue for a further year in 2019/20. The Pool's operation, including this governance model, will be evaluated by London Councils, the GLA and government and could allow for potential adjustments to the governance model if agreed as expedient, were pooling to continue beyond the first two years.
- 1.12 We recommend that each authority's decision to participate in the Pool should confirm the allocation of business rates between the collecting authorities, the GLA and the SIP and form part of the terms of reference for the Pool.



## 2 Background

2.1 We have been instructed by London Councils to provide legal advice in connection with a proposal to establish a business rates pooling arrangement involving the COLC, all of the London Boroughs<sup>1</sup> and the Greater London Authority (**GLA**).

2.2 This advice note considers:

2.2.1 The powers of the London Boroughs to participate in a business rate pooling arrangement with each other and the GLA and any limitations or restrictions which need to be addressed;

2.2.2 The principal options for the form of governance arrangement for the pooling arrangements including the mechanism for allocating funds comprising the SIP.

2.3 The preferred model for the pilot pool would include the following features:

2.3.1 No participating authority would suffer financial detriment as a result of its involvement in the pooling arrangement;

2.3.2 The pooling arrangement should include three categories of distribution as follows:

(a) a percentage of the fund for distribution by the GLA/Mayor;

(b) a percentage of the fund which will be returned to each London Borough; and

(c) a percentage of the fund which will be included in the SIP to be allocated to projects by the Lead Authority taking into account the responses of the Participating Authorities.

2.3.3 The governance of the SIP should permit the Lead Authority to make decisions on the use of resources within the SIP where both the GLA and at least two thirds of the London Boroughs are in favour (subject to no participating authorities in one sub-region<sup>2</sup> unanimously disagreeing with the decision).

## 3 Powers to establish a Business Rate Pooling Arrangement

3.1 The Secretary of State has the power to designate two or more "relevant authorities" as a pool of authorities for the purposes of the provisions of Schedule 7B of the Local Government Finance Act 1988<sup>3</sup>.

3.2 Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as:

3.2.1 a billing authority in England, or

3.2.2 a major precepting authority in England.

3.3 The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs as billing

<sup>1</sup> Henceforth, for the purposes of this advice note, any reference to "London Boroughs" should be deemed to include COLC acting in its capacity as a local authority.

<sup>2</sup> London Councils' link to the map of sub regions: <http://www.londoncouncils.gov.uk/download/file/fid/21341>. The Lead Authority can make decisions where consultation indicates the GLA and London Boroughs are in favour, and London Borough support is defined as two-thirds majority subject to sub-regional veto – as defined in the London Councils; prospectus.

<sup>3</sup> As amended by the Local Government Finance Act 2012.

authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

- 3.4 Schedule 7B, Part 9 imposes a number of requirements with regard to the designation of a pool including:
- 3.4.1 The authorities covered by the designation must be notified by the Secretary of State as per Part 9, paragraph 34 (7);
  - 3.4.2 Timing requirements regarding notification before making the local government finance report under paragraph 12 (2);
  - 3.4.3 A condition requiring the authorities to which the pooling designation relates to appoint a lead authority to exercise the functions specified in the condition<sup>4</sup>;
  - 3.4.4 Such other condition(s) as the Secretary of State thinks fit<sup>5</sup>;
  - 3.4.5 Any regulations with regard to levy payments and safety net payments on account may treat the pool as a "relevant authority" for the purposes of the regulations; and
  - 3.4.6 Furthermore, where a pool of authorities is required to make a payment to the Secretary of State, each authority in the pool is jointly and severally liable to make that payment<sup>6</sup> and where the Secretary of State is required to make a payment to pool authorities, the payment must be made to the lead authority appointed in accordance with conditions under paragraph 35 (1)<sup>7</sup>.
- 3.5 As far as we have been able to ascertain, there is nothing in legislation (except insofar as may be included within a condition by the Secretary of State pursuant to the relevant Designation Order) which would require a pooling arrangement to assume a particular legal structure or corporate form.
- 3.6 In light of our understanding of discussions which have taken place to date, there are in our view theoretically five principal options which might be available to the GLA and the London Boroughs for the administration of the proposed pooling of business rates in London. These are as follows:
- 3.6.1 A joint committee (**Option 1**)<sup>8</sup>; or
  - 3.6.2 A lead authority consulting the participating authorities in advance and, within their authority's own constitutional arrangements, decide their authority's view on proposals for the allocation of funds to individual projects from the SIP (**Option 2**);
  - 3.6.3 A lead authority with a meeting of duly authorised officers with delegated authority from their Participating Authorities to make decisions at meetings on allocations of SIP funds (**Option 3**);
  - 3.6.4 The Participating Authorities each becoming members of a separate corporate vehicle, (such as a limited company) for the purpose of operating the pooling arrangement (**Option 4**); and

