

MERTON COUNCIL BUSINESS PLAN 2023-27 MEMBER'S INFORMATION PACK

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

Healthier Communities and Older People Overview and Scrutiny Panel	10 January 2023
Children and Young People Overview and Scrutiny Panel	11 January 2023
Sustainable Communities Overview and Scrutiny Panel	19 January 2023
Overview and Scrutiny Commission	25 January 2023
Cabinet	20 February 2023
Budget Council	1 March 2023

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All sections are grouped by Scrutiny Panel/Commission

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Full list of contents, including page numbers for each growth and savings proposal and associated equality impact assessment

All sections are grouped by Scrutiny Panel/Commission

NEW DEPARTMENTAL SAVINGS PROPOSALS (Cabinet 5 December 2022) To be discussed at budget scrutiny meetings in January 2023		Saving Detail	Equalities Impact Assessment
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SUMMARY OF TARGETS, GROWTH AND SAVINGS PROPOSALS

1. SAVINGS TARGETS AGREED – CABINET 10 October 2022

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	TOTAL £000
Corporate Services	993	2,889	908	222	5,012
Children, Schools and Families	608	1,767	555	136	3,066
Environment and Regeneration	1,246	3,624	1,139	278	6,287
Community and Housing	1,392	4,049	1,273	311	7,025
Total	4,239	12,329	3,875	947	21,390
Total (cumulative)	4,239	16,568	20,443	21,390	

2. GROWTH PROPOSALS AGREED BY CABINET 5 December 2022

Cumulative growth	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
Corporate Services	315	120	120	0	555
Children, Schools and Families	1,871	(475)	0	0	1,396
Environment and Regeneration	905	0	0	0	905
Community and Housing	274	0	(97)	0	177
Total	3,365	(355)	23	0	3,033
Cumulative	3,365	3,010	3,033	3,033	

3. SAVINGS PROPOSALS AGREED BY CABINET 5 December 2022

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	TOTAL £000
Corporate Services	880	0	(100)	0	780
Children, Schools and Families	523	0	0	0	523
Environment and Regeneration	582	0	0	0	582
Community and Housing	1,113	0	0	0	1,113
TOTAL	3,098	0	(100)	0	2,998
Cumulative Total	3,098	3,098	2,998	2,998	

SUMMARY OF GROWTH PROPOSALS 2023-27

<u>Cumulative</u>	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Corporate Services	315	435	555	555
Children, Schools and Families	1,871	1,396	1,396	1,396
Environment and Regeneration	905	905	905	905
Community and Housing	274	274	177	177
Cumulative Savings Proposals	3,365	3,010	3,033	3,033

MEDIUM TERM FINANCIAL STRATEGY 2023-27

CORPORATE SERVICES - REVENUE GROWTH PROPOSALS 2023-27

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Policy and Scrutiny and Continuous Improvement - Merge and restructure the team	75			
Infrastructure and Transactions - Azure: To run new digital services	240	120	120	
Total : CORPORATE SERVICES Growth 2023-27	315	120	120	0
Cumulative Total	315	435	555	555

GROWTH PROPOSALS 2023-27
DEPARTMENT: Corporate Services

Panel	Ref	Description of growth		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Type of Growth (see key)
		Service/Section Description	Policy and Scrutiny and Continuous Improvement Merge and restructure the Policy, Scrutiny and Continuous Improvement team to create a new team that can support the full change process from initial idea, analysis, options generation, agreeing solution, implementation and evaluation. Including a new data insight and performance function.	75	0	0	0	GS1
		Service Implication	Will modernise and improve the current offer to the organisation with a focus on innovation through to implementation.					
		Staffing Implications	Small increase in staffing and full restructure - will require new JDs, business case, consultation and recruitment to new					
		Strategic Priorities	Merton is on a rapid change journey with a new ambition and priorities through to 2026. This will require support in terms of data					
		Impact on other	Highly beneficial in terms of supporting major change initiatives and bringing us up to current best practice in terms of these					
		Equalities Implications	Improving our use of data will allow us to better understand and evaluation equalities implications.					
		Service/Section Description	Infrastructure and Transactions - Azure To run new digital services I.e Compliant, portal, insight 2 intervention, these will run in Microsoft azure and will consume costs the architecture has now been agreed athios is the best estimates as the systems are not live yet and will go live quarter 4 2022/23	240	120	120		GP1
		Service Implication	The systems will not be able to run as they require revenue to process the systems					
		Staffing Implications	None					
		Strategic Priorities	Digital transformation					
		Impact on other	Other departments will use these systems we are implementing and therefore will not work.					
		Equalities Implications	None					
		Total		315	120	120	0	
		Cumulative Total		315	435	555	555	

Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

Panel

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

MEDIUM TERM FINANCIAL STRATEGY 2023-27

CHILDREN, SCHOOLS AND FAMILIES - REVENUE GROWTH PROPOSALS 2023-27

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Children's Social Care - Salaries benchmarking and uplift (Under review)	545	-	-	-
Home to School Transport/Contracts and School Organisation (Under review)	1,326	(475)	-	-
Total : CHILDREN, SCHOOLS AND FAMILIES Growth 2023-27	1,871	(475)	0	0
Cumulative Total	1,871	1,396	1,396	1,396

GROWTH PROPOSALS 2023-27

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of growth	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Type of Growth (see key)
C&YP	GS2	<p>Service/Section Description</p> <p>Children's Social Care Salaries Benchmarking exercise has identified a pay gap in comparison to neighbouring authorities; the HR paper estimates an additional cost of £205k to ensure we advertise a competitive offer thereby attracting the best talent and reducing our reliance of agency staff. In addition the previous restructure made assumptions around vacancy rates and related underspends of £340k which was not realised due to the increase in agency rates.</p> <p>Service Implication Once in place, we are likely to see increased recruitment and retention activity which will enable us to attract the best talent as well as retain the talent we already have making Merton a place where staff want to work and build their career. This will continue to reduce our agency spend which in turn will allow for mitigations against this additional cost.</p> <p>Staffing Implications As above</p> <p>Strategic Priorities implications Links to putting Merton on the map and ensuring this is London's 'best council'.</p> <p>Impact on other departments NA</p> <p>Equalities Implications Demonstrating equality of pay when comparing to neighbouring boroughs.</p>	545				GS1
C&YP	GS4	<p>Service/Section Description</p> <p>Home to School Transport/Contracts and School Organisation Due to the increase in EHCPs and related specialist placements over the past five years the number of children receiving transport assistance has doubled, with a similar increase in demand for SEND home to school transport. However, the budget has not received a corresponding increase and is forecast to overspend by circa £1.56 million in 2022/23. A number of initiatives have been implemented, including a new policy agreed by Cabinet in March 2022. However, the service is experiencing particularly high inflation in the transport sector. Therefore there is a requirement to 'right size' the budget for 2022/23. CSF will implement a thorough review of the offer, taking into account learning from other authorities, and a review at case level to mitigate the overall pressure. This will include maximisation of in-borough capacity, review of our travel direct payments policy, increased use of direct payments and promotion of travel training and independent travel.</p> <p>Service Implication It is not possible to meet our statutory requirement for SEND Home to School Transport and the policy agreed by Cabinet in March 2022 within the current budget; efficiency savings are being implemented are to prevent further growth</p> <p>Staffing Implications As part of the overall initiatives it is planned to employ one extra member of staff for which part of the role would be to systematically review all 750 children currently receiving transport assistance, to ensure they are still eligible. The cost of this member of staff would be more than self funding within 18 months</p> <p>Strategic Priorities implications</p> <p>Impact on other departments None</p> <p>Equalities Implications Home to school transport is required to ensure children with SEND can access education and is enshrined in statutory guidance</p>	1,326	(475)			GNS1
Total			1,871	(475)	0	0	
Cumulative Total			1,871	1,396	1,396	1,396	

Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

- Panel**
- C&YP** Children & Young People
- CC** Corporate Capacity
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- SC** Sustainable Communities

MEDIUM TERM FINANCIAL STRATEGY 2023-27

ENVIRONMENT AND REGENERATION - REVENUE GROWTH PROPOSALS 2023-27

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Public Space - Waste	178	0	0	0
Development Management and Building control -Changes to Building Control team	77	0	0	0
Parking Services income - Resident and Visitor Permit Income deficit	650	0	0	0
Total : Environment and Regeneration Growth 2023-27	905	0	0	0
Cumulative Total	905	905	905	905

GROWTH PROPOSALS 2023-27

DEPARTMENT: Environment and Regeneration

Panel	Ref	Description of growth		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Type of Growth (see key)
		Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Public Space - Waste Additional collection service for Flats above shops and time banded properties. This is a continuation of service following a trial If unfunded these properties will remain on a weekly collection 2x waste collection crews Cleaner Streets None None	178				GS2
		Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Development Management & Building Control - Building Control Changes to the building control team Without the higher level and increased staffing, the service is unable to recruit as salaries have fallen behind other London Boroughs; unable to meet the requirements of the new legislation for building and fire safety; unable to deal with the increased number of statutory dangerous buildings incidents being experienced each year; unable to retain our commercial contracts incl. Wimbledon; unable to meet the income targets; and unable to collect income. 1 new admin officer; 1 Principal Surveyor p/t increased to f/t; 1 Surveyor p/t deleted; Mgr grade increased Building a Sustainable Future - BC will have a direct impact upon building quality Will enable improved working with other service areas such as Highways Greater parity with other London Boroughs	77				GS1
Page 15		Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Parking Services Resident and Visitor Permit Income (estimated structural gap c. £650k) From 2019/20 structural changes (introduced in January 2020) were made to remove the price incentive for residents to make excessive use of annual visitor permits. This policy was successful and there was subsequently a significant shift to resident permits and to scratch-cards, often a more economic alternative. The financial impact of this was not forecast i.e. a large drop in visitor permit sales, which was not counter-balanced by equivalent income from resident permits and scratch-cards. This gap then widened as demand for resident permits declined marginally during the Covid pandemic. None None None None	650				GI1
		Total		905	0	0	0	0
		Cumulative Total		905	905	905	905	

Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROF** Increase in Property Related costs

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

MEDIUM TERM FINANCIAL STRATEGY 2023-27

COMMUNITY AND HOUSING - REVENUE GROWTH PROPOSALS 2023-27

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Housing - Empty Homes	177	0	0	0
Housing - Selective Licencing (New Service)	97	0	(97)	0
Total : COMMUNITY AND HOUSING Growth 2023-27	274	0	(97)	0
Cumulative Total	274	274	177	177

GROWTH PROPOSALS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

Panel	Ref	Description of growth		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Type of Growth (see key)
HC&OP	G10	Service/Section Description Service Implication	Housina Empty Homes (New Service) Empty Homes - Costs included in the capital/revenue bid, cost for 23/24. The scheme seeks to bring back into use long term empty properties in the Borough, that could be used to meet housing need. Additional team resource of 1 Enforcement Officer, and 0.1 Admin Support will be required to run the scheme.	177				GS2/GNS2
		Staffing Implications	Requires staff to run the scheme					
		Strategic Priorities implications	Civic Pride-This is one of the new administration priorities to improve housing in Merton. The project requires £1.1m over 5 years.					
		Impact on other departments	It is proposed that the service be delivered by the Regulatory Shared Services Partnership (RSSP) and discussions are underway as part of the project delivery.					
		Equalities Implications	None					
HC&OP	G11	Service/Section Description Service Implication	Housina Selective Licencing (New Service) New service delivery requires a new team of 9 FTE including a manager to operate the licensing and enforcement functions, and additional 0.5 FTE resource in the Finance Team. It is expected that this scheme will eventually become self funding which is an invest to save project	97	0	(97)	0	GS2/GNS2
		Staffing Implications	Selective Licencing £97k					
		Strategic Priorities implications	Civic Pride- This is one of the key measures of the new administration to improve accommodation in the private rented sector. The scheme seeks to improve conditions in the private rented sector (PRS) and aligns with Merton's Community Plan priorities, such as protecting and enhancing the local environment, and enforcing action against anti-social behaviour.					
		Impact on other departments	Will require the scheme to be added to the IT strategic priority work programme. 0.5FTE Finance Team resource required.					
		Equalities Implications	None					
		Total		274	0	(97)	0	
		Cumulative Total		274	274	177	177	

Type of Growth Key

- G11** Income: Decrease due to fall in demand for service
- G12** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

Panel

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

SUMMARY OF SAVINGS PROPOSALS 2023-27

Cumulative	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Corporate Services	880	880	780	780
Children, Schools and Families	523	523	523	523
Environment and Regeneration	582	582	582	582
Community and Housing	1,113	1,113	1,113	1,113
Cumulative Savings Proposals	3,098	3,098	2,998	2,998

Type of Saving

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

Risk

Low
Medium
High

Panel

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

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 19	CS 2023-24 01	Service/Section	Communications	75	25				low	low	SNS1
		Description	Savings on production and distribution of My Merton magazine . My Merton still to be a print edition, but look to achieve savings by reducing number of editions/looking at materials.								
		Service Implication	Review associated costs (e.g. copywriting, photography etc) and continue with two printed items per year, combined with marketing to increase digital uptake.								
		Staffing Implications	None								
		Strategic Priorities implications	We have growing digital channels to communicate our strategic priorities digitally, and these are better able to be evaluated against Cabinet ambitions.								
		Impact on other departments	All departments contribute to the magazine.								
		Equalities Implications	The magazine rretains a top 4 position in the resident survey of how they want to hear from LBM and is popular with older residents, which would require an equalities impact assessment.								
	CS 2023-24 02	Service/Section	Democracy and Elections	752	20				medium	low	SNS1
		Description	Reduce members' allowances budget to reflect historical underspend - Risk dependent on not uplifting allowances in line with IRP recs								
		Service Implication	none								
		Staffing Implications	None								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications									
	CS 2023-24 03	Service/Section	Democracy and Elections	14	10				low	medium	SNS1
		Description	Reduce print budget as more of annual canvass done through data match								
		Service Implication	May reduce ability to send household notifications letters pre May 24 GLA election and to alert residents about Voter ID								
		Staffing Implications	none								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS 2023-24 04	Service/Section	Benefits Administration/Loca taxation and Support Team								
		Description	Reduce travel and car allowances - £5k, Equipment/Tools Purchase £5k and stationery budgets - £5k.	29	15				low	low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Page 20	CS 2023-24 05	Service/Section	SLLP	(158)	20				medium	low	SI2
		Description	Increase target for 3rd party income - Risk depends on level of legal work passed to SLLP								
		Service Implication	None								
		Staffing Implications	none								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
	CS 2023-24 06	Service/Section	Interest on balances								
		Description	Increase in income contributions	(404)	700		(100)		Low	Low	SI1
		Service Implication	None								
		Staffing Implications	none								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS 2023-24 07	Service/Section									
		Description	Insurance Contributions	(40)	15				Low	Low	S11
		Service Implication	None								
		Staffing Implications	none								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
	CS 2023-24 08	Service/Section	Housing Benefits								
		Description	Increase in income contributions	(14)	25				Low	Low	S11
		Service Implication	None								
		Staffing Implications	none								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								

PROPOSED SAVINGS 2023-27
DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS 2023-24 09	Service/Section	Supplies and Services								
		Description	Cross cutting savings to reflect changes in working patterns		50				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	none								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
Total Savings Proposals 2023-27					880	0	(100)	0			
Total Savings Proposals 2023-27 (cumulative)					880	880	780	780			

PROPOSED SAVINGS 2023-27
DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2324- 01	Service/Section	Central CSF budgets								
		Description	Pension and redundancy costs	1624	200				Med	Low	SNS1
		Service Implication	The service meets the costs of teacher redundancies from this budget. This budget has underspent for several years including in 2022/23. There is a risk that redundancies will increase but based on the last two years, reducing the budget by £200k should still leave sufficient headroom to cover this, particularly as the Autumn Statement appears to have provided additional resources to meet financial pressures in schools.								
		Staffing Implications	Nil								
		Strategic Priorities implications	Nil								
		Impact on other departments	Nil								
		Equalities Implications	It does not impact on redundancy decisions themselves. It is based on an assumption that the cost if any redundancies will be below the remainign budget.								
C&YP	CSF2324- 02	Service/Section	CSF controllable budgets								
		Description	1% efficiency target	32313	323				Low	Low	SNS1
		Service Implication	The proposal is to set a 1% efficiency target against all controllable budgets in the department. Heads of Service will agree with their Assistant Directors how this will be met, but is anticipated it will be by reviewing all discretionary activity and delaying/avoiding spend where it can be safely done. Examples will be by delaying recruitment to non-front line posts, reviewing non front line agency usage, reviewing events (moving events online to avoid venue costs), reducing non-mandatory training, reducing printing and travel etc. Achievement of the target will be monitored through monthly budget monitoring.								
		Staffing Implications	Posts may be left vacant for longer								
		Strategic Priorities implications	nil								
		Impact on other departments	Where posts that interface with other departments are vacant response times may be longer.								
		Equalities Implications	The achievement of the 1% efficiencies will be targetted on ancillary costs rather than service delivery, so the impact on staff and service users with protected characteristics will be minimal.								
Total Savings Proposals 2023-27					523	0	0	0			
Total Savings Proposals 2023-27 (cumulative)					523	523	523	523			

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2023-24 01	Service/Section	Future Merton								
		Description	Increase in income from street advertising contract following completion of the digital upgrade programme	(473)	30				L	L	SI2
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
SC	ENV2023-24 02	Service/Section	Future Merton	(220)	15				L	L	SI1
		Description	Increase in income from Temporary Traffic Orders which reflects the increase in our rates and more 3rd party works on the highway.								
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
SC	ENV2023-24 03	Service/Section	Future Merton								
		Description	Dockless Bike Hire – The contract will require any Operator to pay the Council an annual payment of £35,000 – This will be utilised to cover the Councils cost in terms of resource and operations		35				L	L	SI12
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2023-24 04	Service/Section	Leisure and Culture								
		Description	Rationalisation of Council asset - The saving will be as a result of a reduction in resource of 1 FTE	27	27				L	L	SS2
		Service Implication	None								
		Staffing Implications	Redundancy of 1FTE								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
SC	ENV2023-24 05	Service/Section	Leisure and Culture								
		Description	Realigning of budgets – Increase income target for Leisure contractor to align with the income LBM is currently invoicing	816	60				L	L	SI1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
SC	ENV2023-24 06	Service/Section	Greenspaces								
		Description	Increase in Fireworks income due to increase in rates and ticket sales and increase in fireworks events	(181)	60				L	L	SI1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2023-24 07	Service/Section	Greenspaces	(229)	25				L	L	SI1
		Description	Service charge for greenspace area during Wimbledon fortnight								
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
SC	ENV2023-24 08	Service/Section	Property Management	(5,016)	120				L	L	SI1
		Description	Net increase in rental income from commercial properties to align with over recovery across various properties								
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
SC	ENV2023-24 09	Service/Section	Development Contol	(74)	125				L	L	SI1
		Description	Increase in income target to reflect more commercial rates (pre-applications)								
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2023-24 10	Service/Section	Business Efficiencies and Rationalisation of Budgets	400	85				L	L	SNS1
		Description	Reduction to reflect changes to current working arrangements								
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
Equalities Implications	None										
Total Savings Proposals 2023-27					582	0	0	0			
Total Savings Proposals 2023-27 (cumulative)					582	582	582	582			

