

## Committee: Healthier Communities & Older People Overview and Scrutiny Panel

**14th January 2015**

**Agenda item:**

**Wards:**

**Subject:** Business Plan Update 2015-2019

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Paul Dale

**Forward Plan reference number:**

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### **Recommendations:**

1. That the Panel consider the latest information in respect of the Business Plan and Budget 2015/16, including draft revenue savings proposals, draft service plans, draft equalities assessments and latest amendments to the capital programme.
2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the issues raised to Cabinet when it meets on the 16 February 2015.

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### **1. Purpose of report and executive summary**

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2015/16, including draft revenue savings, draft service plans, draft equalities assessments and latest amendments to the capital programme and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the draft proposals to Cabinet when it meets on the 16 February 2015.

### **2. Details - Revenue**

- 2.1 The Cabinet of 10 November 2014 received a report on the Business Plan 2015-19. This included amendments to savings which were incorporated into the MTFs. Details of these are provided in Appendix 1 to this report
- 2.2 The Cabinet of 8 December 2014 received a report on the business plan for 2015-19. This included details of draft savings proposals, latest amendments to the draft Capital Programme 2015-19 and agreed the council tax base for 2015/16.

## 2.3 It was resolved:

That Cabinet:

- A) agrees the savings/income proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2015 (Appendix 1).
- B) agrees the latest amendments to the draft Capital Programme 2015-2019 which was considered by Cabinet on 20 October 2014 and on 10 November 2014, and scrutiny in November 2014.
- C) agrees the Council Tax Base for 2015/16 set out in paragraph 2.6 and Appendix 3.
- D) has considered the proposed deferral of a saving previously agreed. (Appendix 5)
- E) has considered the latest drafts of the service plans.(Appendix 10)

## 2.4 Since the Cabinet meeting on 8 December 2014, draft equalities assessments for each of the new savings proposals have been prepared for the panels and commission to scrutinise. (Appendix 2)

## 3. **Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 8 December 2013 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the next report to Cabinet on 19 January 2015, with a further report to Cabinet on 16 February 2015, prior to Council on 4 March 2015, agreeing the Budget and Council Tax for 2015/16 and the Business Plan 2015-19, including the MTFs and Capital Programme 2015-19.

## 4. **Capital Programme 2014-18**

- 4.1 Details of the draft Capital Programme 2015-19 were agreed by Cabinet on 20 October 2014 and subject to scrutiny in November 2014. There was a scheme added in at the 10 November 2014 Cabinet, and the latest amendments were included in the report to Cabinet on 8 December 2014 which is attached as Appendix 3.

## 5. **Consultation undertaken or proposed**

- 5.1 Further work will be undertaken as the process develops.

## 6. **Timetable**

- 6.1 The timetable for the Business Plan 2015/19 was agreed by Cabinet on 20 October 2014. Following this round of scrutiny, there will be further reports on the Business Plan 2015-19 to Cabinet on 16 February 2015 and Council on 4 March 2015.

## 7. **Financial, resource and property implications**

- 7.1 These are set out in the Cabinet report for 8 December 2014.

## 8. **Legal and statutory implications**

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the Business Plan update reports to Cabinet.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

## 9. **Human Rights, Equalities and Community Cohesion Implications**

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.
- 9.2 Equalities Assessments for each new saving proposal are attached as Appendix 2.

