

Merton Council

BUSINESS PLAN 2016-20

SAVINGS PROPOSALS CONSULTATION PACK

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

Sustainable Communities Overview and Scrutiny Panel	7 January 2016
Healthier Communities & Older People O&S Panel	12 January 2016
Children and Young People Overview and Scrutiny Panel	13 January 2016
Overview and Scrutiny Commission	28 January 2016
Cabinet	15 February 2016
Budget Council	2 March 2016

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Service Departments - Progress against Savings Targets 2016-2020

1. Targets set

	TARGET 2016/17 £'000	TARGET 2017/18 £'000	TARGET 2018/19 £'000	Additional Target £'000	TARGET Total £'000
Corporate Services	0	157	1,915	266	2,338
Children, Schools & Families	0	540	1,853	187	2,580
Environment & Regeneration	0	1,435	4,764	369	6,568
Community & Housing	0	783	2,601	431	3,815
Total Savings/Income Proposals	0	2,915	11,133	1,253	15,301

2. Proposals - October 2015

	Proposals 2016/17 £'000	Proposals 2017/18 £'000	Proposals 2018/19 £'000	Additional Target £'000	Proposals Total £'000
Corporate Services	0	(53)	(385)	0	(438)
Children, Schools & Families	0	(240)	(315)	0	(555)
Environment & Regeneration	0	(2,013)	(524)	0	(2,537)
Community & Housing	(200)	(950)	(1,285)	0	(2,435)
Total Savings/Income Proposals	(200)	(3,256)	(2,509)	0	(5,965)

3. Balance remaining brought forward from October 2015

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	104	1,530	266	1,900
Children, Schools & Families	0	300	1,538	187	2,025
Environment & Regeneration	0	(578)	4,240	369	4,031
Community & Housing	(200)	(167)	1,316	431	1,380
Total Surplus/(Shortfall)	(200)	(341)	8,624	1,253	9,336

4. Proposals identified December 2015

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	(104)	(555)	0	(659)
Children, Schools & Families	0	(189)	(201)	0	(390)
Environment & Regeneration	0	(308)	(225)	0	(533)
Community & Housing	0	0	0	0	0
Total Surplus/(Shortfall)	0	(601)	(981)	0	(1,582)

5. Balance remaining against target

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	0	975	266	1,241
Children, Schools & Families	0	111	1,337	187	1,635
Environment & Regeneration	0	(886)	4,015	369	3,498
Community & Housing	(200)	(167)	1,316	431	1,380
Total Surplus/(Shortfall)	(200)	(942)	7,643	1,253	7,754

6. Proposals identified October 2015 + December 2015

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	(157)	(940)	0	(1,097)
Children, Schools & Families	0	(429)	(516)	0	(945)
Environment & Regeneration	0	(2,321)	(749)	0	(3,070)
Community & Housing	(200)	(950)	(1,285)	0	(2,435)
Total	(200)	(3,857)	(3,490)	0	(7,547)
Total (Cumulative)	(200)	(4,057)	(7,547)	0	

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DEPARTMENT: Corporate Services Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS2015-01	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Business Improvement</u> Reduction in IT support/maintenance contracts Rationalisation of IT systems, removal of support for some systems. None In line with IT Strategy Requires procurement support/advice. May affect support arrangements and require more controlled investment through TDA. None None	616		0	3	L	L	SP1
	CS2015-02	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Business Improvement</u> Expiration of salary protection None None None None None None	1124			16	L	L	

DEPARTMENT: Corporate Services Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS2015-03	<u>Service</u>	Infrastructure & Transactions Division Transactional Services	475			100	L	M	SS2
		Description	Restructure of Transactional Services team							
		Service Implication	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
		Staffing Implications	Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.							
		Business Plan Impact on other departments	Existing BP targets will need to be revised to align with reduced Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
Equalities Implications TOM Implications	TBA To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.									
O&S	CS2015-04	<u>Service</u>	Customer Services Division Programme Management	-102		25	L	L	SI2	
Description	Increase in Registrars income									
Service Implication	Achievable through increase in service provision within existing resource.									
Staffing Implications	None									
Business Plan implications	None									
Impact on other departments	None									
Equalities Implications	None									
TOM Implications	None									

DEPARTMENT: Corporate Services Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 13	CS2015-05	Service Description	<p align="center">Resources Division Staffing Costs and income budgets</p> <p>There will be a further review of staffing budgets. This will extend across the entire division, Business planning, Accountancy and the remaining business partners. The proposed staffing savings would reduce the net establishment from 48.9 FTE to 38.7. (NB the major corporate services restructuring had already reduced the establishment by c.14 posts). A contribution from any income budgets not used above will be sought to mitigate the impact</p>	2985			216			
		Service Implication	This will require a substantial increase in the move to self help by departmental managers and will focus the remaining function on the core statutory duties of the s.151 officer							
		Staffing Implications	3 to 4 posts will need to be deleted							
		Business Plan implications	It is consistent with the streamlining proposed in the business plan							
		Impact on other departments	This will require a substantial increase in the move to self help by departmental managers							
		Equalities Implications	The down sizing will be managed in line with the corporate managing of change policies							
TOM Implications	The change is consistent with TOM themes of process improvement and streamlining									

DEPARTMENT: Corporate Services Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS2015-06	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Corporate governance - audit service delete auditor post and fees reduced audit resource 1 possible redundancy none None None				50		L	SS2
Page 14	CS2015-07	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications Implications TOM Implications	Chief Executive's Office Running Costs Reduction in running cost budgets A small reduction in the services that can be purchased None None None None None			28		L	L	SNS1
	Total Corporate Services Savings - October 2015					0	53	385		

DEPARTMENT: Children, Schools and Families Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-03	Service Description	Schools Increased income from schools and/or reduced LA service offer to schools.	Income (1,489)		200	200	Medium	Medium	S11 or SS2
		Service Implication	This saving is in addition to the 400k saving from 2016-17. All CSF SLAs with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will agree with schools priorities for the use of the retained DSG to support delivery of statutory minimum services to C&YP and will only offer enhanced services at cost. We will also examine further opportunities to trade with schools.	Retained budgets 18,553						
		Staffing Implications	If schools are unwilling/unable to pay for core and enhanced services this will result in c10 posts deleted across the department over 2 years.							
		Business Plan implications	Should funding not be secured there will be implications for service volumes and outcomes.							
		Impact on other departments	Possible impact on child protection services if service reductions result in escalations from schools and others.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		TOM Implications	Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will be reorganised to reflect downsizing as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.							

DEPARTMENT: Children, Schools and Families Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-04	<u>Service</u>	<u>Commissioning, Strategy and Performance</u>	203			60	Medium	Low	SS1
		<p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Commissioning rationalisation.</p> <p>As a result of savings in commissioned services already agreed, and work with CCG and Public Health partners to rationalise commissioning, the department will need fewer commissioners.</p> <p>1 FTE post reduction from a total of 2.44FTE.</p> <p>None specific - the reductions in volumes and outcomes will result from fewer and more targeted commissioned services.</p> <p>CSF will need to work with Public Health to maintain appropriate commissioning capacity.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The rationalisation of commissioning capacity will be achieved through improved partnership with Public Health and CCG colleagues.</p>							
C&YP	CSF2015-05	<u>Service</u>	<u>Commissioning, Strategy and Performance</u>	451			55	Medium	Medium	SS1
		<p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Property and contracts service review.</p> <p>There will be a lower volume of capital works to expand school provision by 2018-19 enabling a reduction in project management capacity.</p> <p>1 FTE project manager post ot of 3.</p> <p>None specific</p> <p>None specific</p> <p>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>The TOM refresh will include an increased focus on delivering the restructure as well as flexible working/SCIS. This proposal is in line with TOM drive to increase efficiency and value via ensuring functions operate with minimum capacity needed.</p>							