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<sup>4</sup> Paragraph 35(1)(A)

<sup>5</sup> Paragraph 35(2).

<sup>6</sup> Paragraph 38(2) the potential risk associated with this issue can be mitigated contractually – see later at page 12

<sup>7</sup> Paragraph 38(3)

<sup>8</sup> Pursuant to the Local Government Act 1972, section 101 (5) (**Joint Committee Option**) and in respect of the GLA pursuant to section 39 of the Greater London Authority Act 1999.

3.6.5 The establishment of an Economic Prosperity Board (**EPB**) (**Option 5**).

3.7 Given the constraints of the timetable for implementation of the London pooling proposal, we do not propose to explore at present Options 4 or 5 for the following pragmatic reasons.

3.8 We would suggest a corporate vehicle (**Option 4**) would not be appropriate in these circumstances given this form has no precedent within other authorities' pooling arrangements; and that it would be ambitious to expect resolution by all the stakeholders of the requisite fundamental issues and documentation (for example, a shareholders or members agreement) to form a company within the timescale is for what is intended to be a two year pilot arrangement. The legal powers to found such a proposal would also require more detailed consideration.

3.9 An EPB (**Option 5**) we suggest would similarly not be feasible in the short term both because it would require an order from the Secretary of State and it would overlap with the current West London EPB area.

#### 4 **"Proper Purpose"**

4.1 Given that local authorities and any pooling arrangement designated by the Secretary of State are generally<sup>9</sup> "creatures of statute", as a matter of public law, the relevant authorities must exercise the powers available to them for a "proper purpose" when deciding which form of governance the pooling arrangement should take. For example, the authorities should not seek to adopt a particular form of governance as an artificial device with the main purpose of circumventing legislation that might otherwise be applicable in order to avoid controls<sup>10</sup>.

4.2 However, the authorities are entitled to identify and follow a legitimate route to a legitimate end by reference to the relative operational and financial advantages and disadvantages which will follow from the potential different options available to them.

4.3 By way of example, a decision to choose the lead authority and consultative members model (Option 2) rather than a joint committee (Option 1) because Option 2 would afford more opportunities for consultation with and consideration by the Participating Authorities would be an exercise of powers for a "proper" purpose. Whereas a decision to choose Option 2 with the sole motive of circumventing the statutory controls on voting applicable to Option 1 (referred to in paragraph 5.11 below) might arguably be regarded as an exercise of the relevant power for an "improper" purpose.

4.4 A potential improper purpose argument is an intrinsic risk of any innovative arrangement involving local government and the likelihood of challenge will diminish with the passage of time. In this context, it should be borne in mind that this arrangement will apply to a one or two year pilot and will be evaluated by London Councils and the government before any extension of pooling arrangements in London.

#### **"Wednesbury Reasonableness"**

4.5 The Participating Authorities will need to take into account the usual "Wednesbury" principles in making the decision as to which option to adopt. This will involve the authorities paying due regard to any relevant considerations (such as efficiency) and disregarding irrelevant considerations (such as purely political motives to secure re-election).

<sup>9</sup> Although the COLC is not strictly a creature of statute, COLC must exercise the local authority powers and functions conferred upon it having regard to the same considerations.

<sup>10</sup> *Credit Suisse v Allerdale BC* [1996] 4 All E.R. 129

- 4.6 The Participating Authorities should also act in a fairly business-like manner with reasonable care, skill and caution, and with a "due and alert regard" to the interests of their ratepayers<sup>11</sup>. It is our current understanding that the choice of governance structure the pooling arrangement alone will not directly affect ratepayers in London.