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH112	Service/Section	Adult Social Care- Provider Services- Day opportunities									
		Description	The Dementia Hub has developed over the last year to incorporate a building based and outreach model and this has created capacity within the Dementia Hub. With this additional service capacity at the Dementia Hub we will look to provide an enhanced service to current users of the Eastways service who are living with dementia. Support individual users of the Eastways service to access the enhanced Dementia Hub offer. Support other users of Eastways Day Centre who do not wish to access the Dementia Hub to move to other suitable services. Cease the use of the Eastways building as a day service and declare surplus to service requirements.	503	180	0	0	0	M	H	SNS2	
		Service Implication	Consolidation of two services onto one site and enhanced service offering.									
		Staffing Implications	Reduction in headcount of 9 employees through redeployment to vacant posts elsewhere in service or via other individual solutions. Secondment of 3 FTE employees to Dementia Hub service provider									
		Strategic Priorities implications	Building / land could be repurposed to support delivery of strategic priorities.									
		Impact on other departments	Assumes like for like transport requirement. Saving could be increased if transport costs reduced.									
		Equalities Implications	Would require full EQIA in terms of both service changes and staffing implications.									

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH113	Service/Section	Adult Social Care / Public Health	1.7m	330	0	0	0	H	H	SG1
		Description	To make efficiencies with the PH Budget to enable for 20% of ASC contribution to Civic Pride Grant Programme to be funded from PH budget								
		Service Implication	May require redesign of other existing Public Health programmes to deliver more efficiently.								
		Staffing Implications	Nil								
		Strategic Priorities implications	None identified.								
		Impact on other departments	None identified.								
HC&OP	CH114	Service/Section	ASC Provider Services-Residential	423	110	0	0	0	M	H	SS1/SNS2
		Description	We are increasingly offering supported living as a positive alternative to residential care for individuals as this offers more choice and control over how care is delivered. As a result there is an over-provision of residential care in the local area. The Meadowsweet building is outdated and there is an increasing risk that it will fail to meet CQC standards in the future. One bedroom has already been taken out of use as it doesn't meet CQC requirements. Identify alternative suitable accommodation options for remaining residents and support those individuals to move to their identified new settings. Release property back to L&Q and negotiate return to social housing stock for letting or use as Temporary Accommodation.								
		Service Implication	The Department is engaged in a longer term strategic programme of increasing supply of supported living as a positive alternative to residential care. This proposal is consistent with that wider strategy.								
		Staffing Implications	Staff within service will be redeployed to vacancies in other directly provided services or other individual outcomes agreed.								
		Strategic Priorities implications	Subject to negotiation with L&Q property could be returned to social housing stock for letting or used as Temporary Accommodation.								
		Impact on other departments	None identified.								
		Equalities Implications	EIA may be required in relation to staffing impacts.								

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH115	Service/Section	Adult Social Care	1.3m	13	0	0	0	H	M	SNS2
		Description	Efficiencies in day to day business operations.								
		Service Implication	Reduction in day to day expenditure across the department on printing, conferences and other non-essential supplies and services.								
		Staffing Implications	Nil								
		Strategic Priorities implications	Nil								
		Impact on other departments	Nil								
		Equalities Implications	Nil								
HC&OP	CH116	Service/Section	Adult social care	45m	200	0	0	0	H	M	SNS1
		Description	We are currently having an increase in People who require 'double handed care'. This project involves looking to make people more independent and reduce the need for 'double handed' care to single handed care - These projects normally deliver a 20 to 30% reduction in care costs. Assume the lower figure as a similar project was initiated a few years ago but numbers of double up care appears to be rising . The c113 cases to be reviewed may have been screened at some point for double up care. The project will also seek to reduce the number of new cases of inappropriate double handed care.								
		Service Implication	Reassess use of double up carers for 113 clients moving and handling needs								
		Staffing Implications	Need for additional OT capacity to be commissioned to undertake c113 assessments								
		Strategic Priorities implications	Promoting independence at home. Efficiency and right sizing care to improve moving with dignity for customers								
		Impact on other departments	Use of DFG monies to commission the assessments and provide the equipment required (e.g. Gantry hoists etc). Approx. assessment cost (£500 per assessment x 100) = £50k and equipment cost for 20 customers at £2.5k per customer = £50k. Total of £100k of DFG monies. The housing assistance policy and adult social care white paper enable a more flexible use of underspent DFG budget.								
		Equalities Implications	None								

PROPOSED SAVINGS 2023-27
DEPARTMENT: COMMUNITY AND HOUSING

Panel	Ref	Description of Saving		Baseline Budget 22/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH117	Service/Section	Adult Social Care	1.3m	180	0	0	0	M	M	S12
		Description	To provide 6 weeks of free mascot telecare to people leaving hospital and minimise the risk to vulnerable people on discharge. This could also promote the take up of the Mascot service to increase the number of customers to raise income and also review its menu of charges. Consider offering a 6 week free service whilst in reablement to support take up of the service. Approximate gross increase in income from an extra 200 customers possible if DFG funds the telecare and call equipment to provide for increased customer numbers and retain the gross extra income. Review the menu and rate of charges.								
		Service Implication	Work with reablement service to provide free trial period								
		Staffing Implications	Need to ensure staffing levels can service an Increased number of customers								
		Strategic Priorities implications	Promoting independence at home and delaying onset of services								
		Impact on other departments	Use of DFG monies to fund equipment cost of approx. £200k. The housing assistance policy and adult social care white paper enable a more flexible use of underspent DFG budget.								
		Equalities Implications	None								
HC&OP	CH118	Service/Section	Commissioning / Direct Payments	45m	100	0	0	0	H	M	SP2
		Description	Direct payments offer more choice and control to customers receiving services. Conversion of existing commissioned packages to Direct Payment at 12 month review plus increased focus in Outcomes Forum on Direct Payments as the default option.								
		Service Implication	None material. Direct Payment team can absorb additional activity.								
		Staffing Implications	None material. Direct Payment team can absorb additional activity.								
		Strategic Priorities implications	Empowering individuals to use Direct Payments aligns with the principles underpinning the Civic Pride strategic priority								
		Impact on other departments	None.								
		Equalities Implications	None.								
Total Savings Proposals 2023-27					1,113	0	0	0			
Total Savings Proposals 2023-27 (cumulative)					1,113	1,113	1,113	1,113			

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SUMMARY OF EQUALITIES ASSESSMENTS - SAVINGS TO CABINET 5 December 2022

SAVINGS REFERENCE	CABINET	DEPARTMENT	SAVING	OUTCOME
2023-24 CS01	05 December 2022	Corporate Services	Communications - savings on production and distribution of My Merton Magazine	1
2023-24 CS02	05 December 2022	Corporate Services	Democracy and Elections - reduce Member's allowances budget to reflect historical underspend	1
2023-24 CS03	05 December 2022	Corporate Services	Democracy and Elections - reduce print budget as more of annual canvass done through data match	1
2023-24 CS04	05 December 2022	Corporate Services	Benefits Administration/Local Taxation and Support team - reduce travel and car allowances	1
2023-24 CS05	05 December 2022	Corporate Services	SLLP - Increase target for 3rd party income	1
2023-24 CS06	05 December 2022	Corporate Services	Interest on balances - increase in income contributions	1
2023-24 CS07	05 December 2022	Corporate Services	Insurance contributions	1
2023-24 CS08	05 December 2022	Corporate Services	Housing Benefits - increase in income contributions	1
2023-24 CS09	05 December 2022	Corporate Services	Supplies and Services - cross cutting savings to reflect changes in working patterns	1
CSF 2324-01	05 December 2022	Children, Schools and Families	Central CSF Budgets - Pension and redundancy costs	1
CSF 2324-02	05 December 2022	Children, Schools and Families	CSF Controllable budgets - 1% efficiency target	1
ENV2023-24 01	05 December 2022	Environment and Regeneration	Future Merton - Increase in income from street advertising contract	1
ENV2023-24 02	05 December 2022	Environment and Regeneration	Future Merton - Increase in income from Temporary Traffic Orders	1
ENV2023-24 03	05 December 2022	Environment and Regeneration	Future Merton - Dockless Bike Hire	1
ENV2023-24 04	05 December 2022	Environment and Regeneration	Leisure and Culture - rationalisation of Council asset	2
ENV2023-24 05	05 December 2022	Environment and Regeneration	Leisure and Culture - realigning of budgets - increase income target for leisure contractor	2
ENV2023-24 06	05 December 2022	Environment and Regeneration	Greenspaces - increase in fireworks income	2
ENV2023-24 07	05 December 2022	Environment and Regeneration	Greenspaces - service charge for greenspaces area during Wimbledon fortnight	2
ENV2023-24 08	05 December 2022	Environment and Regeneration	Property Management - net increase in rental income from commercial properties	1
ENV2023-24 09	05 December 2022	Environment and Regeneration	Development Control - increase in income target to reflect more commercial rates (pre-applications)	1
ENV2023-24 10	05 December 2022	Environment and Regeneration	Business efficiencies and rationalisation of budgets	1
CH112	05 December 2022	Community and Housing	Adult Social Care - Provider Services - Day opportunities	2
CH113	05 December 2022	Community and Housing	Adult Social Care/Public Health - Make efficiencies with PH budget	3
CH114	05 December 2022	Community and Housing	Adult Social Care - Provider Services - Residential - offer supported living as an alternative	2
CH115	05 December 2022	Community and Housing	Adult Social Care - efficiencies in day to day business operations	1
CH116	05 December 2022	Community and Housing	Adult Social Care - reduce the need for "double handed care" to "single handed care"	1
CH117	05 December 2022	Community and Housing	Adult Social Care - Provide 4 weeks of free mascot teleware to people leaving hospital	1
CH118	05 December 2022	Community and Housing	Commissioning /Direct Payments - Direct payments offer more choice and control to customers.	2