DEPARTMENT: Children, Schools and Families Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-06	<u>Service</u>	<u>Cross Cutting</u>							
		Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Data review & centralisation. This saving will be achieved through i) centralising the residual data/performance monitoring capacity currently dispersed across operational divisions and ii) prioritising work to deliver statutory requirements only. 1 FTE staffing of overall pool of 8 posts. None We will focus on statutory returns which may impact on requests from other departments. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals. The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy.	377		40		Medium	Low	SS2
Total CSF Savings October 2015					0	240	315			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV01	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Senior Management & Support Reduce the level of PA support to Heads of Service by 0.6fte. None Reduction of 0.6fte [of 2.6fte] None None None Consistent with TOM direction of travel in reducing back office support service costs</p>	95		19		Low	Low	SS2
Page 18	ENV02	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services (CEO team) Review the current structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off. Better deployment of enforcement resources. Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes No impact on business plan - allows same outputs with fewer staff None Will require consultation but no immediate equalities implications This review is mentioned in the TOM but is not referred to in any budgetary forecast . This is consistent with direction of travel in TOM</p>	1,311		190		Medium	Medium	SS2
	ENV03	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services (CEO team) Reduction number of team leader posts from 4 to 3 Reduced overall management Loss of 1 team leaders post [of 4fte] Potential drop in compliance rates. None None Consistent with direction of travel in reducing management overheads .</p>	1,311		45		Low	Medium	SS2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 19	ENV04	<p>Service/Section Description Parking Services (CEO team) Improved management of traffic flows/congestion and availability of parking space through Increase compliance based on detailed analysis of existing and projected compliance levels and deployment of resources based upon future projections of population growth , expansion of CPZs where a majority of local residents have asked for this, and areas of potential non-compliance.</p> <p>Service Implication Improvement in overall enforcement strategy</p> <p>Staffing Implications None projected at this stage.</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications This is consistent with TOM direction of travel in better utilisation of data / heat maps to ensure resources deployed effectively.</p>	(5,446)		250		Medium	Medium	SI2
	ENV05	<p>Service/Section Description Parking Services Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services.</p> <p>Service Implication Could impact upon the level of service provided</p> <p>Staffing Implications To be assessed but could mean the deletion of 2 management posts [of 10fte]</p> <p>Business Plan implications Reduction in the costs of 2 posts</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications Consistent with TOM direction of travel in reducing back office costs</p>	1,189		70		Medium	Medium	SS2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV06	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services Reduction in transport related budgets May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible. None None None consistent with TOM direction of travel</p>	140		46		Low	Low	SNS1
Page 20	ENV07	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services Reduction in supplies & services/third party payment budgets. May result in slight reduction in quality of some areas of service. None None None consistent with TOM direction of travel</p>	571			60	Low	Low	SNS1
	ENV08	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Regulatory Services Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP . None One FTE funded by Public Health Not known at this stage None Not known at this stage Not known at this stage</p>	190			40	Medium	Medium	SG1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 21	ENV09	<p>Service/Section Description Regulatory Services Investigate potential commercial opportunities to generate income such as: Trading Standards business advice; contaminated land / acoustic assessment consultancy for developers; processing licensing applications for other LAs; Licensing pre-application service; Shared service seminars.</p> <p>Service Implication To avoid a potential conflict of interest, we will need to create a bespoke team, from existing resources, based on commercial principles that is separate and distinct from the enforcement function.</p> <p>Staffing Implications Diversion of existing staff to resource the new team will impact in the short term on enforcement capability but as the service grows it will become self-financing</p> <p>Business Plan implications Increase in income</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications Consistent with drive to increase commercialisation in TOM generally</p>	N/A		50	50	Medium	Low	S12
	ENV10	<p>Service/Section Description Regulatory Services Reduction in Transport/Supplies and Services budget through greater efficiency</p> <p>Service Implication May result in slight reduction in quality of some areas of service</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p> <p>TOM Implications consistent with TOM direction of travel</p>	123		10		Low	Low	SNS1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV11	Service/Section Description	Leisure & Culture Outsource leisure and sports activities - commissioning of the arts and sports development to an external organisation to replace the in-house provision.	589		59		Low	Low	SP1
		Service Implication	Potential reduction in the scope of the service							
		Staffing Implications	Loss of 3 ftes [of 12.6fte]							
		Business Plan implications	None							
		Impact on other departments	Potential loss of departmental support on corporate projects							
		Equalities Implications	None, objectives would be maintained within the scope of the commissioning brief.							
		TOM Implications	In line with the TOM outcomes							
Page 22	ENV12	Service/Section Description	Leisure & Culture Loss of head of section/amalgamated with head of Greenspaces	158		70		Low	Low	SS2
		Service Implication	None; the post would cover the duties of the head of the greenspaces team and the leisure and culture development roles within the more contract management focus of the head of greenspaces role following the procurement of Lot 2 of the Phase C contract.							
		Staffing Implications	Loss of 1 fte [of 2fte]							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	Linked to the outsourcing of the greenspaces functions within their TOM.							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV13	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Leisure & Culture Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact. The introduction of the customer contact centre will reduce the need for phone and face to face contact with customers, reducing the need for office based customer agents. Reduction of 3 fte [of 9.6fte] None None None consistent with TOM direction of travel</p>	336		70		Low	Low	SS1
Page 23	ENV14	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Property Management Increase in income from rent reviews of c60 properties. none - would be within existing resources Part of the current team's core work. In line with the TOM outcomes None None consistent with TOM direction of travel</p>	(4,022)			100	Medium	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 24	ENV15	Service/Section Description	Traffic & Highways Reduction in street lighting energy and maintenance costs. Would require Capital investment of c£400k, which forms part of the current capital programme - Investment in LED lights in lamp Colum stock most capable of delivering savings	884		148		Low	Low	SNS1
	Service Implication	Would require additional specialist staffing resource - costs contained within the business case that is being prepared.								
		Staffing Implications	None							
		Business Plan implications	In line with the TOM outcomes							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	consistent with TOM direction of travel							
	ENV16	Service/Section Description	Traffic & Highways Further reductions in the highways maintenance contract costs following reprocurement. Part year effect in 17/18 due to contract start date mid year.	650		65	65	Medium	Medium	SP2
		Service Implication	none - anticipated service standards at present at lower cost or scaling back through changes in specification / competitive dialogue to ensure cost savings							
		Staffing Implications	None							
		Business Plan implications	will almost certainly require specification / service standard changes to deliver required savings levels							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	consistent with TOM direction of travel in maximising procurement savings .							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV17	Service/Section Description	Traffic & Highways Reduction in reactive works budget	650		30	35	Low	Medium	SNS2
		Service Implication	Reduction in carriageway and footpath reactive maintenance with possible increase in insurance claims.							
		Staffing Implications	None							
		Business Plan implications	Reduction in response times and possibly intervention threshold.							
		Impact on other departments	Increase in corporate services insurance workload							
		Equalities Implications	None							
		TOM Implications	consistent with TOM direction of travel							
Page 25	ENV18	Service/Section Description	Greenspaces Increased income from events in parks	231		100	100	Medium	Medium	SI2
		Service Implication	Increased income through a broader range of commercial opportunities - over and above those previously agreed.							
		Staffing Implications	Some unquantified extra resource likely to be required, linked to the business case for each initiative.							
		Business Plan implications	In line with the TOM outcomes							
		Impact on other departments	None							
	Equalities Implications	None								
	TOM Implications	In line with the TOM direction of travel								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 26	ENV19	Service/Section Description	Greenspaces Planned re-distribution of North East Surrey Crematorium funds to be used to offset costs associated with the running of the Council's cemeteries. This is expected to be min £80k from 17/18 and for min 8 years . Unringfenced .	N/A		90		Low	Low	SNS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	No TOM implications							
	ENV20	Service/Section Description	Development & Building Control Increased income from building control services.	935		35	35	Medium	Low	SI2
		Service Implication	Increased income through a broader range of commercial opportunities - over and above those previously agreed.							
		Staffing Implications	None							
		Business Plan implications	In line with the TOM outcomes							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting .							
	ENV21	Service/Section Description	Greenspaces Reduction in the grant to Wandle Valley Parks Trust	12		6		Low	Medium	SG2
		Service Implication	Impact on the core operating budget of the Wandle Valley Parks Trust.							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	Consistent with TOM direction of travel							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV22	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Greenspaces Reduction in grant to Mitcham Common Conservators. May result in reduction in grant from LB Croydon and Sutton; would be offset by the income generation of the Conservators through their assets. None None None None Consistent with TOM direction of travel	48		24		Low	Medium	SG2
Page 27	ENV23	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Greenspaces Further savings from the phase C procurement of Lot 2. Anticipated additional savings through the commercial dialogue that will take place as part of the phase C procurement of Lot 2. None; in line with current procurement process None; in line with current procurement process None None Consistent with TOM direction of travel	3,648		160		Medium	Medium	SP1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 28	ENV24	<p>Service/Section Description Future Merton Cease subscription to Urban London and Future London Leaders from service budgets and prioritise the use of corporate training and development budgets to pay for these activities that provide considerable professional development courses and represent very good value for money.</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments Would require corporate learning and development to prioritise these training opportunities.</p> <p>Equalities Implications None</p> <p>TOM Implications Consistent with TOM direction of travel</p>	18		10		Low	Low	SNS2
	ENV25	<p>Service/Section Description Waste Department restructure of the waste section</p> <p>Service Implication Moving from a support function towards a commercialised commissioning and clienting service post Phase C contract award</p> <p>Staffing Implications equivalent of c5fte [of 13.19fte] across all levels of staff</p> <p>Business Plan implications To be assessed following contract award and SLWP clienting requirements</p> <p>Impact on other departments TBC</p> <p>Equalities Implications TBC</p> <p>TOM Implications Consistent with TOM direction of travel</p>	514		191		Low	Medium	SS2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV26	Service/Section	Waste Operations: waste collection							
		Description	Re-balancing of rounds	2,568		20		Medium	Medium	SNS1
		Service Implication	Reduced overtime payments and additional staff requirements for current heavy collection. Will impact on days of collection for some residents across the Borough. Heavy Days (Thursday and Friday)							
		Staffing Implications	Reduction in overtime and agency usage							
		Business Plan implications								
		Impact on other departments								
		Equalities	TBC							
		Implications								
		TOM Implications	Consistent with TOM direction of travel							
	ENV27	Service/Section	Waste Services							
		Description	Remove free provision of food waste liners	137		66		Low	Medium	SNS2
		Service Implication	Potential reduction in participations levels							
		Staffing Implications	None							
		Business Plan implications	Potential reduction in recycling / composting performance.							
		Impact on other departments	None							
		Equalities	To be completed							
		Implications								
		TOM Implications	Consistent with TOM direction of travel							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV28	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Waste Services: waste disposal Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling None(assumes tipping at Garth Rd WTS) None Increase in waste diversion None - procurement will be required None Consistent with TOM direction of travel</p>	4,360		37		Low	Low	SP1
Page 30	ENV29	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Waste Services: recyclate income Realign budget to reflect actual income achieved through sale of textiles None None None None None Consistent with TOM direction of travel</p>	N/A		20		Low	Low	SP1
	ENV30	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Waste Services: Garden waste service Increase annual subscription fees by £5 p.a. Possible reduction in subscriptions None Potential reduction in recycling / composting performance. None To be undertaken Consistent with TOM direction of travel</p>	(329)		30		Low	High	SI1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV31	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Waste Operations Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection Possible loss of contracts to private sector None Potential impact on overall waste diversion tbc to be completed Consistent with TOM direction of travel</p>	N/A		102	9	Low	Medium	SI1
Page 31	ENV32	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Transport Services: Review of Business Support requirements Post Phase C there will be a change in the Business Support requirements, following the loss of much of the fleet management to the new contractor. It is anticipated that this will lead to a reduction in 1FTE Reduction of 1 fte [of 8.33fte] Saving would result in a reduction in client budgets. Consistent with TOM direction of travel</p>	311			30			SS2
Total Environment and Regeneration Savings October 2015					0	2,013	524			

DEPARTMENT: Community and Housing Savings October 2015

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care									
		Service	NHS Income						
HC&OP	CH51	<p>Description Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.</p> <p>Service Implication This funds the increased volume of work to assess people and arrange packages of support for them.</p> <p>Staffing Implications Need to work efficiently and effectively to undertake the higher volume of work.</p> <p>Business Plan implications This support to ensure prompt discharge is consistent with the business plan commitment to support independence.</p> <p>Impact on other departments None.</p> <p>Equalities Implications None.</p> <p>TOM Implications None. This plan achieves a better alignment between funding levels and increased activity levels.</p>	(£2,596)	£200	£0	0	H	L	SI2
		Service	Supporting People Contracts						
HC&OP	CH52	<p>Description Review of remaining Supporting People Expenditure as much of it is a discretionary spending area.</p> <p>Service Implication Reduced housing related support for vulnerable people by 17% in cost terms. This affects the numbers we could support and the range of support we could provide. In turn this would reduce the housing options available to vulnerable people.</p> <p>Staffing Implications None.</p> <p>Business Plan implications The risk is that this could increase pressure on the Housing Needs budget.</p> <p>Impact on other departments There is a potential internal pressure within the department on the Housing Needs and Enabling Service</p> <p>Equalities Implications There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p> <p>TOM Implications None. This is consistent with the commitment in the TOM to "Review the spectrum of the accommodation offer for all types of supported living incl. shared lives for all age groups."</p>	£1,772	£0	£300	0	H	H	SP2

DEPARTMENT: Community and Housing Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Service	Voluntary Sector Grants							
HC&OP	CH53	Description	Use funds from Public Health to fund the prevention strategy which is currently funded from grants.	£839	£0	£600	0	M	M	SG1
		Service Implication	None as the prevention activity will continue to be funded, albeit from a different source.							
		Staffing Implications	None.							
		Business Plan implications	None, as the commitment to prevention remains in place and is funded albeit from a different source.							
		Impact on other departments	Increased pressure on the Public Health (PH) Budget as funds directed from public health will no longer be available to fund other PH activities.							
		Equalities Implications	The precise equalities implications on service users will depend on the impact of public health activities no longer funded. An EA will be undertaken and when this is known and a mitigation plan will be prepared.							
		TOM Implications	None. This is consistent with the commitment in the TOM to "Continue the Ageing Well Prevention Programme, but with less funding from the Council."							

DEPARTMENT: Community and Housing Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH54	Service Description	<u>Access, Assessment and Commissioning Staffing</u> Further staff reductions circa 4 FTEs in AA&C as processes improve and service user numbers reduce. FTE's affected will be 4 out remaining FTE's of 151-156.	£5,286	£0	£0	£150	H	M	SS2
		Service Implication	Reduced capacity to monitor quality within provider services and /or to undertake assessments and reviews i.e. there is a direct implication on the ability to effectively safeguard/assess/support/ promote independence.							
		Staffing Implications	Redundancies - Some staff would be subject to redundancy							
		Business Plan implications	Possible impact on our statutory duties under the Care Act 2014. We would attempt to mitigate this by investigating alternative models for quality and performance monitoring and of assessment and care management.							
		Impact on other departments	None - main impact is on service users, carers and providers							
		Equalities Implications	As staff and service delivery are affected there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.							
		TOM Implications	Processes will need to improve so lower staff resources are able to undertake the necessary volumes of work. existing TOM commitments to flexible and mobile working and to improve assessment and care management processes ensure this is feasible.							

DEPARTMENT: Community and Housing Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH55	Service Description	Assessment & Commissioning 3rd Party Payments Less 3rd party payments through "Promoting Independence" throughout the assessment, support planning and review process and across all client groups. Aim to reduce Res Care by £650k and Dom Care by £337k.	£33,798	£0	£0	£987	H	H	SNS2
		Service Implication	We anticipate this being a further reduction of circa 3% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2018/19. Overall service users will experience a reduced volume of service							
		Staffing Implications	Staff would be needed to conduct reviews and support plans . Staff will also need additional training, to ensure these reviews are done consistently							
		Business Plan implications	We would continue to follow the appropriate model of promoting independence for the client group.							
		Impact on other Equalities Implications	None. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.							
		TOM Implications	None. This is consistent with the TOM commitment to use review processes to "Promote an explicit hierarchy of support offered in order to promote self-support and independence.							
Sub-total Adult Social Care Options					£200	£900	£1,137			
SC	CH56	Service Description	Library & Heritage Service Introduce a coffee shop franchise across 6 libraries	£0	0	0	30	M	L	SI2
		Service Implication	Allocated space within certain libraries will be let to a coffee shop franchise to provide refreshments in libraries for customers.							
		Staffing Implications	None identified.							
		Business Plan implications	Supports improving income generation identified in Service Plan and providing additional services in libraries.							
		Impact on other departments	None identified.							
		Equalities Implications	None identified.							
		TOM Implications	Additional capacity constraints in order to manage procurement process but will be managed within existing resources. Reduction in library circulation space.							
Total Libraries						0	0	30		