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<sup>11</sup> *Bromley LBC v Greater London Council* [1983] 1 A.C. 768; *Roberts v Hopwood* [1925] A.C. 578; *Prescott v Birmingham Corporation* [1955] Ch. 210

## 5 The Most Viable Governance Options

### 5.1 Joint Committee (Option 1)

#### **Powers**

5.2 The London Boroughs will be familiar with their powers to establish a joint committee which also underpin the London Councils Leaders' Committee Governing Agreement 2001 (as amended).

5.3 In summary, the legislative basis is contained in sections 101 and 102 of the Local Government Act 1972 (**LGA 1972**), restated here for convenience:

5.4 *"101 (1) Subject to any express provision contained in this Act or any Act passed after this Act, a local authority may arrange for the discharge of any of their functions:*

*(a) by a committee, a sub-committee or an officer of the authority; or*

*(b) by any other local authority."*

*102 (1) For the purpose of discharging any functions in pursuance of arrangements made under section 101 above:*

*(b) two or more local authorities may appoint a joint committee of those authorities."*

5.5 Executive functions are not to be delegated under section 101 of the LGA 1972 but can be delegated under similar provisions to those set out above pursuant to sections 9E and 9EA (formerly section 19) of the LGA 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

5.6 For the purposes of sections 101 and 102 of the LGA 1972, each London Borough and the GLA are "relevant local authorities".

5.7 The GLA is not a participating member of the London Councils Leaders' Committee and accordingly, if a joint committee were the preferred governance model for the business rate pooling arrangement, it would be necessary to establish a further joint committee involving all of the London Boroughs and the GLA.

#### **Governance issues concerning joint committees**

5.8 A joint committee has no separate legal identity and no corporate status and so cannot own property and where it purports to employ staff or enter into contracts in effect such arrangements are enforceable against each of the individual authorities. Therefore any agreement will need to address such issues with one authority acting as a "lead" (which is also a requirement under paragraph 35(1) of Schedule 7B of the Local Government Finance Act 1988). In relation to the business rates pooling arrangement, the authorities have identified the City of London Corporation as the proposed lead authority.

5.9 There is a degree of flexibility in relation to the terms of any delegation and authorities may specify the manner in which the delegated functions may be exercised (e.g. by reference to geography, service, or financial parameters).

- 5.10 Authorities can agree joint arrangements where certain closely specified types of decisions taken by a joint committee might be able to be the subject of a review by any of the Participating Authorities, following certain procedural steps (perhaps including a "cooling off" period before any decisions of the joint committee could be acted upon). These issues, together with the constitutional set up of the joint committee (e.g. numbers of members each authority may appoint; their terms of office; designation and role of COLC as lead authority; allocation of running costs and so on would need to be addressed in a formal agreement between all authorities involved).
- 5.11 Voting rights for joint committees are prescribed by paragraphs 39 to 44 of Schedule 12 (Meetings and Proceedings of Local Authorities) of the LGA 1972. Paragraph 39 requires that "*all questions coming or arising before a local authority shall be decided by a majority of the members of the authority present and voting thereon at a meeting of the authority*". It is possible that this legislation could be amended and this issue has been raised with government but currently, given the timescales it is unlikely that any such legislative amendments would be made in time for the pilot to start next financial year.
- 5.12 As a formal committee of the Participating Authorities, a joint committee would of course be subject to the political balance requirements<sup>12</sup> in the Local Government and Housing Act 1989 (LGHA) Schedule 1 and the Local Government (Committees and Political Groups) Regulations 1990. Although we are given to understand, this is unlikely to be an issue in this case as each of the Participating Authorities' leaders would be involved in such an arrangement.

#### **Advantages/What would be possible**

Option 1, a joint committee, could offer the following principal advantages:

- 5.13 it is a model that has been used many times across the country for other functions and the Leeds City Region Business Rates Pool operates through a joint committee;
- 5.14 it is legally one of the more straightforward entities to set up, and has clear statutory authority;
- 5.15 it maintains direct democratic oversight of the functions in question;
- 5.16 it is possible to delegate statutory functions to it directly;
- 5.17 it would be possible to frame the terms of the delegations to incorporate a framework for decision making on the allocation of funds; and

#### **Disadvantages/What would not be possible**

However, there are a number of potential disadvantages associated with this model:

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<sup>12</sup> Section 15(5) LGHA states that the seats on any body which fall to be filled by appointments made by any relevant authority or committee of a relevant authority must have regard to the following principles of political balance: (a) that not all of the seats on the body may be allocated to the same political group; (b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership; (c) subject to (a) and (b), the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority; and (d) subject to (a) and (c) the number of the seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

- 5.18 from an operational viewpoint, the establishment of a new joint committee will require and engage the associated administrative machinery including compliance with formal requirements of advance publication of agenda papers, voting and publicity. On the one hand, this could be perceived as an advantage in terms of added visibility, transparency and accountability. On the other hand, this could be perceived as involving perhaps slightly more administrative resources. This is a matter for consideration and discussion by the authorities;
- 5.19 a joint committee has no separate legal personality and would need to operate through a lead authority;
- 5.20 the statutory restrictions on voting arrangements mean that the preferred governance arrangements addressing the principles for governance prepared by the London Finance Commission and reflected in the draft prospectus for the pilot pool considered by Leaders Committee and the Mayor (see footnote 13 for summary<sup>13</sup>) could not be applied;
- 5.21 each participating authority will need to ensure that it has obtained the required authorisations under its constitution to enter into the arrangements;
- 5.22 there are also specific provisions in section 13 LGHA with regard to the status of a person who is not an elected member of any of the authorities but is appointed a member of the joint committee. The disadvantage of a joint committee in this case is that a person who is appointed as a member of the joint committee but who is not an elected member of one of the Participating Authorities would not have a vote<sup>14</sup>.

## 6 **Lead Authority and Consultation of Elected Member Representatives** (Option 2)

### **Powers**

- 6.1 Local authorities have a power to delegate decisions to other authorities as referred to in paragraphs 5.4 and 5.5 above.
- 6.2 A pooling arrangement can be operated by agreement between the relevant authorities, whether as a non-legally binding memorandum of understanding (**MOU**); a more detailed formal legally binding contract or possibly, a hybrid arrangement where some provisions are expressed to be legally/contractually binding and others are included as expressions of general intent as to the protocols to be followed. Given the constrained timescale we consider an MOU is the most realistic option for documenting the governance arrangements and it also has precedent in other pools.
- 6.3 Local authorities have the power to enter into a Memorandum of Understanding to record the governing arrangements between them including under section 111 of the Local Government Act (**LGA**) 1972: "*Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the*

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<sup>13</sup> In summary: each element of London government should have a stake; no exclusion from the benefits of London's success or be disempowered from addressing local needs; no overriding of the Mayor's interests by the London local authorities, and vice versa; decision-making arrangements must provide for the prevention or breaking of any deadlock; the system must enforce binding decisions which reflect a clear consensus; the system must be simple and clear in the processes and parties' responsibilities; stability by retaining existing responsibilities where possible; there should be scope to respond to other relevant reforms; decision-making should reflect the roles of the authorities (the London Boroughs) and the GLA/Mayor; and the political arrangements should be supported by a formal officer group to provide standing technical advice and support.

<sup>14</sup> Section 13(1) LGHA 1989

*discharge of any of their functions*". If a contractually binding Inter Authority Agreement were deployed then the relevant powers include section 1(1) of the Local Government (Contracts) Act 1997 "for the provision or making available of .... services for the purposes of, or in connection with the discharge of the functions of the local authority". In this context the relevant "functions" are those of a billing authority or a major precepting authority.

- 6.4 In relation to the London Business Rates Pooling arrangement, the Participating Authorities would have implicit powers to enter into arrangements with each other for the purposes of fulfilling the requirements of Schedule 7B for obtaining an order of the Secretary of State authorising the establishment of a business rate pool.

#### **Governance issues**

- 6.5 By and large, the governance and distribution arrangements would be set out within the terms of the MOU.
- 6.6 This could either involve a lead authority arrangement with authorities resolving to delegate certain clearly defined administrative functions to a single lead authority with a meeting of elected members who are consulted regarding allocations for the SIP (**Option 2**) or it could involve a lead authority supported by a decision-making forum of authority officer representatives who have delegated authority to make decisions (**Option 3**). The potential mechanics and responsibilities of the lead authority are explained in more detail below.