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?	A series of Corporate Service savings (2023-24 CS 1,2,3,4,5,6,7,8,9)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview

Name and job title of lead officer	Roger Kershaw. Interim ED Finance and Digital																		
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>Various savings in back office costs from 23/24:-</p> <table border="0"> <tr> <td>Communications savings in My Merton publication</td> <td>£25,000</td> </tr> <tr> <td>Saving in Members Allowances</td> <td>£20,000</td> </tr> <tr> <td>Printing</td> <td>£10,000</td> </tr> <tr> <td>Benefits back office savings</td> <td>£15,000</td> </tr> <tr> <td>SLLP income increase</td> <td>£20,000</td> </tr> <tr> <td>Increased interest on balances</td> <td>£700,000</td> </tr> <tr> <td>Insurance contributions</td> <td>£15,000</td> </tr> <tr> <td>Income contributions Housing Benefits</td> <td>£25,000</td> </tr> <tr> <td>Supplies and Services Cross Cutting savings</td> <td>£50,000</td> </tr> </table>	Communications savings in My Merton publication	£25,000	Saving in Members Allowances	£20,000	Printing	£10,000	Benefits back office savings	£15,000	SLLP income increase	£20,000	Increased interest on balances	£700,000	Insurance contributions	£15,000	Income contributions Housing Benefits	£25,000	Supplies and Services Cross Cutting savings	£50,000
Communications savings in My Merton publication	£25,000																		
Saving in Members Allowances	£20,000																		
Printing	£10,000																		
Benefits back office savings	£15,000																		
SLLP income increase	£20,000																		
Increased interest on balances	£700,000																		
Insurance contributions	£15,000																		
Income contributions Housing Benefits	£25,000																		
Supplies and Services Cross Cutting savings	£50,000																		
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.	None																		
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).

- An analysis of recent years spend and income data.

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				✓	Back office savings will not directly affect protected characteristics.
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?

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

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw, Interim AD Finance & Digital	Signature: Roger Kershaw	Date: 7.12.22
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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?	CSF2324- 01 Pension & redundancy costs
Which Department/ Division has the responsibility for this?	CLLF

Stage 1: Overview	
Name and job title of lead officer	Richard Ellis, AD Strategy & Commissioning
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)	CLLF retain a budget to support maintained schools with the cost of redundancies relating to staff that are LBM employees. This budget has underspent significantly in recent years. Even with the risk of more redundancies we do not believe that the costs to CLLF will use up the budget and therefore there is headroom to reduce the budget by £300k.
2. How does this contribute to the council's corporate priorities?	Financial sustainability
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The budget support schools with the cost of redundancies. Reducing the budget has no impact on their decision making or on access to pensions and redundancy payments for staff.
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).

Budget outturn for previous years and the 2023/24 budget forecast

Stage 3: Assessing impact and analysis

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

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

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?
None 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 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

[The saving is an adjustment to an underspending budget](#)

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis AD Strategy & Commissioning	Signature: RE	Date:1/12/22
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 Analysis (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?	CSF2324- 02 1% efficiency savings
Which Department/ Division has the responsibility for this?	CLLF

Stage 1: Overview	
Name and job title of lead officer	Richard Ellis, AD Strategy & Commissioning
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)	A 1% efficiency target has been set across all controllable budgets in the department. Heads of Service have worked through with their Ads how they will meet their share of the target. It will be met by small adjustments across a large number of budgets through reducing running and ancillary costs such as printing, postage, equipment purchase, room bookings etc.
2. How does this contribute to the council's corporate priorities?	Financial sustainability
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Teams will need to think carefully before incurring spend on items such as printing, equipment purchase or room bookings for events. ADs have reviewed budgets in detail with Heads of Service to identify how it will be met in each area.
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).

Heads of Service has reviewed their budgets in detail with the Assistant Director to identify savings across all budget codes

Stage 3: Assessing impact and analysis

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

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

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?
None 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.

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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

[The saving is an adjustment to an underspending budget](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Richard Ellis AD Strategy & Commissioning	Signature: RE	Date:1/12/22
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 Analysis (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?	<p>Budget Savings: Increased income from:</p> <p>ENV2023-24 01 Highways Advertising contract ENV2023-24 02 Street Permitting Temporary Traffic Orders ENV2023-24 03 Dockless Bike Hire concession contract ENV2023-24 09 Increased pre-application commercial income (DC)</p>
Which Department/ Division has the responsibility for this?	E&R Sustainable Communities (Future Merton and Development Control)

Stage 1: Overview

Name and job title of lead officer	Paul McGarry, Head of Future Merton
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>Budget savings to be achieved through additional income through increased Street Permitting fees, additional income from Highway Advertising (switch to digital advertising) and additional pre-application commercial income or Development Control; and</p> <p>New income from concession contracts for dockless bike hire scheme.</p>
2. How does this contribute to the council's corporate priorities?	<p>The proposal seeks to increase income and add value through existing income streams in addition to new contracts for bike-hire schemes utilising Merton's highways.</p> <p>Contributing to Civic Pride and Sustainable Futures priorities.</p>
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 benefits the authority through reduced baseline budgets (increased income)</p> <p>The proposal will not affect residents. Street permits are issued to developers and utility companies with feed being increased. Pre-application fee income is prom developers / applicants.</p> <p>The advertising contract generates additional income from digital ad sites, which allows the Council greater ability to communicate with residents (LBM ads on digital screens). The contract has no effect on our residents.</p> <p>Dockless e-bike hire schemes provide greater active travel and urban mobility choices to people living or working in Merton.</p>

4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?

N/A

DRAFT

Stage 2: Collecting evidence/ data

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

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

An analysis of existing and proposed fees has been undertaken. The increased income is also based on uplifts from previous years, as a result of the recent team reorganization in Streetworks which allows for more focus on enforcement. There are now more permits and fines being issued through efficiencies. The income is not anticipated to negatively affect the general public as the permits are mostly for the activities of utility companies and developers undertaking works on the highway. Income from advertising and the dockless bike hire scheme has no negative impact on Merton's residents.

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				x	As above
Gender Reassignment				x	As above
Marriage and Civil Partnership				X	As above
Pregnancy and Maternity				X	As above
Race				X	As above
Religion/ belief				X	As above

Sex (Gender)				X	As above
Sexual orientation				X	As above
Socio-economic status				X	As above

DRAFT

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

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.**

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Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in a Neutral [add](#) Assessment Outcome

- Increased income from fees relate to utility providers undertaking streetworks, switching existing on-street advertising sites to digital adverts and launching a new dockless bike hire scheme. There is no anticipated equalities impact related to the savings (income) proposal.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul McGarry Head of FutureMerton	Signature:PMcG	Date:14/12/2022
Improvement action plan signed off by Director/ Head of Service	Adrian Ash, Director for Environment and Regeneration	Signature:AA	Date:14/12/2022

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?	"Rationalisation of Council Asset". (ENV2023-24 04)
Which Department/ Division has the responsibility for this?	E&R, Public Space

Stage 1: Overview	
Name and job title of lead officer	Francis McParland, Head of Leisure, Culture and Sport
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 budget savings by letting the hall to a community group for their full-time use
2. How does this contribute to the Council's corporate priorities?	Corporate capacity Our residents and customers will receive excellent, value for money services. We will manage our resources to provide value for money, high standards of governance, financial control, and budget management.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will affect one fte. Building Support Officer who will be affected by TUPE or possible redundancy. Since the pandemic, the building has been let to Hilton Pharmacy for covid/flu jabs. The former regular customers are located elsewhere. The proposal will benefit the council by making a budget saving of £27k
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The hall is the responsibility of Public Space alone.

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).

Previously the hall has been used by various groups from the borough and surrounding boroughs, particularly Sutton Regulars include a Church group and the NHS. They have however, moved elsewhere since the pandemic
 What impact has this evidence had on what you are proposing? The impact is low on the community groups as none of them are using the hall any longer.
 A community group managing the hall will make it available to the community once more. It could be written into the terms that the hall is available to the community at certain times.

The downside is that the Pharmacy will have to move their operation elsewhere in the borough, so will require as much notice as possible to complete this move successfully.