DEPARTMENT: Community and Housing Savings October 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Service</u>	<u>Housing Needs</u>							
SC	CH57	Description	Staff reduction in Housing Services	929	0	50	118	H	H	SS2
		Service Implication	This makes service delivery very challenging, but will seek to preserve a greater number of front-line staff engaged with service delivery. The main impact will be upon supervisory and other management roles.							
		Staffing Implications	Deletion of 1.0 post (2017/18) out of remaining 24.03 FTE's and Deletion of 2.0 posts and Re-evaluation of 1.0 post (2018/19) out of remaining 21.53 FTE's. Redundancy costs to the council and increased workloads for remaining staff							
		Business Plan implications	The business plan implication would ensure no further loss of front line staff with a corresponding ability to continue statutory housing act functions which include: Homelessness Prevention, Private Sector tenants rights and enforcement. The additional reductions in staffing (in addition to those identified in 2016/17) would be limited to management and supervisor posts. Whilst this will be increasingly challenging for the remaining management and staff, it is anticipated that the business will continue to be delivered with some adjustments made as necessary.							
		Impact on other departments	This will have an impact on children's and adult's social care							
		Equalities Implications	BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.							
		TOM Implications	This is consistent with the existing TOM							
Total Housing Needs					0	50	118			
Total C&H Savings Proposals October 2015					200	950	1,285	2,435		

**AMENDMENTS TO SAVINGS OCTOBER 2015
CURRENT SAVINGS IN MTF5 2016-20 TO BE RE-PROFILED**

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS46	Service Description	Resources -Deletion of 3 Posts within the Division Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division.	(103)			Medium	Medium	SS1
		Service Implication	None						
		Staffing Implications	Reduction of 3 Posts						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS65	Resources Description	Consolidation of various budgets within Resources division	(35)	(31)		Low	Low	SNS1
		Service Implication	None as savings will be derived from efficiency						
		Staffing Implications	None						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						

		TOTAL		(138)	(31)	0			
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**AMENDMENTS TO SAVINGS OCTOBER 2015
PROPOSED RE-PROFILED SAVINGS**

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS46	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources -Deletion of 3 Posts within the Division</u> Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division. None Reduction of 3 Posts None None None	(25)	(78)		Medium	Medium	SS1

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DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS65	<u>Resources</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Consolidation of various budgets within Resources division None as savings will be derived from efficiency None None None None	(66)	0		Low	Low	SNS1

			TOTAL	(91)	(78)	0			
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			Change	47	(47)	0			
			Cumulative Change	47	0	0			

**AMENDMENTS TO SAVINGS OCTOBER 2015
CURRENT SAVINGS IN MTFS 2016-20 TO BE REPLACED**

DEPARTMENT: CORPORATE SERVICES OPTIONS: 2012-2015

Panel	Ref	Description of Saving		Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
O&SC	CS12	Service Description	<u>Customer Services - Support Service</u> Delete 1 x FTE manager post.	379	50			Low	Low	SS2
		Service Implication	Deleting this post will impact on our ability to implement initiatives and projects, it will also impact on our policy monitoring, ability to maintain and improve e-forms and e-initiatives. Deleteing this post will result in increasing the management span of control for remaining managers							
		Staffing Implications	1 FTE compulsory redundancy							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	This will affect our ability to enhance and improve e-services to clients. Any improvements to services will take longer to be developed and implemented.							
O&SC	CS13	Service Description	<u>Customer Services - Recovery/Bailiffs</u> Reduce 10.6 FTE Debt Recovery Officers/Bailiff Admin to 9.6 FTE -	1,684	31			Low	Low	SS2
		Service Implication	Introduce sharing of resources across the two teams to enable better use of resources and working arrangements - will impact on debt recovery targets							
		Staffing Implications	1 FTE compulsory redundancy							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							

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REPLACEMENT SAVING

Panel	Ref	Description of Saving		Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
O&SC	CS1	Service Description	<u>Customer Services</u> Reduction in discretionary relief (replacement of CS12 and CS13 which had both been deferred until 2016/17)	95	(81)			Low	Low	SS2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							

			Net Change: Customer Services		0	0	0			
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AMENDMENTS TO SAVINGS OCTOBER 2015
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2013/14
PREVIOUSLY AGREED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS48	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Further rationalisation of HR Services Reduction of HR business partner (HRBP's) posts High risk to HR BP support to departments at time of change Approximately two/three HR BP's at risk Risk of supporting departments through change from PVR and other programmes Will diminish HR support to customers on change management, employee relations, Will impact women in the division as a high number of HR employees are female	543	(130)			High	High	SS1
O&S	CS51	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	HR Transactions - including COT HR Support - centralisation More self service Reduction in staff numbers HR transactions review part of long-term HR business plans resistance to change Will impact women in the division as a high number of HR employees are female	265	(90)			Medium	High	SS1

AMENDMENTS TO SAVINGS OCTOBER 2015
DEPARTMENT: CORPORATE SERVICES OPTIONS: 2012-2015
PREVIOUSLY AGREED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
O&SC	CS49	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources - Business Partners</u> Further consolidation of HR advisory work Delete X4 advisor posts Some reduction in capacity to support depts but mitigated by the introduction of iTrent Significant loss of capacity may affect service provision. Selection of staff for redundancy needs careful handling and EIA	585	(140)			High	High	SS2

AMENDMENTS TO SAVINGS OCTOBER 2015
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16
PREVIOUSLY AGREED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
	CSD28	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> COT review Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	425	(38)			M	M	SS2
	CSD29	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Recruitment and DBS review Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	425	(50)			M	M	SS1
		Total: Human Resources Savings to be Deferred			(448)	0	0			

AMENDMENTS TO SAVINGS OCTOBER 2015
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016-20
DEFERRED SAVING

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS48	Service Description	Further rationalisation of HR Services Reduction of HR business partner (HRBP's) posts	543	130		(130)	High	High	SS1
		Service Implication	High risk to HR BP support to departments at time of change							
		Staffing Implications	Approximately two/three HR BP's at risk							
		Business Plan implications	Risk of supporting departments through change from PVR and other programmes							
		Impact on other departments	Will diminish HR support to customers on change management, employee relations,							
		Equalities Implications	Will impact women in the division as a high number of HR employees are female							
O&S	CS51	Service Description	HR Transactions - including COT	265	90		(90)	Medium	High	SS1
		Service Implication	HR Support - centralisation							
		Staffing Implications	More self service							
		Business Plan implications	Reduction in staff numbers							
		Impact on other departments	HR transactions review part of long-term HR business plans							
		Equalities Implications	resistance to change							
			Will impact women in the division as a high number of HR employees are female							

AMENDMENTS TO SAVINGS OCTOBER 2015
DEPARTMENT: CORPORATE SERVICES OPTIONS: 2016-2020
DEFERRED SAVING

Panel	Ref	Description of Saving		Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
O&SC	CS49	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources - Business Partners</u> Further consolidation of HR advisory work Delete X4 advisor posts Some reduction in capacity to support depts but mitigated by the introduction of iTrent Significant loss of capacity may affect service provision. Selection of staff for redundancy needs careful handling and EIA	585	140		(140)	High	High	SS2

AMENDMENTS TO SAVINGS OCTOBER 2015
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016-20
DEFERRED SAVING

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
	CSD28	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> COT review Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	425	38		(38)	M	M	SS2
	CSD29	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Recruitment and DBS review Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	425	50		(50)	M	M	SS1
			Net Change: Human Resources		448	0	(448)			

AMENDMENTS TO SAVINGS OCTOBER 2015

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

Panel	Ref	Description of Saving	Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	
C&YP	CSF2014-05	Service Description	Commissioning, Strategy and Performance		700	400			Medium	High
		Service Implication	Reduction in commissioning of early intervention and prevention services.							
		Staffing Implications	The council would not re-commission a number of early help and other Family Support services historically provided by local VCS providers. Residual commissioning will be increasingly targeted to most vulnerable children & young people and their families. Reduced investment in early help services could result in increased pressure on children's social care services.							
		Business Plan implications	Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.							
		Impact on other departments	Reduced service offer for children and families in Merton.							
Equalities Implications	None.									
TOM Implications	These services are focussed on disadvantaged groups within the community.									
TOM Implications	Commissioning approach being delivered within reduced budgets available									
Total Children, Schools and Families Savings					400	0	0	0		

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DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	
C&YP	CSF2014-05	Service Description	Commissioning, Strategy and Performance		700	300			Medium	High
		Service Implication	Reduction in commissioning of early intervention and prevention services.							
		Staffing Implications	AS PER THE ABOVE BUT SAVING REDUCED BY £100k.							
		Business Plan implications								
		Impact on other departments								
Equalities Implications										
TOM Implications										

AMENDMENTS TO SAVINGS OCTOBER 2015

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-01	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Children Social Care</u> Remove Serious Case Review. Any future reviews will be funding from MSCB/CSC learning and development underspends and Health commissioners. N/a N/A Request for ad hoc funding for SCR. Possible risk if other agencies will not contribute. N/A None	77	77				Low	Medium
C&YP	CSF2015-02	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Cross Cutting</u> Service management review across CSF Department The refocusing of our EY Service, minimal Youth offer and reduced commissioning budgets alongside our introduction of a department wide case work system provide the imperatives to restructure the CSF department. A phased approach across three years is proposed to enable a managed transition to a significantly downsized department. Estimated 0.4 FTE (part year effect of 1 from 13 service manager posts) We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes. A smaller management team will reduce our ability to work on cross cutting issues and new developments. Management support for partnership working will be impacted We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. The TOM refresh will include an increased focus on delivering the restructure. The continued focus on LEAN processes and disciplined performance management will be critical.	1,171	23				Medium	Medium
Total Children, Schools and Families Savings					400	0	0	0		

AMENDMENTS TO SAVINGS OCTOBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER10	Service/Section Description	<p>Regulatory Services Merton, Sutton, Kingston, Richmond and Croydon are in the process of exploring the possibility of sharing regulatory services or of one authority becoming the lead provider of services for other council(s). Merton is relatively well placed to act as lead provider in a number of service areas as a result of the high level of professional expertise and knowledge that is not reflected in the other boroughs involved. This approach would maintain a level of resilience.</p>	230		
Total Environment and Regeneration Savings				230	0	0

Alternative Savings proposals

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER10	Service/Section Description	<p>Regulatory Services The Regulatory Services Partnership (RSP) between Merton and Richmond is in the process of implementing Phase 2 of their restructure, which is expected to achieve a saving of £196k.</p> <p>Therefore, in order to meet the savings shortfall of £34k, whilst at the same time removing an unachievable salary capitalisation budget of £24k, it is proposed to increase both the street trading licensing income budget by £30k (to align it more accurately with actuals), and the skip licenses income budget within Parking Services (to align it more accurately with actuals).</p> <p>N.B. Neither of these proposals will result in an increase to actual fees being charged.</p>	230		
Total Environment and Regeneration Savings				230	0	0

AMENDMENTS TO SAVINGS OCTOBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
2015/18	E&R14	Service/Section	Regulatory Services			
		Description	Further expansion of the shared service.	100		
		Service Implication	This is new business development associated with potential new partners joining the existing shared			
		Staffing Implications	None			
		Business Plan implications	In line with Reg.Services TOM			
		Impact on other departments	None			
		Equalities Implications	None			
Total Environment and Regeneration Savings				100	0	0

Deferred Savings Proposals

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
2014/17	E&R14	Service/Section	Regulatory Services			
		Description	Further expansion of the shared service.	-100	100	
		Service Implication	This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.			
		Staffing Implications	None			
		Business Plan implications	In line with Reg.Services TOM			
		Impact on other departments	None			
		Equalities	None			
Total Environment and Regeneration Savings				-100	100	0

AMENDMENTS TO SAVINGS OCTOBER 2015

DEPARTMENT: COMMUNITY AND HOUSING

PROPOSED SAVINGS FOR DELETION: 2016/17 ELEMENT ONLY

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
HC&OP	CH01	<p><u>Service</u> Description</p> <p>Adult Social Care Below inflation uplift to third party suppliers</p> <p><u>Service Implication</u> The proposal aims to continue the below inflation uplift .This will be a total of 7 years at 0% or below inflation</p> <p><u>Staffing Implications</u> None</p> <p><u>Business Plan implications</u> Contributes to efficiency savings</p> <p><u>Impact on other departments</u> None</p> <p><u>Equalities Implications</u> See overall EA</p>	38,465	500	High	High			SP1
HC&OP	CH03	<p><u>Service</u> Description</p> <p>Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this basis Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need. There is likely to be complaints from some customers who would prefer a different package.</p> <p><u>Service Implication</u> None</p> <p><u>Staffing Implications</u> None</p> <p><u>Business Plan implications</u> In line with the aim of delivering cost effective, person centred services.</p> <p><u>Impact on other departments</u> None</p> <p><u>Equalities Implications</u> See overall EA</p>	5,357	150	High	High			SP1
HC&OP	CH10	<p><u>Service</u> Description</p> <p>Procurement Opportunities Delivering further efficiencies through contract negotiations.</p> <p><u>Service Implication</u> None</p> <p><u>Staffing Implications</u> None</p> <p><u>Business Plan implications</u> In line with the aim of delivering cost effective, person centred services.</p> <p><u>Impact on other departments</u> None</p> <p><u>Equalities Implications</u> See overall EA</p>	5,357	250	High	Medium			SP1