#### **Lead Authority**

- 6.7 The Participating Authorities could delegate most administrative functions to COLC as the lead authority who would then be responsible for administering the pool and could provide a secretariat with the GLA and London Councils for assessing and preparing reports to the Participating Authorities' applications for the SIP against pre-agreed criteria. We understand that it is currently proposed that the GLA may provide the transactional support role.

#### **MOU**

- 6.8 For this arrangement, the Lead Authority's role would (in addition to its normal responsibilities) cover:
- 6.8.1 Maintenance and support of the Pool's governance arrangements and the methodology for the allocation of resources;
- 6.8.2 Assessment and preparation of reports on applications for the SIP in accordance with the agreed criteria.
- 6.9 The MOU could be expressed not to be legally binding and would not (in the absence of consideration or being expressed as a deed) be a contract. In due course for example if the pilot were deemed to be successful and were continued then, the arrangement in the MOU could be re-expressed as a legally binding Inter Authority Agreement and hence potentially enforceable as a contract between the authorities in part or as a whole.
- 6.10 As the arrangement under Option 2 or Option 3 would be an unincorporated association, the representatives will be able to operate bespoke voting arrangements (subject to the proviso above regarding a "proper purpose") according to the provisions of the MOU or Inter Authority Agreement.



**Option 2 – Consultative Elected Member Representatives**

- 6.11 With regard to the approval of allocations of the SIP for individual projects, the Lead Authority would take decisions following consultation with Participating Authorities. This could involve the Lead Authority preparing reports with proposed recommendations as to SIP allocations and circulating the report to the Participating Authorities for prior consultation and a decision as to which way the relevant authority will vote. The consultative representatives could then meet but decisions would not be made at that meeting.
- 6.12 If the representatives are to comprise elected members of the authorities, then care will need to be taken by each individual participating authority to ensure their appointments fit with their particular authority's constitution/governance model and scheme of delegation. Authorities which have a Mayor and Cabinet Executive or Leader and Cabinet Executive would be able to appoint the Senior Executive Member (Mayor or Leader) or another executive member as their appointed representative.
- 6.13 The elected members from authorities with non-executive arrangements (committees) would need to have the decision as to how to respond made in a duly constituted committee or subcommittee meeting of their authority.
- 6.14 In making decisions regarding allocations of the SIP it will be important that all Participating Authorities take lawful and valid decisions. Given the diversity of constitutional arrangements in London local government, (e.g. elected Mayors and Executives; Leader and Executives; and Committee forms of governance) the only way that all Participating Authorities can be engaged through their elected members on a two thirds response basis would be for each participating authority to take an individual view on the recommendations in a report prepared by the Lead Authority and then communicate their decision to the Lead Authority. This would need to ensure reports were circulated by the Lead Authority at least one month in advance of a meeting of the representatives to allow the individual authorities time to consider and make their decision within their own governance timetables (including scrutiny and call-in). The Lead Authority would then aggregate the individual Participating Authorities' responses and make the decisions regarding the allocation of the SIP to individual projects on the basis of the consultation principles and agreed thresholds. The decision-making process would be scheduled to take place bi-annually to allow the Lead Authority to report the outcome to the Congress of Leaders and the Mayor of London

**Option 3 - Officer representatives**

- 6.15 Alternatively, an officer representative arrangement could involve each Participating Authority delegating authority to its own authorised officer representative and the representatives which can respond to SIP allocation decisions. The representative(s) could all be officers<sup>15</sup> (duly authorised and delegated with the authority to exercise the relevant functions by their authority), depending on what the individual authority's particular constitutional/governance arrangements<sup>16</sup> and scheme of delegation allow, with

<sup>15</sup> There is a general power to local authorities to discharge their functions through officers under section 101(1) Local Government Act 1972. Local authorities can delegate to officers as long as decisions are not effectively being made by a member(s) through an officer (*R v Port Talbot BC* [1988] 2 All E.R. 207; *Fraser v SoS for the Environment and the Kensington and Chelsea RLBC* (1987) 56 P. & C.R. 386). However, if a power is delegated to an officer acting in consultation with an executive member(s) then a decision without consulting the member(s) would be ultra vires.