## 10. **Crime and Disorder implications**

- 10.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

## 11. **Risk Management and Health and Safety Implications**

- 11.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

### **Appendices – the following documents are to be published with this report and form part of the report**

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|-------------|--|
| Appendix 1: | Amendment to savings agreed by Cabinet on 10 November 2014   |
| Appendix 2: | Equalities Assessments                                       |
| Appendix 3: | Cabinet report 8 December 2014: Business Plan Update 2015-19 |

## **BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

### **REPORT AUTHOR**

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

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-04	<b>Service Description</b>	<b>Youth Services</b> Reduced investment in commissioned and in-house youth services.	583	100				Medium	Medium
		<b>Service Implication</b>	reduced budget for central and partnership commissioned youth activities possibly part offset by income/fundraising. Remaining offer will be targeted to young people from areas of highest deprivation. Reduced support for sector capacity building to protect direct provision.							
		<b>Staffing Implications</b>	Redundancy of both in-house and commissioned services staff.							
		<b>Business Plan implications</b>	Reduced service offering. Potential impact on youth justice and crime.							
		<b>Impact on other departments</b>	Potential impact on Housing advice.							
		<b>Equalities Implications</b>	Will impact on young people from disadvantaged groups within the community but residual offer will continue to be targeted to these groups.							
<b>Total Children, Schools and Families Savings</b>					<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**Previously agreed savings and/or current budget pressures****DEPARTMENT: ENVIRONMENT AND REGENERATION**

Budget Process	Ref	Description of Saving		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL	
2012/15	ER25	Level 1	1)	<b>Commercial Services</b> Commercial Waste and Recycling – This is an area where there is potential to income generate, the financial environment for the in house collection will improve with the withdrawal of the LATS requirement as well as reductions in disposal costs as "Phase B" goes live. At the present time the service is making a small surplus but with increased investment in the service and a marketing plan in place, this could grow by around £500K over the next year or two. It is too early to present substantiated proposals and a monitoring process has been put in place to enable us to determine later on in the year whether increased income can be projected for next year and beyond.		150	250				250
2015/18	EV08	<b>Service/Section Description</b>		<b>Waste disposal</b> Increased recycling rate by 3% following education and communications activity funded by WCS. This will be driven by the incentivisation and education programme due to commence in March 2014.				250		-250	
		<b>Service Implication</b>		None							
		<b>Staffing Implications</b>		None							
		<b>Business Plan implications</b>		None							
		<b>Impact on other departments</b>		None							
		<b>Equalities Implications</b>		None							
Budget Pressure Only		<b>Service/Section Description</b>		<b>Traffic &amp; Highways</b> As a result of a clearer understanding of guidelines and actual patterns of expenditure the section charges a lower level of highways maintenance spend to Capital than previously and, as a result, incurs increased revenue costs that are not sustainable.							464
Budget Pressure Only		<b>Service/Section Description</b>		<b>Parking Services</b> Capital costs of c£1.3m are required in 2015/16, which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.				1,300	-1,300		
Budget Pressure Only		<b>Service/Section Description</b>		<b>Parking Services</b> The proposed Deregulation Bill regarding the enforcement of static contraventions using CCTV, will result in the net loss to the authority of around £550K.							550
<b>Total Environment and Regeneration</b>				<b>150</b>	<b>250</b>	<b>1,550</b>	<b>-1,300</b>	<b>-250</b>	<b>1,264</b>	<b>1,664</b>	

Budget Process	Ref	Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL
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### Alternative savings proposal and budget pressure mitigation

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2016/17 £000		
	EV12	<p><b>Service/Section Description</b></p> <p><b>Parking Services</b> Earlier Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations. This has been agreed in previous budget setting for 16/17 financial year and is proposed to be brought forward following clarification of investment needs and procedures. ANPR will deliver efficient management of moving traffic offences and improve congestion, road safety, bus journey times and traffic flow through the borough</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> This new system has the ability to free up enforcement staff from the CCTV PCN verifying process, releasing those officers to carry out more enforcement which will improve the free flow of traffic and reduce congestion. Additional staff will be required and the cost has been netted off the income</p> <p><b>Business Plan implications</b> Capital costs of c£1.3m are required which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities</b> none</p>			3,214	-1,300	-250		
<b>Total Environment and Regeneration</b>			<b>0</b>	<b>0</b>	<b>3,214</b>	<b>-1,300</b>	<b>-250</b>		<b>1,664</b>