AMENDMENTS TO SAVINGS OCTOBER 2015

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving	Baseline Budget 2014/15 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
	CH1	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p align="center"><u>Commissioning</u></p> <p>Placement budget: Further reduction of the ASC placement budget, increasing the targets on 3 already agreed and ambitious proposals as follows: Brokerage efficiency savings, by finding the best value option and setting personal budgets on this basis</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews.</p> <p>None identified. None identified. None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	242	High	High		SNS2
	CH2	<p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p align="center"><u>Placements</u></p> <p>Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews</p> <p>None identified. None identified. None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	242	High	High		SNS2
	CH3	<p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p align="center"><u>Placements</u></p> <p>Procurement Opportunities (Placement budget)</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews</p> <p>None identified. None identified. None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	244	High	High		SNS2

AMENDMENTS TO SAVINGS OCTOBER 2015

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
HC&OP	CH38	<p align="center">Assessment and Commissioning</p> <p>Service Description Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)</p> <p>Service Implication We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.</p> <p>Staffing Implications Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p>Business Plan implications We would continue to follow the appropriate model of promoting independence for the client group.</p> <p>Impact on other departments None</p> <p>Equalities Implications There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	34,392	17	H	H			SNS2
		TOTAL: Deleted Savings		1,645					

AMENDMENTS TO SAVINGS OCTOBER 2015

**COMMUNITY AND HOUSING DEPARTMENT
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings			Revised Savings										
Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)	New Ref	
CH20	Description	<u>Adult Social Care</u>											
	Service Implications	Staff reductions in Assessment and Commissioning teams. (Bring forward staff savings proposals from 2017/18 & 2018/19) There is a risk that customers will get a reduced and/or delayed service eg longer waiting times. This will be mitigated as part of service transformation plan ss part of the Service Transformation plans within the TOM. The intention is to deliver efficient processes and build on and establish the promoting independence approach.	(700)	500	200	0	H	M			SS2	CH58	
2015/16	Staffing Implications	Reduction of 18-23 FTE posts is the replacement saving (Note additional 12 FTE's in Access and Assessment team £511K were previously agreed for 2016/17 savings - Ref CH20 & 4 FTE's £156k in Commissioning team Ref CH22). FTE's affected will be 34-39 out of total 190 FTE's .											
	Business Plan Implications	In line with the TOM											
	Impact on other departments	Redundancy costs and HR, Equalities and project management support											
	Equalities Implications	See overall EA											
CH3	Description	Staffing reductions in Direct Provisions	(100)	100	0	0	H	M			SS2	CH59	
	Service Implications	Bringing forward management changes planned for 2017/18. Reduction of 2 management posts. This will enable service to retain as many front line carer posts as possible within a reduced service offer. (Note additional 11 FTE's in Direct Provision £274k were previously agreed for 2016/17 savings - Ref CH21) . Therefore FTE's affected will be 13 out of total 144.37 FTE's .											
2014/15	Staffing Implications	Reduction of 2 management posts											
	Business Plan Implications	In line with TOM											
	Impact on other departments	Redundancy costs											
	Equalities Implications	See overall EA											

AMENDMENTS TO SAVINGS OCTOBER 2015

**COMMUNITY AND HOUSING DEPARTMENT
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings			Revised Savings										
Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)	New Ref	
CH38 2015/16	Description Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications	CONTRACTS - South Thames Crossroads Caring for Carers Decommission the crossroads service for carers. Replace with domiciliary care service/ Direct Payment offer and commissioned holistic carers support service from voluntary sector. None In line with TOM and ASC commissioning and procurement plan None See EA	(294)	0	0	0	M	H			SP1	CH60	
CH1 2015/16	Description Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications	CONTRACTS - Meals on Wheels (Sodexo) Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure None In line with TOM and ASC commissioning and procurement plan None See EA	(153)	0	0	0	M	H			SP1	CH61	
CH01 2013/14	Description Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications	CONTRACTS - Supported accommodation mental health -Family Mosaic (Waldemar Road) Decommission service as a result of Provider notice to cease service in Merton None In line with TOM and ASC commissioning and procurement plan None See EA	(106)	0	0	0	L	M			SP1	CH62	

AMENDMENTS TO SAVINGS OCTOBER 2015

**COMMUNITY AND HOUSING DEPARTMENT
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings			Revised Savings				Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)	New Ref
Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000							
CH02 2013/14	Description CONTRACTS - day support Imagine Independence Service Implications Decommission service and recommission cost effective peer led day opportunities for people with mental health Staffing Implications None Business Plan Implications In line with TOM Impact on other departments None Equalities Implications See EA	(84)	0	0	0	M	H			SP1	CH63	
	Description Staffing savings- Directorate. This position is now funded from Public Health budget and no longer required. Service Implications None Staffing Implications None Business Plan Implications None Impact on other departments None Equalities Implications See EA	(30)	0	0	0	L	L			SS2	CH64	
Total: Community and Housing Replacement Savings		(1,467)	600	200	0							
Total: Community and Housing Deleted Savings		1,645	0	0	0							
Net Shortfall: Community and Housing Savings		178	600	200	0							

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DEPARTMENT: Corporate Services Savings December 2015

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 57	CS2015-08	Service Description	Business Improvement Staffing support savings	200		13		L	L	SS2
		Service Implication	None							
		Staffing Implications	0.5 F.T.E reduction within BI Division. The post is a shared resource with the Resources Division and the saving will actually be delivered by a reduction in running costs within Resources Division and the consolidation of the 2 x 0.5 F.T.E staffing budget within Resources Division							
		Business Plan implications	In line with IT Strategy							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
O&S	CS2015-09	Service Description	Infrastructure & Transactions Division Safety Services & Emergency Planning Restructure of Safety Services & Emergency Planning team.	226		18	30	L	H	SS2
		Service Implication	Still to be fully evaluated at this stage but likely to have an impact on the councils ability to complete statutory inspections within required timescales.							
		Staffing Implications	Up to 2 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 5.5.							
		Business Plan implications	Existing BP targets will need to be revised to align with reduced resources							
		Impact on other departments	The provision of specialist health and safety advice and support that is currently available to council departments and LA schools will be reduced.							
		Equalities Implications	TBA							
		TOM Implications	TBA							

DEPARTMENT: Corporate Services Savings December 2015

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS2015-10	Service	Infrastructure & Transactions Division Facilities Management - Energy 'Invest to Save' Initiatives	2,900			465	L	L	SNS1
		Description	Savings achieved through the installation of various energy saving initiatives and subsequent reduction in the consumption of gas, electricity and water. (Subject to agreed investment of £3.3M)							
Page 58		Service Implications	None							
		Business Plan implications	Will contribute towards improving performance in respect to Business Plan targets for the reduction of CO2 emissions from the Councils buildings and infrastructure.							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	TBA							
	CS2015-11	Service	Resources Division Reduction in corporate grants budget	c. £750			19	M	M	
		Description	A small reduction in the services that can be purchased from the 3rd Sector							
		Service Implication								
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	The process will need to be managed to ensure that it is carried out with due regard for equalities issues							
		TOM Implications	None significant							

DEPARTMENT: Corporate Services Savings December 2015

Panel	Ref	Description of Saving	Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 59	CS2015-12	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p><u>Corporate Governance Division</u></p> <p><u>Savings across the division arising from further expansion of South London Partnership</u></p> <p>Reductions in running expenses through lower print costs, share of management overheads and further reduced cost in advocacy with larger pool of advocates.</p>			41			
	CS2015-13	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p><u>Corporate Governance</u></p> <p>Shared investigation services</p> <p>reduction in investigation capacity and efficiency of service</p> <p>none</p> <p>Housing Benefit fraud investigation work now passed to DWP. Posts reduced to reflect this change</p> <p>reduced investigation resource</p> <p>none</p>	239	40			L	

DEPARTMENT: Corporate Services Savings December 2015

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS2015-14	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Corporate Governance</u> Shared audit service Efficiency of shared audit service by moving to a 5 borough shared service. Potential impact on audit assurance for Merton Risk based approach to audit across departments and other councils. none			33		L	M	
		Total Corporate Services Savings - December 2015			0	104	555			

DEPARTMENT: Children, Schools and Families Savings December 2015

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-07	Service Description	Cross Cutting Review of CSF staffing structure beneath management level.	9,873		189	201	Medium	Low	SS2
		Service Implication	Deliver for September 2017 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department.							
		Staffing Implications	Expect a reduction of 13 posts from a total of 268FTE.							
		Business Plan implications	We will prioritise our core statutory education and social care functions.							
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible.							
Total - CSF Savings December 2015					0	189	201			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 62	ENV33	Service/Section Description	Parking Services Development of emissions based charging policy for resident/business permits recognising the damage particularly from diesel engined motor vehicles	N/A	250		Medium	High	SI1
		Service Implication	Will have no impact on service - same volume of permits will still be issued but greater variety . Links with DVLA will provide info						
		Staffing Implications	Initially resource intensive to develop policy, but there after little impact expected.						
		Business Plan implications	Will encourage cleaner air quality and contribute to public health agenda						
		Impact on other departments	Potential impact initially on EH (P) team during development of policy.						
		Equalities Implications	None anticipated as vehicle emissions has no known correlation with equalities groups						
		TOM Implications	This has not previously been explored in TOM work and is completely new area of service development which has been brought forward in light of air quality management issues across London.						
	ENV34	Service/Section Description	Property Management Increased income from the non-operational portfolio. Undertaken through a the review of the rent reviews timetabled as part of existing leases.	(4,022)	8	40	Low	Low	SI1
		Service Implication	Capital investment would be required following the completion of the non-operational estate asset review (summer 2015) to determine properties and land interests that would increase in rental income through capital investment. There is currently monies contained within the capital programme - any further investment would require individual business cases to be approved for further capital investment.						
		Staffing Implications	Part of the current team's core work.						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						
		TOM Implications	consistent with TOM direction of travel						

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV35	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Waste Operations Efficiency measures to reduce domestic residual waste rounds by 1 crew following analysis of waste volumes and spread across week There may be a requirement to change the waste presentation policy, where residents will be permitted to present waste on the pavement rather than with in their property boundary on the day of collection only. Reduction of 4 FTE [though this saving would be taken as part of Phase C procurement if timetable goes to plan] None Transport None anticipated	2,568		150	High	High	SNS1
Page 63	ENV36	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Waste Services: Neighbourhood recycling Review and removal of NRCs Reduction in outlets for residents to recycle domestic waste. Reducing ongoing maintenance, cleaning and fly tp removal requirements None Potential reduction in recycling performance partly mitigated by potential reduction in fly-tips at some of these sites None To be completed - focus on residents in flats Consistent with TOM direction of travel	4,360	50		Medium	High	SNS2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV37	Service/Section Description	Transport: Workshops develop business opportunities to market Tacho Centre to external third parties	N/A		35	Medium	Low	S12
		Service Implication	Will need to ensure capacity is available to avoid conflict with in-house requirements						
		Staffing Implications	None						
		Business Plan implications	None though this would be part of Phase C and external contractor work if procurement goes to timetable .						
		Impact on other departments	Saving would result in a reduction in client charges / budgets .						
		Equalities Implications	None anticipated						
		TOM Implications	Consistent with TOM direction of travel						
Total Environment and Regeneration Savings December 2015					308	225			

AMENDMENTS TO SAVINGS DECEMBER 2015

PROPOSED DEFERRAL OF SAVING

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Original Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 6	CSD7	Division	Infrastructure & Transactions	382		47			L	L	SS2
		Description	Restructure Post & Print section and delete 2 FTE posts.								
		Service Implication	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some time critical processes.								
Equalities Implications	None										

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Proposed Change to Saving CSD07 (2015/16)		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 6	CSD7	Division	Infrastructure & Transactions	382		(47)	47		L	L	SS2
		Description	Restructure Post & Print section and delete 2 FTE posts.								
		Service Implication	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some time critical processes.								
Equalities Implications	None										

AMENDMENTS TO SAVINGS DECEMBER 2015
 PROPOSED DEFERRAL OF SAVING
 DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD43	<u>Division</u> Description	<u>Corporate Governance</u> Share FOI and information governance policy with another Council.	322	0	40	10	0	H	L	SS1
		Service Implication	Reduction in management capacity								
		Staffing Implications	loss of 1FTE								
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								
P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 66	CSD43	<u>Division</u> Description	<u>Corporate Governance</u> Share FOI and information governance policy with another Council.	322	0	(40)	40	0	H	L	SS1
		Service Implication	Reduction in management capacity				(10)	10			
		Staffing Implications	loss of 1FTE								
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								
		Net Change				(40)	30	10			