<sup>16</sup> If the relevant authorities have executive arrangements and to the extent executive functions as set out in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) are involved, then this would need to comply with the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012) where authorities have a committee system or prescribed arrangements.

those officer delegates then being duly empowered to make decisions at the duly constituted representatives meeting.

- 6.16 The extent of the terms governing the lead authority and consultative members' arrangement could similarly be comprised in a MOU or a more detailed Inter Authority Agreement.

### **Advantages of Options 2 and 3**

- 6.17 Options 2 and 3 have the advantage of familiarity to DCLG and the Secretary of State: All of the established business pool agreements we have reviewed have been based on MOUs signed by the relevant s151 Officers of the authorities involved whether or not there is a combined authority or joint committee as well.
- 6.18 Simplicity – in the context of achieving agreement between the Participating Authorities within the time constraints, it may be easier for the Participating Authorities to reach agreement on a shorter MOU than on a more detailed contract, joint committee or corporate shareholding arrangements.
- 6.19 Voting rights – the statutory requirements regarding voting which apply to joint committees do not apply to the arrangements described in Option 2 or 3. Whilst most of the current MOUs for operational business pooling arrangements do provide for decisions by a simple majority, a number require unanimity (which indicates that the Secretary of State is prepared to agree bespoke voting rights where agreed by the Participating Authorities).
- 6.20 A contractual arrangement in the form of Option 2 or Option 3 could accommodate the features summarised at paragraph 2.3 of the Background section above.
- 6.21 Flexibility – the terms of the MOU can specify whether particular provisions are intended to be legally binding between the parties, allowing the Participating Authorities to clarify their legal rights and obligations to one another.
- 6.22 It should be borne in mind that either Option 2 or 3 could later transition to a joint committee arrangement if the factors mitigating against the latter option (e.g. restrictions on voting rights) were to be resolved by legislation or otherwise.

### **Disadvantages associated with Options 2 and 3**

- 6.23 Whilst existing MOUs indicate that the Secretary of State is willing to approve bespoke voting arrangements, none include the degree of detail required by the Participating Authorities in this project.

## **7 Distribution arrangements – key issues**

### **Authorities' decisions to enter into arrangements/terms of reference**

- 7.1 Whichever governance form the Participating Authorities adopt to govern the pooling arrangement it will be necessary for each of them to approve those arrangements formally.
- 7.2 Confidence that the conditions which the authority leaders set out in their "in principle" agreement to participate is likely to be underpinned if each authority's formal decision to participate includes a condition which confirms the allocation of business rates between the collecting authorities, the GLA and the SIP. Further, this condition could with other terms be mandated as terms of reference for both the pooling arrangement and decisions to allocate funding to SIP initiatives.
- 7.3 The terms of reference/conditions which are likely to underpin confidence in the proposals appear to us to include:

- 7.3.1 That no authority should be financially worse off compared to their position if they had not participated in the pooling arrangement - we see this as being of particular importance in order to reassure s151 Officers that the authorities could not be in breach of their common law fiduciary duty to their ratepayers given the potential joint and several liability provision under Schedule 7B, Part 9, paragraph 35(1);
- 7.3.2 The allocation to each authority and the share allocated to the SIP;
- 7.3.3 The factors which are to be applied in the allocation of funds from the SIP to individual projects - including:
- (a) a requirement to make SIP allocations (within each financial year) with a requirement to seek to do this to meet specified targets;
  - (b) specified broad economic/growth criteria which must be satisfied to enable an initiative to qualify for funding – we appreciate this will have to be approved by DCLG – existing criteria used by central government business growth funds might be applicable or capable of adaptation;
  - (c) that the pooling arrangement is time limited unless all of the authorities and government approve an extension;
  - (d) a mechanism to deal with and distribute either income above that projected or income less than projected;
  - (e) a liability distribution provision to deal with claw-back on an equitable basis in the event income is subsequently reduced (through rating appeals) after the pool is dissolved; and
  - (f) a sub-regional right to veto a project for funding.
- 7.3.4 The report underlying the decision of each authority is likely to consist of a part common to all of them but should also include a part which addresses any particular implications for that individual authority.
- 7.3.5 Our expectation is that the 'governance arrangement' will in each year approve projected business rate income and subsequently review/reconcile the actual income. With notional allocations being made and a subsequent review to ensure notional allocations had been paid/committed with a process to deal/reallocate any underspent amounts.
- 7.3.6 If the Participating Authorities decide to appoint one of their members as the lead authority, the MOU or Inter Authority Agreement will need to recognise this. The lead authority will need protection that the consequences of certain actions taken in its name are shared (e.g. through indemnities and financial compensation mechanisms) and conversely, the other authorities will need to be protected from the unauthorised actions of the lead authority, the issue of joint and several liability and will want reassurance that should any payments be made by the Secretary of State to the lead authority under Schedule 7B paragraph 38(3) that these are equitably redistributed.