## DEPARTMENT: COMMUNITY &amp; HOUSING - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
HC&OP	CH01	<u>Service</u>	<b>Adult Social Care Access and Assessment</b>	37,621	150	0	0	0	H	H
		Description	<b>Below Inflation uplift to third party suppliers</b> (This will be a total of 7 years at 0% or below inflation uplift to 16/17. There has been resistance and challenge from providers who require that clients are removed from their care and support, or refuse to take newly referred clients. To date Merton has been acting consistently with neighbouring authorities but re-negotiations are on-going. )							
HC&OP	CH03	Description	<b>Brokerage Efficiency Savings.</b> Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need.	37,621	200	0	0	0	H	H
			<u>Commissioning</u>							
HC&OP	ASC18	Description	<b>Supporting People. (Restructure and refocus the use of supporting people services)</b> Funding for services provided under Supporting People arrangements is no longer ring-fenced and there are opportunities therefore to fundamentally restructure and refocus the use of SP services. (The total savings target is £350k . This saving proposal was deferred from 2014/15	2,392	50	0	0	0	M	M
<b>Total Community &amp; Housing Savings</b>					<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>		



## DEPARTMENT: COMMUNITY &amp; HOUSING - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
HC&OP	CH11	<u>Service</u> Description	<u>Adult Social Care</u> <u>Access and Assessment</u>  First Contact service	125	125	0	0	0	M	H
		Service Implication	Reduce in-house provision of a first contact screening and assessment service, and have this provided within the voluntary sector within the overall costs the sector currently operate within.							
		Staffing Implications	Reduction in staffing (4.5 FTE)							
		Business Plan implications	No specific Implications							
		Impact on other departments	None							
		Equalities Implications	See overall EIA							
Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
HC&OP	CH12	<u>Service</u> Description	<u>Access and Assessment</u> <u>Review of Care Packages</u>	37,621	75	0	0	0	H	H
		Service Implication	Intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have got through the initial event such as a hospital admission							
		Staffing Implications	None							
		Business Plan implications	No specific Implications							
		Impact on other departments	None							
		Equalities Implications	See overall EIA							
HC&OP	CH13	<u>Service</u> Description	<u>Direct Provision</u> <u>Day care services</u>	1,612	200	0	0	0	M	H
		Service Implication	Change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to make an overall reduction in the level of support being offered.							
		Staffing Implications	Reduction in staffing							
		Business Plan implications	No specific Implications							
		Impact on other departments	Transport (E&R)							
		Equalities Implications	See overall EIA							
<b>Total Community &amp; Housing Savings</b>					<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>		

What are the proposals being assessed?	Savings in CSF Youth Services (CSF2014-04)
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, Education inclusion
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Keith Shipman, Service Manager Education Inclusion
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Savings in Youth Services of £100,000 in 2015/16</p> <p>Reduced investment in commissioned and in-house youth services.</p> <p>Reduced budget for central and partnership commissioned voluntary sector youth activities The youth offer will be reduced. Remaining offer will be targeted to young people from areas of highest deprivation as the savings are larger in areas of least deprivation. Reduced support for sector capacity building to protect direct provision and support the organizations that are delivering the youth work reducing their capacity to expand the youth offer and the effectiveness of the youth partnership model.</p> <p>Redundancy of both in-house and commissioned services staff.</p> <p>Reduced service offering. Potential impact on youth justice and crime.</p> <p>Decommissioning of housing advice.</p> <p>Will impact on young people from disadvantaged groups within the community but residual offer will continue to be targeted at these groups.</p>
2. How does this contribute to the council's corporate	It doesn't contribute to corporate targets

priorities?	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Young people at risk of homelessness- there is a risk of increased housing presentations – however needs analysis shows that most of the housing service users are out of borough residents studying at South Thames College Merton.</p> <p>Young people - there will be less activities for young people to do</p> <p>Voluntary sector youth groups and MVSC who will have reduced capacity</p> <p>Less part time youth workers in the council as we will reduce offer at Pollards Hill or Phipps Bridge youth centres unless we can raise other income.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>Merton Youth Partnership are deliviers of the youth offer in the voluntary sector</p> <p>Housing advice is provided at South Thames College.</p>

## Stage 2: Collecting evidence/ data

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

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

Usage and take up of commissioned youth services by area of residence in borough and out of borough.