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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	/		/		All the groups listed will benefit from the hall being available again for activities. However, there may be disbenefits if the vaccination centre is a distance away.
Disability	/		/		
Gender Reassignment	/		/		
Marriage and Civil Partnership	/		/		

Pregnancy and Maternity	/		/		
Race	/		/		
Religion/ belief	/		/		
Sex (Gender)	/		/		
Sexual orientation	/		/		
Socio-economic status	/		/		

DRAFT

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Building Support Officer TUPE or possible redundancy	Early engagement, put on the re-deployment list	1:1 meetings, HR meetings	Jan 2023	Head of Service	FM	Y
Moving covid centre	Early engagement	Meetings with Health colleagues and NHS to agree a plan	April 2023	Head of Service	FM	Y

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

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Francis McParland	Signature:FMcP	Date:09/12/22
Improvement action plan signed off by Director/ Head of Service	Adrian Ash	Signature:	Date:16/12/22

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.

	Leisure and Culture - realigning of budgets - increase income target for leisure contractor (ENV2023-24 05)
Which Department/ Division has the responsibility for this?	E&R Public Space

Stage 1: Overview	
Name and job title of lead officer	Francis McParland Head of Leisure and Culture
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 ensure Leisure Contractor GLL continue to pay the full amount of management fee as per the contractual arrangement</p> <p>This includes the yearly inflationary increase, this is now a significant amount c10%</p>
2. How does this contribute to the council's corporate priorities?	<p>Corporate capacity</p> <p>Our residents and customers will receive excellent, value for money services. We will manage our resources to provide value for money, high standards of governance, financial control, and budget management.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Customers are all GLL members including, residents, staff and residents of other boroughs</p> <p>More income will help the council achieve its budgetary targets</p> <p>As a company, GLL have struggled with the utility crises. However, they are doing well in Merton as a lot of utility risk is with the council</p> <p>GLL have confirmed that they will no longer be asking for relief on the management fee for this year</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Public Space alone

DRAFT

Stage 2: Collecting evidence/ data

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

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

GLL are currently going through a crisis worse than the pandemic, this is the huge increase in utility costs which in many contract areas, GLL are paying. In Merton,

If GLL are in financial trouble it is possible they may have to increase the prices which will clearly affect the least well-off residents. They are considering increases in other authority areas

As we are currently in a cost-of-living crisis, many residents may not keep up gym/swim memberships and suffer physically and mentally as a consequence

It may be prudent not to apply the inflationary increase in 2033. The council will still receive 75k per month in income

Currently fees and charges are approved by council officers

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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			/		May be affected by possible price increases by GLL
Disability			/		May be affected by possible price increases by GLL
Gender Reassignment					May be affected by possible price increases by GLL
Marriage and Civil Partnership					May be affected by possible price increases by GLL
Pregnancy and Maternity					May be affected by possible price increases by GLL
Race					May be affected by possible price increases by GLL

Religion/ belief					May be affected by possible price increases by GLL
Sex (Gender)					May be affected by possible price increases by GLL
Sexual orientation					May be affected by possible price increases by GLL
Socio-economic status					May be affected by possible price increases by GLL

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?
Possible extra price rises in new year - higher than usual	Early discussions with GLL	Agreement on inflationary charges and possible pay rises above the norm	Feb 2023		FM	

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	Francis McParland	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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?	Greenspaces - Increase in fireworks income (ENV2023-04 06)
Which Department/ Division has the responsibility for this?	Public Space Greenspace

Stage 1: Overview	
Name and job title of lead officer	Andrew Kauffman Head of Parks Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Following continued commercial success of the Annual Fireworks Events in Wimbledon Park and Morden Park with circa £100K profit in 2021 and £80K profit in 2022. Greenspaces Team feel confident that we could increase the income target for Fireworks income in subsequent years. Particularly at Wimbledon Park (the after show party)</p> <p>Potential third show in Mitcham could be considered at Canons House and Grounds although Staff can't work 3 days in a row so would need to review staffing arrangements and potential safety of the site in Mitcham.</p> <p>2023-24 = Offer up £60,000</p>
2. How does this contribute to the council's corporate priorities?	Civic Pride
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Who are your customers (staff, service users, stakeholders, partners etc)</p> <p>Residents of the borough and surrounding borough that will attend the fireworks display</p> <p>Who will your proposals benefit?</p> <p>Council</p> <p>How will your proposals benefit the council</p> <p>Council, Increased income will offset budget pressures on under-performing service areas</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and voluntary sector involved in the delivery of this function.</p> <p>LBM Leisure Services / Idverde UK Event Management</p> <p>Kingdom Services Enforcement</p>

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DRAFT

Stage 2: Collecting evidence/ data

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

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

List the type of evidence / Analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

Income 2021: £100K Profit

Income 2022: £75K Profit (Increased costs of Infrastructure and services)

Analysis of service providers feedback on event performance including Catering / Fair Activities / Fireworks Provider / Staffing / Security / Marketing all shows that there are still some greater economies to be gained and potentially increase the income target particularly around Catering supply

What impact has this evidence had on what you are proposing?

We feel confident that greater economies of scale could be created with service providers to maximise income without affecting the price point to much which is critical for Civic Pride message

there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

We need to look into the visitor feedback report from 2021 and 2022 shows to gauge potential movement on ticket price point and bench mark with neighboring authorities

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		Majority of demographic will potentially see a price rise although children's and special needs tickets will be offered at discounted rates.
Disability	x			X	Increased access as disability screening areas in 2022. May be affected by a price rise although we do offer discounted tickets to those with a registered disability.

Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race				X	May be disproportionately affected by a price rise so careful review of ticket pricing to ensure any rises are kept to a minimum.
Religion/ belief				X	
Sex (Gender)				X	
Sexual orientation				X	
Socio-economic status				X	Residents on lower incomes may be affected by a price rise so careful review of ticket pricing to ensure any rises are kept to a minimum. 2022 Price Rises Adult = £8 increased by £1 from 2021 £7 Child = £6 increased by 50p from 2021 £5.50

DRAFT

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

Increasing price point may have a negative impact on the event so would need to be based on feedback from the visitor experience survey and neighbouring borough benchmarking

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?
Increase in ticket price	Review visitor experience survey feedback	If the feedback shows that the visitor experience was overwhelmingly positive value for money	March 2023	Existing staff time	AK	

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

<p>This Equality Analysis has resulted in an Outcome <u>2</u> Assessment</p> <p>Please include here a summary of the key findings of your assessment.</p> <ul style="list-style-type: none"> What are the key impacts – both negative and positive – you have identified? Negative: Increase in price of the event Positive: Additional income supports pressure on services Are there any particular groups affected more than others? General public would be affected most, Children and At Risk Groups would have preferential rates priced tickets or Free Tickets What course of action are you advising as a result of this assessment? Further analysis of Visitor experience data required
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- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.
Not applicable

DRAFT

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Andrew Kauffman Head of Parks	Signature:	Date:20/12/2022
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

DRAFT

Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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?	Greenspaces - Increase Service Charge for AELTC during Wimbledon Fortnight (ENV2023-04 07)
Which Department/ Division has the responsibility for this?	Public Space Greenspace

Stage 1: Overview	
Name and job title of lead officer	Andrew Kauffman Head of Parks Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Following continued commercial success of the Annual Service Charge for AELTC during the Wimbledon Fortnight including</p> <ul style="list-style-type: none"> Wimbledon Fortnight Queuing @ Wimbledon Park Wimbledon Fortnight Park and Ride @ Morden Park Wimbledon Fortnight Park and Ride @ Commons Extension <p>2021 Income after costs £360,000K 2022 Income after costs £375,000K</p> <p>Greenspaces Team feel confident that we could increase the income target for the AELTC Service Charge for use of the above parks assets in subsequent years to off set under recovery in other service areas. Although we would need to caveat that agreements are currently running annually due to the AELTC Planning Application to develop the golf course site, which if goes ahead will mean that AELTC will no longer require this service as will do all the above from within own land.</p> <p>2022-23 = Offer up £25,000</p>
2. How does this contribute to the council's corporate priorities?	Civic Pride
3. Who will be affected by this proposal? For example who are the external/internal customers,	<p>Who are your customers (staff, service users, stakeholders, partners etc)</p> <p>AELTC (Private Club)</p> <p>General Public (Access to parks facilities are impacted during 1 month period during the Service Agreement)</p>

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>with ALTEC although full refurbishment is carried out after the event</p> <p>Who will your proposals benefit?</p> <p>Council</p> <p>How will your proposals benefit the council</p> <p>Council, Increased income will offset budget pressures on under-performing service areas</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>State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and voluntary sector involved in the delivery of this function.</p> <p>Idverde UK Event Management</p> <p>Kingdom Services Enforcement</p>

DRAFT

Stage 2: Collecting evidence/ data

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

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

List the type of evidence / Analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

Income 2021: £360K (Part of a 5-year agreement)

Income 2022: £375K Profit (Annual agreement)

Discussions are currently on going with AELTC regarding agreement for 2023, although we need to consider if the AELTC Planning Development goes ahead that AELTC will no longer require access to Merton Parks for the Queue and Park and Ride

What impact has this evidence had on what you are proposing?

We feel confident that greater economies of scale could be created with service providers to maximise income for the service level agreement

If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

There is an element of the unknown past 2025

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		Loss of a % access to Wimbledon Park / Morden Park / Commons Extension during the SLA with AELTC. Mitigated with Project Plan and Safe Working Practice
Disability		X	X		Loss of a % access to Wimbledon Park / Morden Park / Commons Extension during the SLA with AELTC. Mitigated with Project Plan and Safe Working Practice
Gender Reassignment		X		X	
Marriage and Civil		X		X	

Partnership					
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		Loss of a % access to Wimbledon Park / Morden Park / Commons Extension during the SLA with AELTC. Mitigated with Project Plan and Safe Working Practice. Most impact on the Events Field at Wimbledon Park

DRAFT

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

Greenspaces and Leisure Teams have a SAG Meeting linked to the project and safe working practice for all sites to ensure health and safety for park users during the SLA as well as ensure parks users access to the park during the SLA.