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000
ER07	<p>Level 1</p> <p>1)</p> <p>Development & Building Control The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit.</p>	200		
EN09	<p>Service/Section Description Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.</p> <p>Service Implication During the implementation period there may be a limited impact on service delivery.</p> <p>Staffing Implications reduce 1FTE</p> <p>Business Plan implications It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner.</p> <p>Impact on other departments Initially a reduced ability to help coordinate wider council strategies</p> <p>Equalities Implications none</p>	40		
EN11	<p>Service/Section Description Staff reduction. DC deputy area team leader</p> <p>Service Implication Although the loss of this post could be partially managed by reallocation of responsibilities as part of development of TOM, the loss of this post may have a significant impact on ability to meet statutory performance targets in respect of major regeneration proposals in the borough. Reduced support for team leaders and reduced mentoring support for team members.</p> <p>Staffing Implications reduce 1FTE</p> <p>Business Plan implications Impact on ability to meet major applications targets</p> <p>Impact on other departments reduced ability to help coordinate wider council regen strategies</p> <p>Equalities Implications none</p>	52		

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
E&R28	<p>Service/Section</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Building and Development Control</p> <p>Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment.</p> <p>Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings .</p> <p>Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.</p> <p>consistent with Transformation Plan</p> <p>unknown at present</p> <p>unknown at present</p>		157	

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
E&R29	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Building & Development Control Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process</p> <p>The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case.</p> <p>No changes although there will be additional pressure on existing staff to deliver.</p> <p>Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.</p> <p>none</p> <p>none</p>	40		

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
E&R30	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Building & Development Control - Planning Enforcement Reduce staffing levels within the enforcement team by 2 FTE's There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop. Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer. It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council Joint enforcement investigations will be severely hindered. none	80		
Total Environment and Regeneration Savings			412	157	0

Alternative Savings Proposals

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Building & Development Control Review of service through shared service discussions with neighbouring boroughs - delaying the imlemntation of the 2016/17 savings to 2017/18. To be determined through shared service discussions To be determined through shared service discussions To be determined through shared service discussions None. None. In line with the TOM.		569		Medium	Medium	SS2
Total Environment and Regeneration Savings			0	569	0			

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
ER23	Level 1	1) Future Merton It is proposed to change working practices for the remainder of the team and charge 10% of salaries to the capital budgets. This process can also be applied to the Council's £5.2m regeneration capital programme, encompassing the town centre regeneration and economic development programmes. The ability to charge costs against disposals where the Council is not obtaining an asset are limited to 4% of the capital receipt.	414		
Total Environment and Regeneration Savings			414	0	0

Alternative Savings Proposals

Ref	Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Future Merton Staff savings from 6th month review following the merger of the traffic and highways and the FutureMerton team in to one team and further budget savings/adjustments within the controllable expenditure budgets 5-8 FTEs and merger of existing posts Possible reduction in the amount of external funding that the team has the capacity to bid for. None. None. In line with the TOM.	130	214		Medium	Medium	SS2
	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Property Management Restructure of team to provide more focus on property management and resiliance within the team. Loss of 1 FTE and the introduction of graduate trainee roles to fill vacant positions. None. None. None. In line with the TOM	52	18		Low	Low	SS2
Total Environment and Regeneration Savings			182	232	0			

AMENDMENTS TO SAVINGS DECEMBER 2015

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Adult Social Care										
HC&OP	CH65	<p>Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Shared Service Arrangement Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org. This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity. Possible redundancies. This is consistent with aims to promote partnership working with other local authorities and integration with the NHS. Access to senior ASC Managers may be harder where cross cutting work is under consideration. As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted. This is a significant potential change to the "Organisation" Layer of the TOM.</p>	£5,031	£0	£0	£400	H	L	SS2
HC&OP	CH66	<p>Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Direct Provision Look at opportunities for shared services for in-house services The services would continue but would possibly be rationalised across the Organisation. Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time. None. Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service. These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. This is a significant change to the "Organisation" Layer of the TOM, but the services delivered would remain essentially the same.</p>	£3,886	0	£0	£400	H	H	SPRO/SNS1
Sub-total Adult Social Care Options					£0	£0	£800			

AMENDMENTS TO SAVINGS DECEMBER 2015

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Library & Heritage Service									
SC	CH67	<p>Service Description Library & Heritage Service Shared Management Structure</p> <p>Service Implication This proposal would mean the merger of management teams across two boroughs. It would achieve savings that would not be achievable by continuing to run as a single authority. The saving will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.</p> <p>Staffing Implications There will be staffing reductions in the new structure that could lead to some redundancies along with some cultural change. TUPE will apply to some staff.</p> <p>Business Plan implications None.</p> <p>Impact on other departments Access to Library & Heritage Service managers may be more limited.</p> <p>Equalities Implications These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.</p> <p>TOM Implications Identified as a key action within the new Library & Heritage Service TOM.</p>	£1,074	0	130	0	H	M	SS1

AMENDMENTS TO SAVINGS DECEMBER 2015

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	CH68	Description	Completion of Shared Library & Heritage Service Management Structure with another borough - £25k	£1,074	0	0	25	H	M	SS2
		Service Implication	A Transformation Manager post has been included in the proposed management structure for a period of 2 years. It will enable full integration between services and will programme manage the proposed changes and ensure that new arrangements are in place whilst identifying other potential efficiency savings.							
		Staffing Implications	It will affect 1 FTE post that will be recruited on a fixed term basis.							
		Business Plan implications	None.							
		Impact on other departments	None.							
		Equalities Implications	None.							
		TOM Implications	Identified within the new Library & Heritage Service TOM.							
SC	CH69	Description	Full rationalisation of staffing structures and building usage with another borough (phase 2) – Sum to be agreed	£1,074	0	0	23	H	M	SS2
		Service Implication	The saving should enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.							
		Staffing Implications	These changes may impact on staff.							
		Business Plan implications	None.							
		Impact on other departments	Access to Library & Heritage Service managers may be more limited.							
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.							
		TOM Implications	Identified as a key action within the new Library & Heritage Service TOM.							
Total (Libraries)					0	130	48			
Total C&H Replacement Savings Proposals December 2015					0	130	848			

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?	CS2015-01 Reduction in IT support/maintenance contracts CS2015-02 Expiration of salary protection
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
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)	CS2015-01: reduce the budget for IT support and maintenance contracts by £3k. It is anticipated that expenditure can be reduce by this amount in response to actions out of our IT Strategy to rationalise our IT systems. CS2015-02: reduce the salary budget for the Business Support Team by £16k to reflect the expiration of salary protection arrangements that initiated in 2014 as part of the restructure for that team.
2. How does this contribute to the council's corporate priorities?	CS2015-01 is directly related to and supports/is supported by the council's IT strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals are not expected to have any impact on services or customers. The removal of salary protection will impact on the three individuals in receipt of it. One of these has stated their intention to retire. Learning and development is being offered to the remaining officers to maximise their opportunity to achieve their previous salary level by the time the protection is withdrawn.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The reduction in support and maintenance budget for IT systems will depend on adoption of the IT Strategy throughout the organisation. It relies on rationalisation of our IT systems so that there are fewer maintenance and support contracts and that these are as efficient as possible.

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 individuals in receipt of salary protection.
 The learning and development arrangements within the team.
 Application for flexible retirement.

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		✓	✓		Staff will be affected by a reduced income
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓	✓		Staff will be affected by a reduced income
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Staff will be affected by a reduced income

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?
Withdrawal of salary protection for two individuals.	Personal Development Plans	Annual appraisal forms	March 2018	Existing	Clive Cooke	Yes.

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date: 14/10/15
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

[Add name/ job title](#)

Signature:

Date:

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Restructure Transactional Services team and delete up to three FTE posts through voluntary/compulsory redundancy (Savings proposal CS/IT01)
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £100K over the period 2018/19 by restructuring the Transactional Services section and deleting up to 3 FTE posts that process payments and set up new vendors/suppliers on the councils various financial systems.
2. How does this contribute to the council's corporate priorities?	The saving is required as part of the Medium Term Financial Strategy, and can be achieved through efficiency savings that will be achieved through the implementation of new corporate IT systems that will automate the processing and payment of invoices and reduce the overall requirement for Transactional Services staff.
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 up to three members of staff from a current establishment of 13.3. The Transactional Services team are responsible for the council's entire Accounts Payable/Receivable function, maintaining the master vendor/suppliers database and providing support and training on the various systems used by staff for processing payments and invoices.
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).

As part of the development of new IT systems, suppliers generally incorporate facilities for the provision of 'E-billing' and the processing of electronic invoices, both of which have the ability to significantly improve efficiency and also reduce the need manual handling by staff. The Council is currently in the process of replacing a number of its major IT systems, which will incorporate this new technology and enable us to reduce the amount of resources that are required to undertake works in this area of our operations.

Stage 3: Assessing impact and analysis

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

Page 6

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 9 th October 2015
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

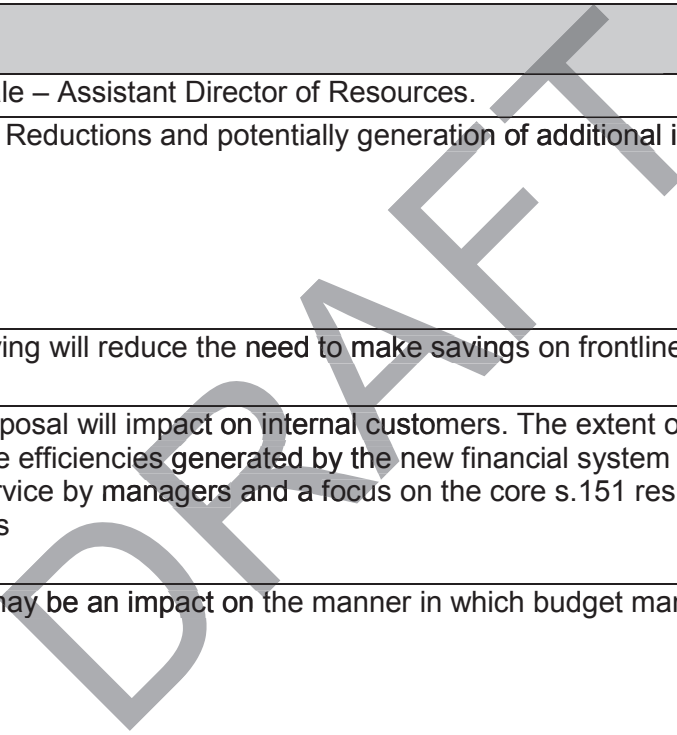
Equality Analysis



What are the proposals being assessed?	CS2015-05
Which Department/ Division has the responsibility for this?	Corporate Services – Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale – Assistant Director of Resources.
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Staffing Reductions and potentially generation of additional income
2. How does this contribute to the council's corporate priorities?	The saving will reduce the need to make savings on frontline services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will impact on internal customers. The extent of the impact will only become fully understood once the efficiencies generated by the new financial system become clear. It will lead to greater reliance on self- service by managers and a focus on the core s.151 responsibilities of the Director of Corporate Services
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There may be an impact on the manner in which budget managers discharge their roles.

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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).

This is an internal saving and hence does not have a direct impact on any external protected groups. The staffing saving will be delivered following the council's corporate policies for restructuring which are designed to ensure that all staff are treated equally.