### 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		✓	✓		Youth services work with 10 – 19 year olds.
Disability		✓	✓		Youth services have a disproportionately high number of children with special needs attending sessions.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Resources are targeted at need and volume of young people.

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

Income targets will be set for partnerships to cover savings

Young people from Merton can present at Merton housing or seek advice from the Insight centre in Mitcham.

Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.

**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).

<b>Negative impact/ gap in information identified in the Equality Analysis</b>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>
Age	Income targets will be set for partnerships to cover savings	Funding for partnerships will be monitored through commissioning visits. Partnerships will be supported to seek funding, however the Voluntary sector capacity to support is also being reduced.	April 16	Seek sources of additional income.	KS/LW	
Housing need	Young people from Merton can present at Merton housing or seek advice at the Insight Centre in Mitcham. A meeting between the commissioner and South Thames College where the advice services runs will consider alternative signposting.	Meeting at South Thames College to agree	Jan 15		KS/LW	
Deprivation – there will still be an impact this is graduating the impact.	Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.	Partnerships informed of savings.	Jan 15		KS	

**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

There will be a serious impact on the capacity of the youth partnerships to deliver the youth partnership model without MVSC support and with reduced resources. The actions taken above may off set some impact - but effect may still be significant ie less night of youth work.

**Stage 7: Sign off by Director/ Assistant Director**

<b>Assessment completed by</b>	Keith Shipman, Education Inclusion	<b>Signature:</b>	<b>Date:24/10/2014</b>
<b>Improvement action plan signed off by Director/ Assistant</b>	Jan Martin, AD Education	<b>Signature:</b>	<b>Date: 24/10/2014</b>

# Equality Analysis

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

What are the proposals being assessed?	EV12: Earlier introduction of unattended Automatic Number Plate Recognition cameras (ANPR) to ease traffic congestion.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The introduction of ANPR will greatly improve the Council's ability to manage traffic flows, congestion, and traffic pollution, free flow of buses and emergency vehicles as well as ensuring increased safety for pedestrians, particularly around schools. There is no reduction in the level of service and it is envisaged that there will be no deletion of posts.
2. How does this contribute to the council's corporate priorities?	Resident surveys have listed traffic congestion as one of the top 5 concerns in the borough and it has increased as a concern in the recent past . For the reason outlined above, the introduction of ANPR will significantly help address this concern.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Initially, motorists who do not comply with the parking regulations will be affected by the issue of a Penalty Charge Notice.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Page 10 of 10



## 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).

Surveys were carried at different locations within the borough with the aim of identifying how efficient and effective the existing enforcement methods are for capturing parking contraventions. These surveys clearly showed that the current methods of enforcement are not as efficient as they should be. The survey was carried out in June 2014 at 24 locations (bus lanes and Moving Traffic Locations) for a period of 1week at each location. The survey data showed that the installation of ANPR cameras at these locations would significantly improve compliance .

## 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	With the expected improvement in compliance by the motorists of the parking regulations pedestrian safety will improve for the older and infirmed in general and children particularly outside schools.
Disability	x			x	As above improvement in compliance will positively affect people with disabilities.
Gender Reassignment	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Marriage and Civil Partnership	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Pregnancy and Maternity	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Race	x			x	Whilst there will be an effect I am not aware of the level of effect on this

					group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Religion/ belief</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Sex (Gender)</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Sexual orientation</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Socio-economic status</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows

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

If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

## 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?
If any identified through changes in charges for services	Action plan to mitigate	Measuring customer feedback through contact and forums	2015	Existing	Paul Walshe	Included as part of service review plan.