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?
Access to the park is limited during the SLA.	Establish a SAG Safety Advisory Group Event safety - Local authority Safety Advisory Group (hse.gov.uk)	Feedback with Park Friends and Council CRM complaints during the event	June 2023	Existing resources	AK FM	

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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 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 <u>2</u> Assessment
<p>Please include here a summary of the key findings of your assessment.</p> <ul style="list-style-type: none"> What are the key impacts – both negative and positive – you have identified? Limited access to the public to Wimbledon Park / Morden Park and Commons Extension during the period of the SLA General Public view that the park is being used by private organization for their benefit to the detriment of the general public Are there any particular groups affected more than others? General public would be affected. What course of action are you advising as a result of this assessment?

SAG means that we will ensure vulnerable groups are not affected by the activity

- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.
Not applicable

DRAFT

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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 through additional commercial property rental income (ENV2023-24 08)
Which Department/ Division has the responsibility for this?	Housing and Sustainable Development

Stage 1: Overview

Name and job title of lead officer	Jacque Denton Interim Property Management & Review 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)	To undertake commercial property rent reviews to add income to the Council's revenue budgets
2. How does this contribute to the council's corporate priorities?	Direct additional supply of revenue funds.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Additional income from existing commercial property tenants
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Finance and legal teams will have involvement with the property management and review team undertaking the majority of the actions.

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).

Whilst we are aware that our commercial tenants represent a diverse range of equality groups. From our knowledge and experience of the properties and tenants within the council's commercial portfolio, there is no evidence that this additional income would have a detriment on any particular group. Rent reviews are implemented in line with the terms of the lease and professional guidance. We will work with tenants in applying any increase in rent and discuss payment plans for any back rent. The additional income will benefit residents by contributing to the Council's income

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					None identified
Gender Reassignment					None identified
Marriage and Civil Partnership					None identified
Pregnancy and Maternity					None identified
Race					None identified
Religion/ belief					None identified
Sex (Gender)					None identified
Sexual orientation					None identified
Socio-economic status					None identified

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?
None 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 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

Please include here a summary of the key findings of your assessment.

- No key impacts have been identified
- No particular groups are affected more than others
- No action is required as a result of this assessment,

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Jacquie Denton	Signature:	Date:12/12/22
Improvement action plan signed off by Director/ Head of Service	Adrian Ash	Signature:	Date:16/12/22

DRAFT

Equality Analysis



Please refer to the guidance for carrying out Equality Analysis (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?	Budget Savings: ENV2022-23 10 Business Efficiencies and Rationalisation of Budgets
Which Department/ Division has the responsibility for this?	E&R

Stage 1: Overview											
Name and job title of lead officer	Adrian Ash. Interim ED 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)	<p>Business efficiencies from reviewing and rationalising of budgets</p> <p>It will not impact on any removal of service or deletion of posts</p> <p>Various savings in back office costs from:-</p> <table border="0"> <tr> <td>Printing</td> <td>£2,000</td> </tr> <tr> <td>Multi-Functional Printers</td> <td>£53,000</td> </tr> <tr> <td>Stationery</td> <td>£10,000</td> </tr> <tr> <td>Office Expenses</td> <td>£10,000</td> </tr> <tr> <td>Christmas Expenses</td> <td>£5,000</td> </tr> </table>	Printing	£2,000	Multi-Functional Printers	£53,000	Stationery	£10,000	Office Expenses	£10,000	Christmas Expenses	£5,000
Printing	£2,000										
Multi-Functional Printers	£53,000										
Stationery	£10,000										
Office Expenses	£10,000										
Christmas Expenses	£5,000										
2. How does this contribute to the council's corporate priorities?	<p>The proposal seeks to reduce budgets to reflect current working practices and expenditure.</p> <p>It will provide:</p> <ul style="list-style-type: none"> • Value for money • Higher standards of governance • Financial control and budget management 										
3. Who will be affected by this proposal? For example who are the external/internal customers,	<p>The proposal seeks to rationalise existing budgets.</p> <p>It will benefit the Council by making a budget saving of £80k</p>										

communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	These savings will only impact on E&R

DRAFT

Stage 2: Collecting evidence/ data

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

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

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).

What impact has this evidence had on what you are proposing?

If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

Stage 3: Assessing impact and analysis

7. 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					None Identified
Disability					None Identified
Gender Reassignment					None Identified
Marriage and Civil Partnership					None Identified
Pregnancy and Maternity					None Identified
Race					None Identified
Religion/ belief					None Identified
Sex (Gender)					None Identified
Sexual orientation					None Identified
Socio-economic status					None Identified

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

None Identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

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Stage 5: Improvement Action Plan

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?
None 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 6: Reporting outcomes

60. 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

- No Key impacts have been identified
- No particular groups are affected more than others
- No action is required as a result of this assessment

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Adrian Ash, Interim ED Environment & Regeneration	Signature: Adrian Ash	Date: 20/12/2022
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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?	Adult Social Care- Provider Services- Day opportunities (CH112)
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview

Name and job title of lead officer	Keith Burns, Interim Assistant Director, Commissioning
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 Dementia Hub is a well respected centre of excellence for people living with dementia, run by the Alzheimer’s Society. We have worked with the Alzheimer’s Society, residents, carers and other stakeholders to incorporate an outreach model to people in their own homes and community facilities. This has created extra capacity within the Dementia Hub for other services to be run from the building. The Council operates an older people’s day centre for people living with dementia called Eastways. Our proposal is that we close the Eastways centre and utilise the additional service capacity at the Dementia Hub and the expertise of the Alzheimer’s Society to run a modern offer for people living with dementia. The Council will support other users of Eastways Day Centre who do not wish to access the Dementia Hub to move to other suitable services. Cease the use of the Eastways building as a day service and declare surplus to service requirements.
2. How does this contribute to the council’s corporate priorities?	Delivers improved efficiency, better use of resources and contributes to the Medium Term Financial Plan targets. The proposal releases a Council owned site for other potential uses.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ol style="list-style-type: none"> 1. Existing users of the Eastways service. 2. Employees working at the Eastways service. 3. Family carers of people using the Eastways service. 4. Existing users of the Dementia Hub 5. Alzheimer’s Society employees working at the Dementia Hub
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Alzheimer’s Society will support the delivery of this proposal. Future Merton will lead work to identify future use of the site.

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).

- Information on service utilisation

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	✓		✓		More appropriate and effective service provision / Loss of existing relationships
Disability	✓		✓		More appropriate and effective service provision / Loss of existing relationships
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race	✓		✓		More appropriate and effective service provision / Loss of existing relationships
Religion/ belief	✓		✓		More appropriate and effective service provision / Loss of existing relationships
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

For service users, individualised planning to identify best alternative service options for each person.

For employees, some will transfer to the Dementia Hub while others will have the opportunity to transfer to roles in other directly provided services within the Department.

The current transport budget for the Eastways service is being retained in order to ensure accessibility for individuals to the Dementia Hub.

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

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- 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 Plan

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?
Loss of existing relationships for service users	Individualised Care Act assessment and care planning for individuals that takes into account any known relationships with other service users when planning new service options.	Outcomes of planning process	April 2023	Existing	Claire Migale	Will be added
Accessibility of the Dementia Hub	Transport budget retained to ensure individuals can be supported to access the Hub.	Project completion.	April 2023	Existing	Graham Terry	Will be added
Staffing	Transfer of some existing care staff from Eastways to the Dementia Hub will support continuity of care.	Project completion	April 2023	Existing	Graham Terry	Will be added

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 <u>2</u> Assessment	
<ul style="list-style-type: none"> • Potential positive outcomes for existing users of Eastways service in terms of being able to access more appropriate and individualized service offerings (including specialist Dementia Hub provision). • Potential negative impacts for existing users of Eastways service in relation to loss of existing relationships. • This potential negative impact can be mitigated by careful planning for individuals accessing alternative service offerings and taking into account any existing significant relationships so that those relationships are able to continue. • Staff working at the Eastways centre will be redeployed either to the Dementia Hub or to other service provision within the Department's directly provided services. Vacant posts will be deleted. 	

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 06.12.22
Improvement action plan signed off by Director/ Head of Service	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 13.06.22

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Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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?	Public Health savings and efficiencies (CH113).
Which Department/ Division has the responsibility for this?	Public Health, Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Dr 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>The aim is to achieve the proposed budget savings of £330k from 2023/24 in a way that the public health function continues to meet its statutory duties and minimises adverse impact on service users, taking into account previous budget savings and the cumulative effect on service delivery.</p> <p>There is more work to do to identify the specific proposals, which will follow when the council has received its settlement and the details of the public health grant allocation have been received. However this will involve exploring: seeking further efficiencies from services, identification of new efficiencies, service transformation and integration, channel shifting to digital services, exploring continued and further opportunities for placed-based working and reducing activity in non-statutory programmes.</p>
2. How does this contribute to the council's corporate priorities?	The activities of the public health team, funded by the Public Health grant, directly contribute to keeping Merton safe e.g. health protection, reducing health inequalities in Merton and the delivery of LBM's Health and Wellbeing Strategy and the joint Local Health and Care Plan.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Public Health Services aim to support residents to protect and improve their health and promote Merton as a Healthy place, thereby the overall health and wellbeing of the community, to reduce health inequalities and to commission both universal prevention and early identification services (e.g. Health Visiting and School Nursing) and targeted interventions to support people at risk e.g. stop smoking, dementia hub, sexual health and substance misuse services.