## 8 Conclusion

- 8.1 We would recommend either Option 2 or 3 involving a designated lead authority delegated with the role of undertaking the bulk of administrative decisions and supported by a meeting of representatives.

- 8.2 If Option 2 were adopted then it should be borne in mind that the elected member representatives could not validly take decisions at the bi-annual meetings, hence they would be consulted in advance.
- 8.3 If Option 3 were pursued then the officer representatives could be delegated with authority to make decisions on behalf of their authorities.
- 8.4 Meetings could be convened biannually during the financial year. The pilot arrangement would be documented in a MOU and then in due course in an Inter Authority Agreement if felt advantageous to do so.

**Trowers & Hamlins LLP**  
**Ref: HZR**  
**15 November 2017**



**Dated 16 November 2017**

**London Councils**

**Business Rates Pilot Pool**

**Legal Note on Executive Functions**

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Trowers & Hamblins LLP  
3 Bunhill Row  
London  
EC1Y 8YZ  
t +44 (0)20 7423 8000  
f +44 (0)20 7423 8001  
www.trowers.com

**trowers & hamblins**

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1 **Query: is participation in a business rates pool in pilot and entry into a Memorandum of Understanding an executive function?**

1.1 The relevant functions<sup>1</sup> are:

1.1.1 administrative functions as a billing authority<sup>2</sup> pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013, [and GLA only], administrative functions as a major precepting authority pursuant to s.39(1)(aa) of the Local Government Finance Act 1992];

1.1.2 entry into the Memorandum of Understanding (**MOU**) as ancillary and incidental to those functions pursuant to s.111 Local Government Act 1972<sup>3</sup>;

1.1.3 appointment of a representative for consultative purposes.

1.2 With regards to the administrative functions and the entry into the MOU, the Secretary of State has not made any regulations under s.9D(3) Local Government Act 2000 (**LGA 2000**). Therefore by default, the above functions fall to be the responsibility of the executive of the local authority under executive arrangements pursuant to s.9D(2) LGA 2000. Nor are the above functions listed in The Local Authorities (Functions and Responsibilities) (England) Regulations 2000. Hence under s.9DA(2) LGA 2000 the above functions are exercisable by the executive.

1.3 Moreover, pursuant to s.9E LGA 2000, any functions which under the arrangements are the responsibility of "*(a) a mayor and cabinet executive, or (b) a leader and cabinet executive (England), are to be discharged in accordance with this section*"<sup>4</sup>. The "*senior executive member - (a) may discharge any of those functions, or may arrange for the discharge of any of those functions - (i) by the executive, (ii) by another member of the executive, (iii) by a committee of the executive, (iv) by an area committee, or (v) by an officer of the authority*"<sup>5</sup>. Therefore, if operating executive arrangements, the decision with regard to the participation in the business rates pool and signature of the MOU can be made by the mayor and cabinet executive, or the leader and cabinet executive, or senior executive member, or by any other duly empowered individual or meeting in accordance with s.9E LGA 2000 and the authority's scheme of delegation.

<sup>1</sup> "Function" means a function of any nature, whether conferred or otherwise arising before, on or after the passing of this Act: LGA 2000 Act s.9D(9). Any reference in Pt 1A to the discharge of any functions includes a reference to the doing of anything which is calculated to facilitate, or is conducive or incidental to, the discharge of those functions: 2000 Act s.9R(5): see *Champion v North Norfolk DC* [2013] EWHC 1065 (Admin) (para.1-36) (Cross on Local Government Law (2017, Sweet & Maxwell))

<sup>2</sup> Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as a billing authority in England, or a major precepting authority in England. The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs<sup>2</sup> as billing authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

<sup>3</sup> Local authorities have a power to enter into arrangements between them including under section 111 of the LGA 1972: "*Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions*". If the MOU is succeeded by a more detailed Inter Authority Agreement (**IAA**) this could be a legally binding contract. If so then the relevant power would be s111, LGA 1972 in conjunction with section 1(1) of the Local Government (Contracts) Act 1997 "*for the provision or making available of ... Services for the purposes of, or in connection with the discharge of the function of the local authority*".