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		Depending on the staff affected there could be a negative impact in this area
Disability		x	x		Depending on the staff affected there could be a negative impact in this area
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x	x		Depending on the staff affected there could be a negative impact in this area
Religion/ belief		x		x	
Sex (Gender)		x	x		Depending on the staff affected there could be a negative impact in this area
Sexual orientation		x		x	
Socio-economic status		x		x	

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age, Disability, Race and Sex (Gender)	Any staffing reduction will be managed using the Council's managing organisational change procedures which are designed to mitigate any adverse equalities impact of staffing reductions.	Monitoring that the process has been followed. . That the results have not disproportionality impacted on any equality group	April 2018	Existing	Assistant Director of Resources	If agreed by members as part of the general package of savings

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Dale Assistant Director of Resources	Signature:	Date:12/10/2015
Improvement action plan signed off by Director/ Head of Service	Paul Dale Assistant Director of Resources	Signature:	Date:12/10/2015

DRAFT

Equality Analysis

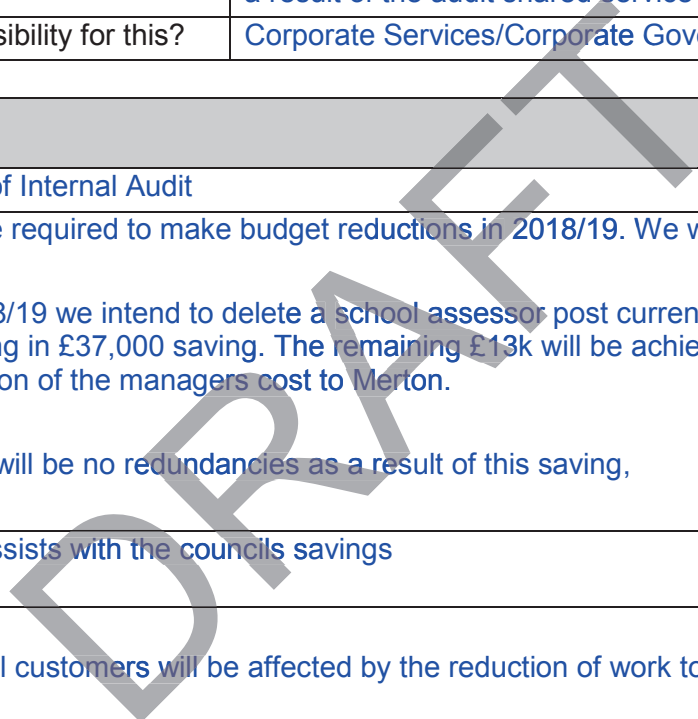


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	AA03 delete the school assessor post (0.6), reduction in the Manager resource as a result of the audit shared service
Which Department/ Division has the responsibility for this?	Corporate Services/Corporate Governance

Stage 1: Overview	
Name and job title of lead officer	Head of Internal Audit
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>We are required to make budget reductions in 2018/19. We will be removing a post that is currently vacant.</p> <p>In 2018/19 we intend to delete a school assessor post currently vacant and covered by agency resources, resulting in £37,000 saving. The remaining £13k will be achieved through the audit shared service and the reduction of the managers cost to Merton.</p> <p>There will be no redundancies as a result of this saving,</p>
2. How does this contribute to the council's corporate priorities?	This assists with the councils savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers will be affected by the reduction of work to review controls or advise on fraud risks.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	A tri borough shared audit service started in October 2015 and this is to be expanded to 4 borough from April 2016 and 5 boroughs in October 2016. This will result in reduced management costs for each council.

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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 savings will not affect any equality groups

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			
Disability		X			
Gender Reassignment		X			
Marriage and Civil Partnership		X			
Pregnancy and Maternity		X			
Race		X			
Religion/ belief		X			
Sex (Gender)		X			
Sexual orientation		X			
Socio-economic status		X			

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 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.

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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 [add](#) 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.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Margaret Culleton	Signature: M Culleton	Date: 14.10.15
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Staffing Support Savings (CS 2015-08)
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
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 proposal is to remove staffing support currently provided to the Assistant Director of Business Improvement. The latter post is being deleted and therefore the dedicated support will no longer be required.</p> <p>This will involve the deletion of 0.5 of a post.</p>
2. How does this contribute to the Council's corporate priorities?	The proposal supports the theme of Corporate Capacity by ensuring the department offers support to the organisation in the most efficient way.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal is not expected to have any impact on services or customers since it is secondary in nature (i.e. the provision of support to an AD).
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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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).

Related savings proposals, specifically the deletion of the AD Business Improvement post.

The postholder affected.

Staff will be managed using the managing workforce change procedure.

Stage 3: Assessing impact and analysis

Page 92
6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Deletion of half a post impacting on the current postholder	Application of the Organisational Change process.	Business case	March 2018	Existing	Sophie Ellis	Yes.

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date: 10/11/15
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

[Add name/ job title](#)

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?	Restructure of Safety Services & Emergency Planning team and delete up to two FTE posts through voluntary/compulsory redundancy (Savings proposal CS/IT04)
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £48K over the period 2017/18 and 2018/19 by restructuring the Safety Services & Emergency Planning section and deleting up to 2 FTE posts that provide specialist health and safety advice and support to council departments and local authority schools. The team are also responsible for the overall management, development and testing of the the councils strategic emergency planning, disaster recovery and business continuity planning process.
2. How does this contribute to the council's corporate priorities?	The saving is required as part of the Medium Term Financial Strategy, and can be achieved through efficiency savings that will be realised as a result of developing more integrated working arrangements with the corporate FM team and the use of new IT systems which enable information to be shared more effectively which should reduce the amount of time needed to complete on site safety/compliance audits on the councils corporate buildings.
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 up to two members of staff from a current establishment of 5.5. The Safety Services and Emergency Planning team are responsible for providing specialist technical advice and support for all departments and ensuring that the council continues to discharge some of its statutory obligations. operations.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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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 recent transfer of the Safety Services team from Corporate Governance to the Infrastructure & Transactions division has enabled the service to develop a far more integrated working arrangement with the Facilities Management section, who are responsible for the repair and maintenance of the councils corporate buildings which includes the management and monitoring of statutory items such as asbestos, legionella and gas safety. The co-location of the these two sections has allowed the Safety Services team to work directly with FM project managers which provides a number of benefits which include a reduction in the duplication of works and an ability to access/share information more effectively through the development of a new corporate asset management system both of which should ultimately reduce the time taken to complete safety audits and free up specialist resources in both teams to work in a more proactive manner. Any staff reduction will be managed using the councils 'Managing workforce change' procedure

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		Given the small numbers and the age of the staff currently working in the team, the loss of two posts may have a disproportionate impact either on older or younger employees.
Disability		X		X	
Gender Reassignment		X		X	
Marriage & Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X	X		Given the small number of people working in the team, the loss of two posts may have a disproportionate impact on either male or female

					employees.
Sexual orientation		x		x	
Socio-economic status		x		x	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 6 th November 2015
Improvement action plan signed off by Director/ Head of Service		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?	Delivery of savings through the installation of various energy saving devices at council owned properties (Savings proposal CS 2015-10)
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of approximately £465K over the period 2018/19 by reducing energy consumption at Council buildings by undertaking a range of energy conservation projects, energy efficiency projects and the installation of local renewable energy generation schemes. The objective is to reduce energy consumption without alteration to service delivery standards, or the used environment within and around our buildings. Consequently only positive outcomes will occur ranging from reduced Council expenditure to improved local air quality.
2. How does this contribute to the council's corporate priorities?	The saving is required as part of the Medium Term Financial Strategy, and will also contribute towards improving performance in respect to Business Plan targets for the reduction of CO2 emissions from the councils operational buildings and infrastructure
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Users of all Council operational buildings
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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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).

None

Stage 3: Assessing impact and analysis

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

Page 100

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All groups will benefit from improved local air quality
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All groups will potentially benefit from the financial saving made by the council, as it should reduce the impact on front line services in the medium term.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposals seek not to alter service delivery, but to allow the same service delivery to be achieved whilst reducing operating costs and consuming less energy.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Religion/ belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Sex (Gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Socio-economic status	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 9 th November 2015
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis



What are the proposals being assessed?	Proposed budget saving CS2015-11 (2018-19)
Which Department / Division has the responsibility for this?	Corporate Services - Resources

Stage 1: Overview

Name and job title of lead officer	Evereth Willis – Interim Head of Policy, Strategy and Partnerships
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 and desired outcome of the proposal is to reduce the level of grant funding available to the Voluntary and Community sector.
2. How does this contribute to the council's corporate priorities?	The proposal will contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The funding benefits Voluntary and Community groups in the borough. Currently the Strategic Partnership Funding is used to capacity build and support organisations that give advice. The proposal will reduce the level of funding available for the Voluntary and Community organisations to bid for. Although it is a small reduction it may affect capacity building and targeted work focused on particular communities in the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The other departments also give grants and commission services from the Voluntary and Community sector.

Stage 2: Collecting evidence/ data

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

The level of funding currently awarded to organisations for 2015-18 has been used as part of the analysis and the aims (outlined below) have also been considered:

- Strategic Partner Funding is targeted at two areas of activity:
 - Strategic support services for the voluntary and community sector, including umbrella organisations providing voice, advice and capacity building support; and
 - Cross-cutting accredited advice services
- Strategic Partners:
 - deliver services that generate a quantifiable benefit to Merton;
 - are able to demonstrate a strong local connection to Merton, including an established local presence in the borough for at least 12 months;
 - contribute to the delivery of Merton’s Community Plan and meeting the council’s strategic objectives, including its commitment to equality and diversity;
 - operate in accordance with the principles of the Merton Compact;
 - work strategically with the council and contribute to policy development relating to the service they provide/ organisations they represent;
 - give service users a voice and articulate these at a borough level;
 - work collaboratively with other VCS organisations;
 - are not for profit organisations and do not include any public body or local authority; and
 - have a corporate body or have a formal constitution if not incorporated

The reduction, all be it minimal may adversely affect all the protected characteristics. Potentially there is a negative impact on all the protected characteristics but particularly Age, Disability, Sex, Race and Socio-Economic status. It may also reduce the borough’s ability to ‘Bridge the Gap’ as numerous small voluntary and community groups operate in the East of the borough and provide a targeted service.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Disability		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Gender Reassignment		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Marriage and Civil Partnership		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Pregnancy and Maternity		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Race		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Religion/ belief		✓			The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Sex (Gender)		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Sexual orientation		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Socio-economic status		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.

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

Negative impact / gap in information identified in the Equality Analysis	Potentially there is a negative impact on all the protected characteristics but particularly Age, Disability, Sex, Race and Socio-Economic status.
Action required to mitigate	Inform the Compact Board of the proposed reduction and work with the Board and Merton Voluntary Services Council (MVSC) to support groups to work collaboratively and seek alternative funding sources and identify income generating measures.
How will you know this is achieved? e.g. performance measure / target	Feed back from MVSC and from groups currently funded to assess how they are responding to reduced funding levels.
By when	March 2017
Existing or additional resources?	Existing

Lead Officer	Evereth Willis
Action added to divisional / team plan?	Will be part of the team work programme to discuss funding reductions with the Compact Board and funded groups

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)

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Page 1 of 5

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.

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.

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.

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

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Evereth Willis, Interim Head of Policy, Strategy and Partnerships	Signature: Evereth Willis	Date: 20.11.15
Improvement action plan signed off by Director/ Head of Service	Paul Dale, Assist Director Resources	Signature: Paul Dale	Date: 20.11.15

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?	<p>CS2015-13 Reduction in Investigation capacity £40,000 CS02015-14 Reduction in audit capacity £33,000</p> <p>Both the audit and investigation services are outsourced. Internal Audit is part of the Richmond Shared Service (SWLAP) and Investigation is part of the Wandsworth Shared service (SWLFP). By 2017/18 these services will be joined as part of the Richmond/Wandsworth merge.</p>
Which Department/ Division has the responsibility for this?	Corporate Services/Corporate Governance

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Stage 1: Overview

Name and job title of lead officer	Head of Internal Audit
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>We are required to make reduce our audit and investigation buy in from the audit and investigation partnerships in 2017/18.</p> <p>This will result in less audit days for Merton and therefore less coverage of control risks. This will also mean that there will be less proactive fraud work undertaken within the investigation service, which could have an impact on the controls and detection of fraud.</p>
2. How does this contribute to the council's corporate priorities?	This assists with the councils savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers will be affected by the reduction of work to review controls or advise on fraud risks.
4. Is the responsibility shared with another department, authority or	the effect of the savings will mean less time purchased from the audit and fraud partnerships.

organisation? If so, who are the partners and who has overall responsibility?	
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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 savings will not affect any equality groups

Stage 3: Assessing impact and analysis

Page 108

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			
Disability		X			
Gender Reassignment		X			
Marriage and Civil Partnership		X			
Pregnancy and Maternity		X			
Race		X			
Religion/ belief		X			
Sex (Gender)		X			
Sexual orientation		X			
Socio-economic status		X			

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 Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

- 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.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Margaret Culleton Head of Internal Audit	Signature: M Culleton	Date: 18th November 2015
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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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?	CSF2014-05 Proposed savings from CSF Commissioning Budgets for 2016/17 (REDUCTION IN PREVIOUSLY AGREED SAVING)
Which Department/ Division has the responsibility for this?	CSF/Commissioning Strategy and Performance

Stage 1: Overview

Name and job title of lead officer	Paul Ballatt – Assistant Director Commissioning Strategy and Performance
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>Reduction in previously agreed £400k saving to a reduced figure of £300,000 savings from Early Intervention and Prevention (EIP) commissioning budgets in 2016-17.</p> <p>All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would reduce the commissioning budget by £300,000 from an available £730,000.</p> <p>The overall impact of the saving would be the reduction in CSF department's ability to either re-commission existing early help services or commission new services.</p>
2. How does this contribute to the council's corporate priorities?	Supports the council's 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.	<p>Within Merton's established Child Wellbeing Model, early help services are provided to families following CASA or Single Assessment where intervention is designed to prevent the escalation of need into more specialist and potentially intrusive services. For many years Merton has commissioned such services, largely from the local community and voluntary sectors, aiming to increase resilience and coping capacity in families and reduce pressures on statutory social care services. The savings proposed will significantly reduce early help commissioning budgets, are likely to result in increased pressures on social care teams, and will impact on employment of CVS staff.</p> <p>Current early help services in scope for the savings proposal include those for families with parental mental health problems or learning difficulties; domestic violence; practical family support; children with disabilities; crèche provision supporting parenting programmes; and positive activities for young refugee and asylum seekers. Specific decisions will be made following evaluation of all services currently provided and ongoing needs analysis.</p>
4. Is the responsibility shared with	Not a shared responsibility. Services subject to this proposal are provided by local organisations which have

another department, authority or organisation? If so, who are the partners and who has overall responsibility?

been longstanding partners in Merton's Children's Trust arrangements.