4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Public Health delivers across the life-course and there are interdependencies across LBM e.g. CLLF, C&H and E&R and with external partners e.g. Voluntary and Community Sector and SWL ICB. A reduction of public health spend will have an impact on our ability to reduce inequalities and may have wider impact of health and care demand and costs by reducing prevention services.
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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 evidence that has been considered as part of this assessment includes:

- The Merton Story, Joint Strategic Needs Assessment
- Public Health Outcomes Framework, Public Health England
- Benchmarked data on public health services
- Service level data from public health commissioned services

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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		X	X		Health inequalities correlate to a range of protected characteristics. Older people, those with disabilities and those from more economically
Disability		X	X		
Gender Reassignment		X		X	

Marriage and Civil Partnership		X		X	disadvantaged groups, for example, are more likely to suffer worse ill health than the population in general. Reduced level of interventions and access to services, may reduce the Council's attempts to tackle inequalities.
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		

DRAFT

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

A reduction of public health spend will have an impact on our ability to reduce inequalities and may have wider impact of health and care demand and costs. There is more work to do to identify the specifics, which will follow when the details of the public health grant have been received. Where the specifics are not able to be found from further efficiencies an Equalities Analysis will be completed of each saving in order to identify the negative impact and to mitigate it e.g. exploring joint funding opportunities across place and South West London ICB.

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

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- 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 Plan

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?
Age, disability, pregnancy and maternity, race, sex (gender) and socio-economic status	Where negative impact is identified a specific EA will be conducted that will seek to mitigate it e.g. exploring joint funding opportunities across place and South West London.	EA completed for the component parts that are not able to be funded by efficiency savings.	Jan 23	Existing	Dr Dagmar Zeuner	Public Health C&H

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 **3** Assessment

Please include here a summary of the key findings of your assessment.

- What are the key impacts – both negative and positive – you have identified?
- Are there any particular groups affected more than others?
- What course of action are you advising as a result of this assessment?
- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate these fully. These are likely to affect a number of protected characteristics groups including e.g. age, disability, pregnancy and maternity, race, sex (gender) and socio-economic status.

A reduction of public health spend will have an impact on our ability to reduce inequalities and may have wider impact of health and care demand and costs by reducing prevention services.

An EA will be completed for the component parts that are not able to be funded by efficiency savings, when the council has received its settlement and the details of the public health grant allocation have been received.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Barry Causer, PH Lead for COVID-19 Resilience	Signature:	Date: TBC
	Julia Groom, Consultant in Public Health		
Improvement action plan signed off by Director/ Head of Service	Dr Dagmar Zeuner, Director of Public Health	Signature:	Date: TBC

Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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?	ASC Provider Services-Residential (CH114)
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Keith Burns, Interim Assistant Director, Commissioning
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)	Supported living provides a greater degree of independence, choice and control as compared to residential care for individuals. As a result of a preference for supported living as a positive alternative there is an over-provision of residential care in the local area. The Meadowsweet building is outdated and there is an increasing risk that it will fail to meet CQC standards in the future. One bedroom has already been taken out of use as it doesn't meet CQC requirements. Identifying alternative suitable accommodation options for remaining residents and supporting those individuals to move to their identified new settings. This would enable Meadowsweet to be closed and for the property to be released back to L&Q and negotiate return to social housing stock for letting or use as Temporary Accommodation.
2. How does this contribute to the council's corporate priorities?	Delivers improved efficiency, better use of resources and contributes to the Medium Term Financial Plan targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ol style="list-style-type: none"> Five current residents of the Meadowsweet Care Home Employees working at the Meadowsweet care home
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).

Individual needs assessments and care and support plans for each resident.

Condition survey of current building.

National evidence on the effectiveness of supported living in improving independence, choice and control.

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	✓		✓		More appropriate and effective accommodation, care and support / Loss of existing relationships
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?

For residents, a Care Act assessment will be completed for each individual followed by individualised planning to identify best alternative accommodation, care and support options for each person. Where significant existing relationships are impacted the option to move individuals to the same new setting will be explored.

Employees will have the opportunity to transfer to roles in other directly provided services within the Department.

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

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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 Plan

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?
Loss of existing relationships for residents	Individualised Care Act assessment and support planning for individuals that takes into account any known relationships with other residents when planning new service options.	Outcomes of planning process	April 2023	Existing	Gill Moore	Will be added
Difficulty in engaging with the assessment and support planning process.	Each individual will be offered an independent Advocate in line with Care Act 2014 Guidance.	Appointment of Advocates	April 2023	Existing	Gill Moore	Will be added

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 2 Assessment

- Potential positive outcomes for existing residents of Meadowsweet in terms of being able to access more appropriate and individualized accommodation, care and support.
- Potential negative impacts for existing residents of Meadowsweet in relation to loss of existing relationships.
- This potential negative impact can be mitigated by careful planning for individuals accessing alternative accommodation, care and support and taking into account any existing significant relationships so that those relationships are able to continue.
- Staff working at Meadowsweet will be redeployed to other service provision within the Department's directly provided services.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 06.12.2022
Improvement action plan signed off by Director/ Head of Service	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 13.12.2022

DRAFT

Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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?	Housekeeping savings (CH115)
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	Graham Terry, Interim 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)	To review ancillary budget lines in the light of changed working patterns to identify opportunities to reduce budgets in areas such as printing, travel etc. All C&H budgets will be reviews. It will not look at staffing or budgets for Housing or Libraries.
2. How does this contribute to the council's corporate priorities?	Efficiency.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	It is largely an internal proposal but may restrict flexibility in use of budgets
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	It may impact marginally on corporate contracts such as printing

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 ancillary budget lines against actual 2020 and 2021.

Stage 3: Assessing impact and analysis

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

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

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

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 Plan

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.

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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 <u>1</u> Assessment
<ul style="list-style-type: none"> No equalities impacts identified

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Lana Hamilton, Service Financial Adviser	Signature: <i>Lana Hamilton</i>	Date: 06.12.22
Improvement action plan signed off by Director/ Head of Service	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 13.12.22

DRAFT

Equality Analysis **DRAFT**



What are the proposals being assessed?	CH- Adult Social Care – Single handed care (CH116)
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Graham Terry, Interim Assistant Director 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)	We are currently experiencing an increase in the number of discharges from hospital of people requiring two carers on each visit. This proposal will look at an occupational therapy led assessment to assess for alternative types of equipment to enable people to be more independent and reduce the need for double handed care visits. This will increase the dignity and respect experienced by the vulnerable person and be less intrusive.
2. How does this contribute to the council's corporate priorities?	<p>The proposal will contribute to the Councils financial strategy for 2023-24. The aim is to ensure that customers have the right level of support to respect their dignity in meeting their moving and handling needs in the provision of care.</p> <p>This proposal contributes to the corporate priorities of efficiency (Value for Money) by ensuring we optimise the delivery of care services and the priority of protecting vulnerable adults in the borough.</p>
3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>People who live at home or on other care settings who currently receive multi handed care and could safely and more appropriately have their moving and handling needs met in a less intrusive manner with the use of modern equipment. There are approximately 112 people whose needs would be screened and if thought beneficial be assessed by an Occupational Therapist to judge if single handed care is safe and appropriate in meeting their needs. Also, new people who are assumed to need multi handed care would be screened and their moving with dignity needs considered.</p> <p>Single-Handed Care can provide a cost saving for local authorities and providers, allowing the same number of carers to provide care for a greater number of clients.</p>
4. Is the responsibility shared with another department, authority, or organisation? If so, who are the	The occupational therapy and social work services involved are operated by LBM. Equipment requirements would be funded from existing equipment budgets and Disabled Facilities Grant money managed by Housing on behalf of adult social care.

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partners and who has overall responsibility?	
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DRAFT

Stage 2: Collecting evidence/ data

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

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

The Council has detailed information about the needs of current and future residents in receipt of multi handed care through their personal needs assessments and annual reviews. Any change to an individual's care and support plan would be with full involvement and agreement of the care service user.

There are three key benefits from the refresh of the model as follows.

- 1) The cared for person will receive a safe, less intrusive, and more dignified moving and handling experience
- 2) Deliver a saving in care costs arising from the need to provide less care staff to meet a person's moving and handling needs
- 3) Free up valuable care staff hours to meet the needs of residents of Merton.

If a resident begins to receive single handed care a 6-week review is conducted to ensure that it continues to meet the persons needs and that they are happy with the service, they are receiving. Individual care and support plans are in place for each individual and along with the reviews will inform the monitoring and evaluation of the model.

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There are several benefits for the person. Care reviews have found that some service users felt that their privacy was being compromised by having two carers, who may not be the same every day. Single-Handed Care allows increased privacy and dignity for the person, as well as increased independence and flexibility.

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		✓		✓	<p>The cared for person will receive a safe, less intrusive, and more dignified moving and handling experience irrespective of their age, disability, or other protected characteristics.</p> <p>A larger % of the customers screened are elderly.</p>
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

DRAFT

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

Eligible Social Care needs are assessed in line with the Care Act 2014, including the Occupational Therapists assessment of the moving and handling needs of the person to be met safely and most appropriately. The saving arises from reduced care staff hours for those residents who no longer need multi handed care.

Current users of care services who experience a change to the way their moving and handling needs are met, will continue to be reviewed in accordance with the Care Act 2014.

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

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- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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.