<sup>4</sup> s.9E(1)(a), (b) Local Government Act 2000

<sup>5</sup> s.9E(2) Local Government Act 2000

- 1.4 The resolution also involves "appointment of a representative for the purposes of consultation". It is our view that this can similarly be regarded an "executive function" as it:
- 1.4.1 Will not involve the appointment to an external body per se; and
  - 1.4.2 Provided the appointment does not constitute a change of "office",
- 1.5 Then the resolution to delegate this consultative role does not fall within Schedule 2 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000, 'Functions which may be (but need not be) the responsibility of an authority's executive'.
- 1.6 However, whether a change of office is triggered (thus engaging paragraph 19<sup>6</sup> of Schedule 2) will depend upon the authority's own scheme of delegation and the terms of the relevant individual's current official mandate.
- 1.7 It is anticipated that the Leaders' Congress will be informed as to the outcome of the Lead Authority's decisions regarding SIP allocation to projects under the London Business rates pool but the Leaders' Congress will not be making decisions on this issue.<sup>7</sup>.

**Trowers & Hamlins LLP**

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**16 November 2017**

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<sup>6</sup> Schedule 2 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 'Functions which may be (but need not be) the responsibility of an Authority's Executive'

<sup>7</sup> "the appointment of any individual - (a) to any office other than an office in which he is employed by the authority; (b) to any body other than – (i) the authority; (ii) a joint committee of two or more authorities; or (c) to any committee or sub-committee of such body, and the revocation of any such appointment" may be (but need not be) the responsibility of an authority's executive"-Paragraph 19 of Schedule 2 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

## London Business Rates Pooling Pilot

### Draft Resolutions for Participating Authorities

That Cabinet resolves to:

With respect to Establishment of Governance Arrangements:

1. approve and accept the designation by the Secretary of State as an authority within the London Business Rates Pilot Pool pursuant to 34(7)(1) of Schedule 7B Local Government Finance Act 1988;
2. participate in the London Business Rates Pilot Pool with effect from 1 April 2018 to 31 March 2019;
3. delegate the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 to the City of London Corporation ("**COLC**") acting as the Lead Authority;
4. authorise the Lead Authority to sub-contract certain ancillary administrative functions [regarding the financial transactions [payment of tariffs and top-ups] within the Pool to the GLA as it considers expedient];

With respect to Entry into the Memorandum of Understanding:

5. delegate authority to the Chief Finance Officer [in consultation with the Deputy Leader and Cabinet Member for Finance] to agree the operational details of the pooling arrangements with the participating authorities;
6. enter into such Memorandum of Understanding with the participating authorities as may be necessary to implement and/or regulate the pool and to delegate authority to the Chief Finance Officer [in consultation with the Head of Legal Services] to negotiate, finalise and execute the same on behalf of the authority;]

With respect to Operation of the Pool:

7. to authorise the Leader of Merton Borough Council to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool consultative as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding;



8. delegate to [Senior Executive Member/Officer/Committee] the authority to consider such consultative reports as the Lead Authority may circulate and to respond on behalf of the authority with regard to any recommendations and in particular, proposals for projects to be approved for funding from the Strategic Investment Pot.

*(Optional as these issues will be covered in the Memorandum of Understanding);*

9. delegate to the Lead Authority the functions of assessment, due consultation and approval of projects eligible for funding from the Pool's Strategic Investment Pot following consultation with the participating authorities (provided that at least two thirds of such participating London Boroughs are (including the City of London Corporation) in favour of the relevant recommendation as well as the Mayor of London, and that no entire sub-region is in disagreement with the decision) on such terms and conditions as shall ensure value for money and compliance with the law.

*(Optional as these issues will be covered in the Memorandum of Understanding.)*

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