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 performance of all commissioned services is monitored regularly in proportion to the amount of money that they receive. Data and information is required from providers to enable the council to monitor performance and monitoring meetings with providers are held. All services are currently meeting specified outputs. Providers are expected to deliver services equitably and monitoring data suggests that equalities groups are benefitting from fair access. Some specific services are targeted to specific equalities groups and all are targeted at more vulnerable families with identified needs including those from the more deprived parts of the borough. The proposal is, therefore, likely to impact negatively on families living in poverty and those with specific protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			yes		All services are designed to support children with forms of vulnerability
Disability			yes		Potential impact on families of disabled children
Gender Reassignment				no	
Marriage and Civil Partnership				no	
Pregnancy and Maternity			yes		Most services are designed to strengthen parenting including during early years. Some are specifically targeted at improving maternal health.
Race			yes		One service works specifically with refugees and asylum seeking young

					people
Religion/ belief				no	
Sex (Gender)				no	
Sexual orientation				no	
Socio-economic status			yes		Services are predominantly supporting families in challenging socio-economic circumstances

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

We will evaluate our current range of early intervention and prevention programmes ahead of re-commissioning for April 2016 delivery. Reduced funding will equate to a reduction in service delivery, but we will ensure through evaluation that the impact is mitigated as far as possible, by targeting the residual funding to greatest need. We will work with providers and casework staff to ensure a case by case examination of the implications of service withdrawal for existing service users and will seek to make alternative plans for those with ongoing risks/needs.

Stage 4: Conclusion of the Equality Analysis

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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?
From April 2016, the range and number of Early Intervention and Prevention services will be significantly reduced	Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact.	Monitoring of pressures on statutory social care services – eg Children in Need, LAC and CP cases	From April 2016	Existing	L Wallder	
	Case by case examination of need to reprovide support to individual CYP and families.	All current service users consulted on implications of closure of service.	Dec 2015	Existing	L.Wallder	


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

- Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community
 - Proposals for savings in 2016/17 could affect a significant number of children and families as this would mean a major reduction in the amount of money available to commission services
- What course of action are you advising as a result of this assessment?
- Acceptance of these savings proposals based on the plan to mitigate negative impact on specific service users

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Leanne Wallder	Signature:	Date: 30/09/15
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 30/09/15
	Yvette Stanley	Signature: 	Date 07/10/15

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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?	CSF2015-01 To cease to hold a contingency budget for SCRs
Which Department/ Division has the responsibility for this?	CSF, CSC & YI

Stage 1: Overview	
Name and job title of lead officer	Merton Safeguarding Children’s Board Business 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)	Historically CSF, CSC&YI have held a central budget for Serious Case Reviews (SCRs) and learning and Improvement reviews. This budget has been largely unspent over the last 5 years as we have only had 1 SCR and 1 learning and improvement review since 2009. The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB.
2. How does this contribute to the council’s corporate priorities?	Safeguarding vulnerable children is a key statutory function of the council and we are committed to learning the lessons from cases as part of our continuous improvement agenda.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Partners and the council will each contribute to the costs of an SCR/LIR as and when they occur.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB.

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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 threshold for an SCR or LIR has only been met twice since 2009 and in any event the costs should be shared amongst commissioning agencies. A LIR might cost c £10k an SCR could costs considerably more but the costs would be shared.

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					Not applicable
Disability					Not applicable
Gender Reassignment					Not applicable
Marriage and Civil Partnership					Not applicable
Pregnancy and Maternity					Not applicable
Race					Not applicable
Religion/ belief					Not applicable
Sex (Gender)					Not applicable
Sexual orientation					Not applicable
Socio-economic status					Not applicable

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

The decision will have no impact – SCRs and LIRs will be undertaken but will be commissioned jointly and costs shared.

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.

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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 [add](#) Assessment

There are is equality impact of this proposal

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by		Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature: <i>Yvette Stanley</i>	Date: 15/09/2015

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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?	CSF2015-02 Review of management costs within CSF to deliver savings over 2016/17
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of CSF
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally

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).

CSF's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas.

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					At this stage of proceedings it is not possible to evidence impact but detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above
Gender Reassignment					See above
Marriage and Civil Partnership					See above
Pregnancy and Maternity					See above
Race					See above
Religion/ belief					See above
Sex (Gender)					See above
Sexual orientation					See above
Socio-economic status					See 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.**

DRAFT

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?
To review proposals and implementation at key points to ensure EI is not disproportionate	Undertake EAs at key stages of the process: design; implementation	EAs undertaken	To be determined as part of programme	Existing	CSF Business partner	

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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 [add](#) Assessment

Programme management to include overview and action to mitigate any potential negative equalities implications

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date: 15/09/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature: <i>Yvette Stanley</i>	Date:15/09/2015

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Equality Analysis



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

What are the proposals being assessed?	CSF2015-03 Budget savings of £200k in 2017-18 and £200k in 2018-19
Which Department/ Division has the responsibility for this?	Children, Schools and Families Department

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt, Assistant Director Commissioning, Strategy and Performance
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)	Option 1 is to generate the full amount as income from schools through full cost recovery of services currently provided and increased trading. Option 2 in the event that this is not deliverable would be through deletion of posts and reduction of services.
2. How does this contribute to the council's corporate priorities?	Contributes to departmental savings programme in accordance with council's overall 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.	Schools and CSF workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	CSF department provides statutory and other services to schools all of which are in scope for this savings proposal.

Stage 2: Collecting evidence/ data

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

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

CSF provides a range of statutory and other services to schools, through SLAs. For 2016-17 savings already agreed (£400K) work is already underway to examine the current charging regimes and to identify benchmarks in order to determine scope for increasing charges. This will continue in respect of 2017-18 and 2018-19 savings.

However if schools are unwilling or unable to pay increased charges the LA offer would need to reduce in order to meet savings required – officers are identifying the statutory minimum level of services which the department would need to continue to provide.

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		May need to reduce LA support services to primary and secondary schools
Disability			x		May need to reduce support services to special schools
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race			x		Potential reduction in services to pupils with EAL
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?
Potential reduction in service offer	Ensure statutory minimum level of service is maintained	Understanding regulatory framework/feedback from schools	March 2017	Existing	Paul Ballatt/Jane McSherry	As required for 2017-18 service planning round
Workforce Reduction	Compliance with HR management of change procedures	Required procedures followed/full consultation with staff affected	March 2017	Existing	Paul Ballatt/Jane McSherry	As required for 2017-18 service planning round

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul Ballatt	Signature:	Date: 5/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature: <i>Yvette Stanley</i>	Date: 7/10/2015

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Equality Analysis

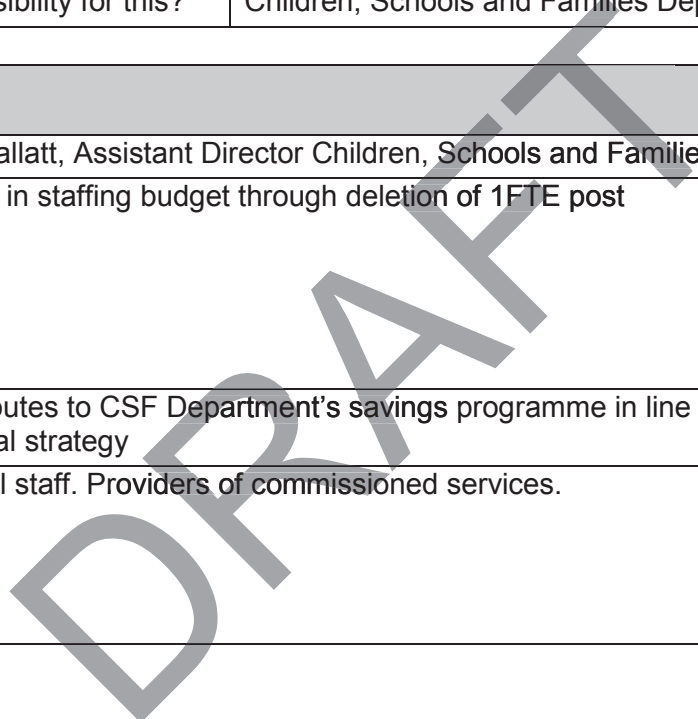


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	CSF2015-04 Reduction of 1 FTE Commissioning Manager in 2018-19
Which Department/ Division has the responsibility for this?	Children, Schools and Families Department

Stage 1: Overview

Name and job title of lead officer	Paul Ballatt, Assistant Director Children, Schools and Families Department
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)	Saving in staffing budget through deletion of 1FTE post
2. How does this contribute to the council's corporate priorities?	Contributes to CSF Department's savings programme in line with the council's overall 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.	Internal staff. Providers of commissioned services.
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).

CSF department savings already agreed as part of the medium term financial strategy include significant reductions in commissioning budgets. Fewer services will, therefore, need be specified, procured and contract monitored by commissioning staff. Remaining staff will retain sufficient capacity to undertake these commissioning functions appropriately although some re-allocation of work will be required.

Stage 3: Assessing impact and analysis

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

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

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

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

Negative impact/gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
All current postholders are female	Ensure council's management of change procedure is followed with full consultation with staff affected	Decision taken and implemented re staffing reduction via voluntary severance or fair competitive process	March 2018	Existing	Leanne Wallder	As required in service planning round 2018-19

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	Paul Ballatt, Assistant Director	Signature:	Date: 5/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley, Director	Signature: 	Date: 07/10/2015

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?	CSF2015-05 Reduction of 1 FTE Capital Project Manager post in 2018-19
Which Department/ Division has the responsibility for this?	Children, Schools and Families Department

Stage 1: Overview

Name and job title of lead officer	Paul Ballatt, Assistant Director Children, Schools and Families Department
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)	Saving in staffing budget through deletion of 1FTE post
2. How does this contribute to the council's corporate priorities?	Contributes to CSF Department's savings programme in line with the council's overall 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.	Internal staff, schools and contractors.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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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).

CSF department has been required to deliver school expansion projects to meet the rising demand for school places. To date this has involved major expansion in the primary and special school sectors. Although plans are now being progressed for new school and expansion schemes in the secondary school phase, fewer projects will be required, albeit of a larger scale. Fewer schemes will, therefore, need to be procured and cliented. Remaining staff will retain sufficient capacity to undertake these functions appropriately.

Stage 3: Assessing impact and analysis

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

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

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

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

Negative impact/gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
All current postholders are female	Ensure council's management of change procedure is followed with full consultation with staff affected.	Decision taken and implemented re staffing reduction via voluntary severance or fair competitive process	March 2018	Existing	Tobey van Zyl	As required in service planning round 2018-19

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	Paul Ballatt, Assistant Director	Signature:	Date: 5/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley, Director	Signature: <i>Yvette Stanley</i>	Date: 07/10/2015

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?	CSF2015-06 Data Review and Centralisation – Reduction of 1FTE officer 2017/18
Which Department/ Division has the responsibility for this?	Children, Schools and Families Department

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt, Assistant Director Children, Schools and Families Department
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)	Saving in staffing budget through deletion of 1FTE post
2. How does this contribute to the council's corporate priorities?	Contributes to CSF Department's savings programme in line with the council's overall 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.	Internal staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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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).

CSF Department has a central Policy, Planning and Performance service including a Research and Information function which supports internal performance management and delivers external performance reports and statutory returns. There are additional posts providing similar functions outposted in the operational Divisions. A review of all posts will be undertaken during 2015-16 with a view to centralising functions of outposted staff, rationalising and achieving economies of scale as a result and releasing 1FTE post as a saving. Remaining staff will retain sufficient capacity to comply with statutory reporting requirements although the range of internal management information reports may need to be reduced. This should be mitigated by the implementation of new client information system (Mosaic).