Stage 5: Improvement Action Plan

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?
No negative impact has been identified, and therefore no mitigation is required.						

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Graham Terry, Interim Assistant Director, Adult Social Care	Signature: <i>Graham Terry</i>	Date: 06.12.22
Improvement action plan signed off by Director/ Head of Service	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 13.12.22

DRAFT

Equality Analysis **DRAFT**



What are the proposals being assessed?	CH- Adult Social Care – Free Telecare for 4 weeks on discharge (CH117)
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Graham Terry, Interim Assistant Director 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>Increasing the uptake of Mascot telecare to help more people to live independently and safely at home. Proposal to offer a 4-week free telecare service to people discharged from hospital via the hospital social work team or reablement team to aide their return to home safely and help to facilitate their safe discharge. The equipment will include the basic emergency call system installation, a linked smoke alarm, carbon monoxide detectors. Given the positive nature of this service we expect that many people will wish to retain the service and increase the number of people with Mascot telecare in Merton.</p> <p>The approximate gross increase in income if an extra 200 customers use the service could be £200k per year. The winter discharge allocation fund will cover the cost of telecare, call equipment and installation staff time.</p>
2. How does this contribute to the council's corporate priorities?	<p>The proposal will contribute to the Councils financial strategy for 2023-24. The aim is to ensure that customers have access to the Mascot service to promote their independence and safety at home.</p> <p>This proposal contributes to the corporate priorities of efficiency (Value for Money) by ensuring we optimise the delivery of care services and the priority of protecting vulnerable adults in the borough.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>People who live at home or wish to return home from hospital can access a 4-week free trial of the Mascot service which offers telecare remote monitoring and call handling etc to support their independence and offer reassurance to their families.</p> <p>At the end of the trial period customers would be asked if they wished to continue the service and be advised of the charges involved. If they decline the equipment can be removed and recycled.</p>

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4. Is the responsibility shared with another department, authority, or organisation? If so, who are the partners and who has overall responsibility?

The Mascot service is provided by the council's adult social care service and works as part of a wide range of stakeholders and providers in health, adult social care, and the voluntary sector. The funding from the Discharge grant and the outcomes its delivers is monitored and reported internally and to the NHSE.

DRAFT

Stage 2: Collecting evidence/ data

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

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

The Council has detailed information about the needs of current and future residents in receipt of adult social care and existing Mascot service users.

There are three key benefits from the proposal as follows.

- 1) The cared for person will receive a safe, less intrusive, and speedy remote monitoring service that can aide their return home from hospital.
- 2) It allows a free trial period for the customer and their relatives to experience the service at a key period post hospital discharge.
- 3) Supports the person to maintain their independence more safely at home and can reduce the need for staff time/visit, freeing up valuable care staff hours to meet the needs of residents of Merton.

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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	✓			✓	The cared for person will receive a safe, less intrusive, and speedy remote monitoring service that can aide their aide their return home from hospital irrespective of their age, disability, or other protected characteristics. A larger % of the customers are expected to be elderly.
Disability	✓			✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	

Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

DRAFT

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

Eligible Social Care needs are assessed in line with the Care Act, including the need for the Mascot service. This is an income generation proposal to offset a reduction in budget of £200k.

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

- Page 124
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.
 - Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
 - 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.

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?
No negative impact has been identified, and therefore no mitigation is required.						

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Graham Terry, Interim Assistant Director, Adult Social Care	Signature: <i>Graham Terry</i>	Date: 06.12.22
Improvement action plan signed off by Director/ Head of Service	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 13.12.22

DRAFT

Equality Analysis **DRAFT**



Please refer to the guidance for carrying out Equality Analysis (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?	Increasing take up of Direct Payments to deliver improved choice and control for residents and better value for the Council (CH118)
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Keith Burns, Interim Assistant Director, Commissioning
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 continue to increase the proportion of people eligible for adult social care services who are provided with a Direct Payment rather than a commissioned package of care. Direct Payments offer greater choice and control over how an individual's needs are met both in terms of the types of services or support that can be arranged by the individual and by enabling access to a wider provider market than that commissioned by the Council.</p> <p>The increase in the proportion of people using a Direct Payment will be achieved in the following ways:</p> <ol style="list-style-type: none"> 1. In line with Care Act 2014 Guidance making Direct Payments the default option for new customers and when existing customers' needs change; 2. Improving our promotional materials (including in accessible formats and community languages) so that the benefits of Direct Payments are fully explained; 3. Improving internal processes so that Direct Payments are as easy as possible to access and manage on an ongoing basis; 4. Improved relationships with voluntary sector partners, particularly those with a representative function, to help ensure that when issues are raised by individuals about the management of their Direct Payment these can be resolved quickly both for the benefit of the individual and to continually build trust and confidence in Direct Payments as a positive option for all.
2. How does this contribute to the council's corporate priorities?	Increased use of Direct Payments will generate efficiencies, as a result of lower unit costs, that support the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers,	The primary group of customers affected are those who have been assessed as eligible for adult social care services. This group includes older people; adults with learning and/or physical disabilities; adults with mental health problems and other vulnerable people. Carers of the aforementioned cohorts may also be

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<p>communities, partners, stakeholders, the workforce etc.</p>	<p>eligible for services in their own right.</p> <p>One of the key benefits of Direct Payments is that individuals have increased choice and control over how they arrange services that are better able to meet their specific needs and preferences.</p> <p>More broadly, residents employed, either directly as Personal Assistants or similar, or indirectly by home care and other social care agencies, will be affected in terms of employment opportunities.</p> <p>Direct Payments are administered by an in house Direct Payments Team. This team is resourced to manage a larger number of Direct Payment arrangements than are in place currently.</p> <p>Direct Payments are public funds and there are robust monitoring arrangements in place to ensure unused funds can be recouped.</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 provision of adult social care services is a statutory responsibility for the Council under the Care Act 2014. Voluntary and community sector partners can support us in explaining the benefits of Direct Payments and by supporting individuals who are using Direct Payments, but the overall responsibility is the local authority's.</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).

- Data from reports generated in Mosaic (The Council's social care records system)
- National evidence from a broad range of sources (SCIE, Skills for Care, CQC and other sources) on the benefits of Direct Payments.

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	✓		✓		While Direct Payments provide greater choice and control and more opportunity to arrange services that are better tailored to an individual's characteristics (positive) they do also require a greater degree of responsibility for managing employees and payment arrangements (positive or negative). This may adversely impact the ability of some customers to take up the Direct Payments option, particularly if they do not have a representative willing to act on their behalf. The option of a Merton Managed Account is available where a greater degree of support is needed.
Disability	✓		✓		As above
Gender Reassignment	✓		✓		As above
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race	✓		✓		As above

Religion/ belief	✓		✓		As above
Sex (Gender)	✓		✓		As above
Sexual orientation	✓		✓		As above
Socio-economic status	✓		✓		As above

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

The Council offers two models of Direct Payment: in the first model, the Direct Payment is managed by the individual or their representative, while in the second model the Council undertakes this management function on behalf of the individual. In this second scenario, called a Merton Managed Account (MMA) the Council effectively takes on a large proportion of the ongoing maintenance of the Direct Payment (setting up payroll arrangements, paying invoices and so on) while still enabling the individual to have full choice and control over their care and support plan.

Where managing a Direct Payment would be a barrier to an individual (a negative impact) the MMA can be offered as a means of mitigating these barriers.

Individuals can also be signposted to a range of local voluntary sector organisations who can provide support in managing Direct Payments. The Council will also seek to improve the quality and accessibility of our support documentation, and to make this available in community languages and accessible formats, in order to provide additional support.

If, over time, the balance between models 1 and 2 changes we will review the allocation of roles within the Direct Payments team to ensure that a timely and high quality service can continue to be offered to all customers.

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).

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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?
<p>While Direct Payments provide greater choice and control and more opportunity to arrange services that are better tailored to an individual's characteristics (positive) they do also require a greater degree of responsibility for managing employees and payment arrangements (positive or negative). This may adversely impact the ability of some customers to take up the Direct Payments option, particularly if they do not have a representative willing to act on their behalf.</p>	Offer of a Merton Managed Account as part of the standard DP offer (choice)	By monitoring the take up of MMAs as a proportion of overall Direct Payment numbers	Ongoing	Existing	DP Team Manager	Will be added
	Ensuring arrangements are in place to effectively signpost customers to voluntary sector support organisations	Arrangements agreed with relevant organisations and published on website and in accessible formats	Ongoing	Existing	DP Team Manager	Will be added
	Review and improve the quality and accessibility of support documentation.	Documentation reviewed, updated and published on website and in accessible formats	Ongoing	Existing	DP Team Manager	Will be added
	Offer a directly commissioned service for those who do not wish to / are unable to manage a Direct Payment	Through performance reports	Ongoing	Existing		

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 2 Assessment

- Direct Payments have the potential to improve the outcomes for a number of cohorts of vulnerable people with protected characteristics.
- Being able to access Direct Payments in a way that is manageable for individuals is key to mitigating any potential adverse impact from increasing Direct Payment take up.
- Offering a Merton Managed Account (MMA) is the primary means of making Direct Payments a manageable option for all.
- The MMA offer can be supplemented with improved signposting to other forms of support and by making the Council's own support resources more accessible. In combination, these actions will adequately mitigate any risk of adverse impacts.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 06.12.22
Improvement action plan signed off by Director/ Head of Service	Keith Burns, Interim Assistant Director, Commissioning	Signature: <i>Keith Burns</i>	Date: 13.12.22

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