Page 22

**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.**

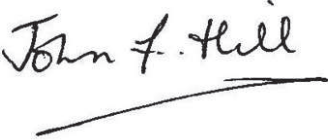
## Stage 6: Reporting outcomes

### 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

The introduction of ANPR camera enforcement will positively affect all groups listed above by reducing congestion, traffic flows, bus journey times, pollution, and safety for pedestrians and children. Whilst feedback from customers in the form of contact and Council forums will be monitored it is too early to indicate the level and degree of the positive effects.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/10/2014
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection	Signature: 	Date:

# Equality Analysis

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

What are the proposals being assessed?	Proposed replacement savings within the Adult Social Care Service Plan for 2015-16
Which Department/ Division has the responsibility for this?	Adult Social Care (Access & Assessment, Direct Provision and Commissioning) within the Community & Housing Department

Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, Adult Social Care, Programme Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its savings.

Page 7 of 22

## Stage 2: Collecting evidence/ data

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

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

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2015 - 2018.

We will adopt a similar approach as for previous savings and will use the following information to support our decision:

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring – and where savings can be made without impact on service users.
- Consultation with Healthwatch
- Consultation with Service Users and Carers Groups
- Consultation with Service Providers – Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports with ADASS and other national and government groups.
- Benchmarking across London and South West London.
- In-house data analysis and performance indicators.
- Demographic data.
- Information from the Office of National Statistics (ON).

Generally the savings proposed are continued changes to the way in which we deliver our services with reduced budgets, whilst ensuring our ability to deliver our statutory responsibilities. These proposals include reduction in services as well as services being delivered differently, so there may be some impact on some of the equality groups. The FACS criteria are not being amended, so there will no change in statutory entitlement to support, however there may be a decrease in the options on offer.

A comprehensive consultation exercise on these proposals will be on-going as part of the ASC Service Redesign process. The outcome of which will inform the way we progress the proposals.

## 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	√			√	<p><b>Commissioning:</b>  <b>First Contact Service</b> - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p><b>Access and Assessment:</b>  <b>Review of Care Packages</b> - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p><b>Direct Provision:</b>  <b>Day Care Services</b> - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.</p>
Disability	√			√	<p><b>Commissioning:</b>  <b>First Contact Service</b> - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p><b>Access and Assessment:</b>  <b>Review of Care Packages</b> - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p><b>Day Care Services</b> - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to</p>



					ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.
<b>Gender Reassignment</b>					N/A
<b>Marriage and Civil Partnership</b>					N/A
<b>Pregnancy and Maternity</b>					N/A
<b>Race</b>					N/A
<b>Religion/ belief</b>					N/A
<b>Sex (Gender)</b>					N/A
<b>Sexual orientation</b>					N/A
<b>Socio-economic status</b>					N/A

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

- **Potential impact of change**

### Mitigation Plan

A comprehensive consultation exercise to ensure customers and other stakeholders understand the rationale for the position the council is taking.

- **Potential impact on level of service for customer**

### Mitigation Plan

In addition to the comprehensive consultation exercise, there will be a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.

## 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?
Potential impact of change	Consultation planned up to end of March 2015.	Meetings held and outcome recorded.	March 2015	Established	RAM/JB/JR/AOS	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	On-going and up to March 2018	Yes	JB/JR	Yes

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

**Stage 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

The key findings of this initial assessment are:

- A comprehensive consultation exercise is required to inform customers and other stakeholders of the proposed changes and to ensure all the risks and negative impacts are clearly identified.
- In terms of positive key impacts Adult Social Care solutions will continue to be person centred and delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above.
- Merton's vulnerable residents are affected, in particular older people and people with disabilities.
- The course of action being proposed as a result of this assessment is detailed in section 9 above.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Douglas Russell ASC Programme Manager	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Simon Williams Director of Community & Housing	<b>Signature:</b>	<b>Date:</b>



# Equality Analysis

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

What are the proposals being assessed?	The additional savings within the Adult Social Care Service Plan for 2016-17 being proposed with potential equalities issues are: <b>CH20,21,22,23,24,25,26,27,28,29,30,31,32,33,34,35,36,37,38,39.</b> <b>CH19</b> is income and there are no related equalities issues.
Which Department/ Division have the responsibility for this?	Adult Services (Access & Assessment, Direct Provision and Commissioning) within the Community & Housing Department

Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, ASC Programme Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the proposed efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff).
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its savings.

## 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).

In our approach around the implementation of these savings it will be necessary to consult with the key stakeholders, including customers, carers, groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2015 - 2018.

In terms of previous savings we have used the following information to support our decisions and these are still relevant:

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring - and where savings can be made without impact on service users.
- Consultation with Healthwatch
- Consultation with Service Users and Carers Groups
- Consultation with Service Providers - Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports with ADASS and other national and government groups.
- Benchmarking across London and South West London.
- In-house data analysis and performance indicators.
- Demographic data.
- Information from the Office of National Statistics (ON).

Additional intelligence around the challenges faced by local authorities in delivering Adult Social Care has been detailed in:

- National Audit Office 'Adult Social Care in England : Overview'
- Barker Commission 'The Future of Health and Social Care in England' (initiated by the Kings Fund)
- Local Government Association 'Adult Social Care Efficiency Programme'

Nationally the challenge is, as the need increases the resources dwindle. The recent Care Act pulls together all previous statute under one banner and whilst this assists in clarifying the position with regard to adult social care for both local authorities and residents. The sphere of responsibility in terms of customer base has increased; at a time when in real terms the funding available to support adult social care is contracting.

The savings proposed are more than continued changes to the way in which we deliver our services. We have been continuously rethinking the way we deliver our services for a number of years now as the available funding has decreased. This process has very much informed our considered approach to enabling the council to deliver to all of its statutory responsibilities under the new Care Act, as well as the realization of more integrated working with health facilitating a more efficient person centred way to developing support solutions for our vulnerable residents. Our TOM and the corresponding delivery mechanism the ‘ASC Redesign Programme’ are reflective of the drivers as detailed.

We will be working to the national eligibility criteria (substantial and critical - the same as our current criteria), so there will be no change in statutory entitlement to support. These proposals, however, include reduction or cessation to services so there may be some impact on some of the equality groups by way of an increase in waiting times in some instances or; a reduced offer with regard to the menu of support options available.

A comprehensive consultation exercise on these proposals will take place between January and March 2015 and the outcome will inform the way we progress these proposals.

**Stage 3: Assessing impact and analysis**

Page 3 of 6

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	x		<p><b>Staffing:</b>  <b>CH20; CH21; CH22; CH37</b> - These proposals include a number of staff savings. If accepted there is a potential negative impact on customers, this would however be considered intrinsically as part of any mitigating action plans. A detailed HR EA would be undertaken at the time of any restructure.</p> <p><b>Reviews:</b>  <b>CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33</b> - Support packages will be reviewed across all customer groups (Learning Disability - LD; Physical Disability - PD; Older People - OP and Mental Health - MH) and at all levels (high and medium costs as well as Direct Payments). The objective of the review process will be to ensure we are promoting independence and that the provision of support is not overstated, but in the line with the best practice independence building models (LD and PD- Progression Model; OP - Enablement Model; MH - Recovery Model).</p>



	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>		<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p>	<p><b>Other:</b>  <b>CH23</b> - 0.46 FTE to be deleted within Directorate.  <b>CH29</b> - Managing crisis (including hospital discharge) admissions into residential care. This will include specifically designed activities to help achieve the objective. The aim is to have families take a greater role in supporting people at home for longer. This fits with our aspiration of 'promoting independence'.  <b>CH34</b> - Actively manage throughput to residential rehab placements with a view to reducing the number of placements available. This fits with our aspiration of 'promoting independence'.  <b>CH35</b> - Reduction in CSF Supporting People contracts.  <b>CH36</b> - Reduction in Single Homeless contracts (YMCA, Spear, Grenfell)  <b>CH38</b> - Assessment &amp; Commissioning - placement budget reduction.  <b>CH39</b> - Extra Care Sheltered Housing - a review of and reduction in the extra care sheltered housing provision.</p>
<p>Disability</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p>	<p><b>Staffing:</b>  <b>CH20; CH21; CH22; CH37</b> - These proposals include a number of staff savings. If accepted there is a potential negative impact on customers, this would however be considered intrinsically as part of any mitigating action plans. A detailed HR EA would be undertaken at the time of any restructure.  <b>Reviews:</b>  <b>CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33</b> - Support packages will be reviewed across all customer groups (Learning Disability - LD; Physical Disability - PD; Older People - OP and Mental Health - MH) and at all levels (high and medium costs as well as Direct Payments). The objective of the review process will be to ensure we are promoting independence and that the provision of support is not overstated, but in the line with the best practice independence building models (LD and PD- Progression Model; OP - Enablement Model; MH - Recovery Model).  <b>Other:</b>  <b>CH23</b> - 0.46 FTE to be deleted within Directorate.  <b>CH29</b> - Managing crisis (including hospital discharge) admissions into residential care. This will include specifically designed activities to help achieve the objective. The aim is to have families take a greater role in supporting people at home for longer. This fits with our aspiration of 'promoting independence'.  <b>CH34</b> - Actively manage throughput to residential rehab placements with a view to reducing the number of placements available. This fits with our aspiration of 'promoting independence'.  <b>CH35</b> - Reduction in CSF Supporting People contracts.</p>

	x x x		x x x		<b>CH36</b> - Reduction in Single Homeless contracts (YMCA, Spear, Grenfell) <b>CH38</b> - Assessment & Commissioning - placement budget reduction. <b>CH39</b> - Extra Care Sheltered Housing - a review of and reduction in the extra care sheltered housing provision.
<b>Gender Reassignment</b>					N/A
<b>Marriage and Civil Partnership</b>					N/A
<b>Pregnancy and Maternity</b>					N/A
<b>Race</b>					N/A
<b>Religion/ belief</b>					N/A
<b>Sex (Gender)</b>					N/A
<b>Sexual orientation</b>					N/A
<b>Socio-economic status</b>		x	x		<b>Staffing:</b> <b>CH20; CH21; CH22; CH37</b> - These proposals include a number of staff savings. If accepted there is a potential negative impact on customers, this would however be considered intrinsically as part of any mitigating action plans. A detailed HR EA would be undertaken at the time of any restructure. <b>Reviews:</b> <b>CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33</b> - Support packages will be reviewed across all customer groups (Learning Disability - LD; Physical Disability - PD; Older People - OP and Mental Health - MH) and at all levels (high and medium costs as well as Direct Payments). The objective of the review process will be to ensure we are promoting independence and that the provision of support is not overstated, but in the line with the best practice independence building models (LD and PD- Progression Model; OP - Enablement Model; MH - Recovery Model). <b>Other:</b> <b>CH23</b> - 0.46 FTE to be deleted within Directorate. <b>CH29</b> - Managing crisis (including hospital discharge) admissions into residential care. This will include specifically designed activities to help achieve the objective. The aim is to have families take a greater role in supporting people at home for longer. This fits with our aspiration of 'promoting independence'. <b>CH34</b> - Actively manage throughput to residential rehab placements with a view to reducing the number of placements available. This fits with our aspiration of 'promoting independence'. <b>CH35</b> - Reduction in CSF Supporting People contracts. <b>CH36</b> - Reduction in Single Homeless contracts (YMCA, Spear, Grenfell) <b>CH38</b> - Assessment & Commissioning - placement budget reduction. <b>CH39</b> - Extra Care Sheltered Housing - a review of and reduction in the
	x  x  x  x  x  x		x          x		

	x		x		extra care sheltered housing provision.
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## 7. If you have identified a negative impact, how do you plan to mitigate it?

- **Potential impact of change - Mitigation Plan**

A comprehensive consultation exercise will take place between January and March 2015 to ensure customers and other stakeholders understand the rationale for the position the council is taking. The context will be around promoting greater independence, also emphasising that there is no shift in the council taking up its statutory responsibility.

- **Potential impact on level of service for customer - Mitigation Plan**

In addition to the comprehensive consultation exercise as identified above, the implementation of any changes will be closely monitored. A comprehensive checklist will be developed and training put in place where necessary, to ensure that practitioners whilst pushing the 'promoting greater independence' agenda will ensure that all customer needs are being adequately met; and the council is not in breach of meeting its statutory responsibilities. To reiterate, the proposed enhanced programme of reviews increases the emphasis on the customer, their well being, the development of suitable solutions whilst ensuring the customers are not at risk; but where possible enabling their independence to live as they desire where this is possible. We will also ensure that any identified changes to support solutions are put in place swiftly. Regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence enhances the customer's quality of life.

A clear communication plan will also be developed to ensure customers and all stakeholders understand the shift in council policy around promoting greater independence and the potential of a reduced service offer.. As well as provide a clear understanding of the utilisation of partnership working with both the health and voluntary sector to ensure a much more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.

### 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).

See table below.

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change.	A comprehensive consultation programme between January and March 2015	Meetings held and outcome recorded.	March 2015	Established	RA-M AOS JR JB	Yes
Potential impact on level of service for customer	A comprehensive checklist will be developed and training put in place where necessary, to ensure that practitioners whilst pushing the 'promoting greater independence' agenda will ensure that all customer needs are being adequately met; and the council is not in breach of meeting its statutory responsibilities. To reiterate, the proposed enhanced programme of reviews increases the emphasis on the customer, their well being, the development of suitable solutions whilst ensuring the customers are not at risk; but where possible enabling their independence to live as they desire where this is possible. We will also ensure that any identified changes to support solutions are put in place swiftly. Regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater	<ul style="list-style-type: none"> <li>• Savings target in Service Plan</li> <li>• Close monitoring of the implementation of the ASC Redesign Programme</li> <li>• Close monitoring of individual appraisal objectives</li> <li>• Close monitoring of the implementation of the communication plan</li> </ul>	On-going	Yes	SW RA-M JR JB  Sophie Poole	Yes

	<p>independence enhances the customer's quality of life.</p> <p>A clear communication plan will also be developed to ensure customers and all stakeholders understand the shift in council policy around promoting greater independence. As well as provide a clear understanding of the utilisation of partnership working with both the health and voluntary sector to ensure a much more holistic and joined up approach to developing support solutions, truly putting the customer at the heart of the process, whilst enabling them to maintain greater independence.</p>					
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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

<p>This Equality Analysis has resulted in an Outcome <b>3</b> Assessment</p>
<p>The key findings of this initial assessment are:</p> <ul style="list-style-type: none"> <li>• The potential negative impact of staff savings would be considered intrinsically as part of any mitigating action plans. A detailed HR EA would be undertaken at the time of any restructure.</li> <li>• A comprehensive consultation exercise is required to inform customers and other stakeholders of the proposed changes and to ensure all the risks and negative impacts are clearly identified.</li> </ul>



- In terms of positive key impacts Adult Social Care solutions will continue to be person centred enabling greater independence for the customer, delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above.
- Merton's vulnerable residents are affected, in particular those with mental health issues, older people and people with disabilities (learning and physical).
- The course of action being proposed as a result of this assessment is detailed in section 9 above.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Douglas Russell ASC Programme Manager	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Simon Williams Director of Community & Housing	<b>Signature:</b>	<b>Date:</b>