Stage 3: Assessing impact and analysis

Page 11
 11. 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					N/A
Disability					N/A
Gender Reassignment					N/A
Marriage and Civil Partnership					N/A
Pregnancy and Maternity					N/A
Race					N/A
Religion/ belief					N/A
Sex (Gender)					N/A
Sexual orientation					N/A
Socio-economic status					N/A

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

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

Negative impact/gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/team plan?
All current postholders are in scope for savings proposal	Ensure council's management of change procedure is followed with full consultation with staff affected	Decision taken and implemented re staffing reduction via voluntary severance or fair competitive process	March 2018	Existing	Naheed Choudhry	As required in service planning round 2018-19

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

Stage 4: Conclusion of the Equality Analysis

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

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


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul Ballatt, Assistant Director	Signature:	Date: 05/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley, Director	Signature: 	Date: 07/10/2015

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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?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of CSF
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose. At this stage we expect this will require a reduction of 13 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
2. How does this contribute to the Council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

CMT/CSF

increased demands with a reduced number of staff.

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).

CSF's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas. During the review of our processes we will ensure they are LEAN.

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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					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above

Gender Reassignment					See above
Marriage and Civil Partnership					See above
Pregnancy and Maternity					See above
Race					See above
Religion/ belief					See above
Sex (Gender)					See above
Sexual orientation					See above
Socio-economic status					See 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 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?
To review proposals and implementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determined as part of programme	Existing	CSF Business partner	

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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

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:

Equality Analysis



ENV01.

What are the proposals being assessed?	ENV01 Reduce the level of PA support to Heads of Service by 0.6FTE
Which Department/ Division has the responsibility for this?	Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Chris Lee Director of Environment & 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)	To reduce the overheads of the organisation by reducing the back office support costs.
2. How does this contribute to the council's corporate priorities?	Improved efficiencies due to a reduction in expenditure and more cost effective ways of working..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The Personal Assistants within the department (2.6 FTEs)
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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Page 1 of 1

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 impact on staff will be managed in accordance with the Managing Workforce Change framework.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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	Eamon Maher, Business Partner	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Chris Lee Director of Environment and Regeneration.	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?	<p>The change in the current shift patterns and hours of operation from 4 days on and 3 days off operation to 5 days on and 2 days off along with a change from a 3 shift system to a 2 shift system. .</p> <p>The proposal will lead to reduction in resources of 5 FTE Civil Enforcement Officers ENV02 and 1 CEO Team Leader ENV03</p> <p>There will be a need to consult with staff as this will be change to their terms and conditions.</p>
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Which Department/ Division has the responsibility for this?	ER/Public Protection/Parking and CCTV Services
---	--

Stage 1: Overview

Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To reduce the hours worked per day by staff in the enforcement team from 8.75 to 7 per day (35 per week) but increase the number of days worked from 4 to 5.</p> <p>This will lead to a reduction of 5 Civil Enforcement Officers and 1 Civil Enforcement Team Leaders</p>
2. How does this contribute to the council's corporate priorities?	By introducing more efficient methods of working this will lead to improved efficiencies (savings) in the service whilst still delivering the level of services expected.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The public and motorists who use our services will benefit whilst reducing the cost to run the service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	The responsibility is not shared with any other department

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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 purpose of these efficiencies is to reduce the enforcement resources due to an improvement in compliance by the motorist the measurement of the compliance improvements will be gathered in the middle to latter part of the 2016-2017 year, this will be measured by a drop off in the number of PCN's issued by the foot patrols. The impact on staff will be managed in accordance with the Managing Workforce Change framework.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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	Head of Paul Walshe Parking and CCTV Services	Signature:	Date:
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?	Improvement of traffic flows and congestion by developing improved monitoring procedures concentrating on areas of poor compliance by the motorists in new areas of enforcement such as new controlled parking zones where a majority of local residents have asked for this. ENV04
Which Department/ Division has the responsibility for this?	Parking and CCTV Services/Public Protection/ER

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the next 2 years we expect an increase in the number of CPZ's where a majority of local residents have asked for this and this is based upon the current work schedule. This will lead to an increase in the number of Penalty Charge Notices issued leading an increase in savings/revenue
2. How does this contribute to the council's corporate priorities?	Increase in savings/revenue leading to an improvement in congestion and a reduction in pollution.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents/Visitors/businesses are the customers and will benefit as parking spaces are made available because of enforcement.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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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).

Historically when ever a new CPZ is introduced, as a result of residents' requests, there is a need to enforce the parking regulations the level of enforcement carried based upon the PCN's issued as the number drops so compliance of the parking regulations improves and the number of resources allocated are reduced.

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 Parking enforcement generates parking spaces for groups of motorists who are entitled to park
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	
Disability	X			X	
Gender Reassignment	X			X	
Marriage and Civil Partnership	X			X	
Pregnancy and Maternity	X			X	
Race	X			X	
Religion/ belief	X			X	
Sex (Gender)	X			X	
Sexual orientation	X			X	
Socio-economic status	X			X	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe/Head of Parking and CCTV Services	Signature:	Date:
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?	Review the back office structure upon the anticipated tailing off the workload as compliance improves with the introduction of ANPR. ENV05
Which Department/ Division has the responsibility for this?	ER/Public Protection/Parking and CCTV Services

Stage 1: Overview

Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	As the workload decreases due to improved compliance consideration needs to given to a reduction in the number of 1 to 2 year fixed term admin officers.
2. How does this contribute to the council's corporate priorities?	Improved efficiencies due to a reduction in expenditure.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The existing 1 to 2 year fixed term contract staff as 2. above
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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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 reduction in PCN's issued will be the indicator for a reduction in resources. Any impact on staff will be managed in accordance with the Managing Workforce Change framework.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

page 163

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe Head of Parking and CCTV Service	Signature:	Date:
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?	Reduction in Transport related budgets ENV06
Which Department/ Division has the responsibility for this?	ER/Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduction in Transport Related Budgets
2. How does this contribute to the council's corporate priorities?	Reduction in expenditure
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Unclear at the moment
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Unclear at the moment

Draft

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).

To be considered at a later date

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 166

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date:

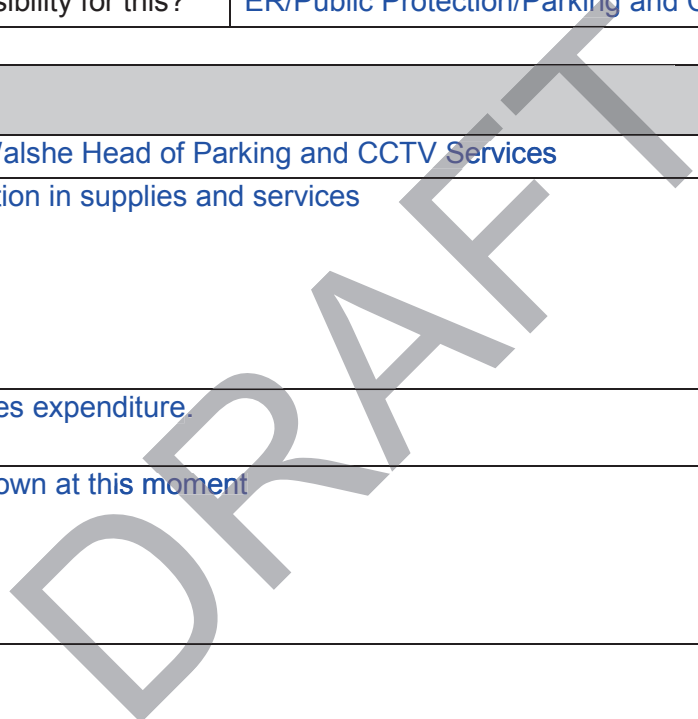
Equality Analysis



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?	Reduction in Supplies and Services ENV07
Which Department/ Division has the responsibility for this?	ER/Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduction in supplies and services
2. How does this contribute to the council's corporate priorities?	Reduces expenditure.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Not known at this moment
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).

Not known at this moment

Stage 3: Assessing impact and analysis

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

Page 168

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

page 169

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date:

Equality Analysis



ENV08 ENV09 ENV10. Replacement Saving ER10

What are the proposals being assessed?	<p>ENV08 Funding of EH FTE by Public Health Subsidy</p> <p>ENV09 Income Generation Opportunities within Regulatory Services</p> <p>ENV10 Efficiency reductions in Transport/Supplies and Services Budgets</p> <p>ER10 (Replacement element) Income budget increase to align with expectations</p>
Which Department/ Division has the responsibility for this?	Public Protection (Environment and Regeneration Dept)

Stage 1: Overview

Name and job title of lead officer	Paul Foster Head of Regulatory Services Partnership
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 introduce efficiency savings, utilise alternative funding sources and maximise income opportunities within the division.
2. How does this contribute to the council's corporate priorities?	Improved efficiency and income maximisation, the promotion of partnership working.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers of the Public Protection division (effects are not expected to be negative)
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Regulatory Service operates as a partnership with the London Borough of Richmond.

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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 nature of the savings proposed – increasing commercial opportunities, efficiency savings and re-alignment of budgets means that extensive evidence gathering is not appropriate..

Stage 3: Assessing impact and analysis

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

Page 171

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 972

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Foster (Head of Regulatory Services Partnership)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill. Head of Public Protection	Signature:	Date:

Equality Analysis – ENV11



What are the proposals being assessed?	Outsource leisure and sports activities – commissioning of the arts and sports development to an external organisation to replace the in-house provision.
Which Department/ Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division

Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Aims: To reduce expenditure and rationalise service provision, reducing number of direct employees in the process, commissioning out a reduced Leisure and Arts Development service in order to achieve savings</p> <p>Outcomes: To achieve savings To externalise Arts & Leisure Development function Potential reduction in scope of services Loss of 3 ftes</p>
2. How does this contribute to the council's corporate priorities?	Contributes to the council's saving plans.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>These proposals are set to make savings for the council. Those affected will be:</p> <ul style="list-style-type: none"> • Arts & Leisure Development Officers • Local community partners, sports & arts organisations, other service departments and teams, national governing bodies of sports; etc. will all be affected by these proposals.
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).

It is intended to use the remaining budgets to commissioning arts and leisure development services whereby the equalities implications for the council will be maintained within the scope of the commissions.

Stage 3: Assessing impact and analysis

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

Page 174

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race			X		Some of the staff losses are from an ethnic minority background
Religion/ belief				X	
Sex (Gender)			X		Some of the staff losses will be women
Sexual orientation				X	
Socio-economic status			X		The staff losses will be those at lower pay grades – ME9

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

Encourage staff to take up council training and development courses and support them through apply for jobs outside the organisation to give them the best chance of employment elsewhere.

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?
Loss of staff some of whom could be from an ethnic minority background and/or be women and all on lower pay grades	Encourage staff to take up council training and development courses and support them through apply for jobs outside the organisation to give them the best chance of employment elsewhere.	Attendance on training courses and jobs obtained outside of this team / organisation	Mar 17	Existing	CP	Added to TOM and individual appraisal targets from May 2016

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

Page 176

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
Key impacts on staff who are at risk of job losses: These are negative from an equalities point of view as some of those affected may be women, may be from an ethnic minority background and all are on lower pay grades (ME9). Mitigation is: Advising staff early and encouraging them to attend training and development courses to improve their chances of employment elsewhere.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Christine Parsloe, Leisure & Culture Development Manager	Signature:	Date: 12 th October 2015
Improvement action plan signed off by Director/ Head of Service	James McGinlay, Head of Sustainable Communities	Signature:	Date:

Equality Analysis – ENV12



What are the proposals being assessed?	Loss of head of leisure & culture development section/amalgamated with head of Greenspaces
Which Department/ Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division

Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Aims: To reduce expenditure and rationalise service provision to complement other service changes within Greenspaces and Leisure & Culture Development</p> <p>Outcomes: To achieve savings To rationalise and suitably structure remaining services as part of service transformations Loss of 1 ftes</p>
2. How does this contribute to the council's corporate priorities?	Contributes to the council's saving plans.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>These proposals are set to make savings for the council. Those affected will be:</p> <ul style="list-style-type: none"> Leisure & Culture Development Manager and the Greenspaces Manager
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).

None

Stage 3: Assessing impact and analysis

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

Page 170

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	
				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race				X	
Religion/ belief				X	
Sex (Gender)			X		The staff loss could be female
Sexual orientation				X	
Socio-economic status				X	

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

Encourage staff to take up council training and development courses and support them through applying for jobs elsewhere.

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?
Loss of staff some of whom could be female	Encourage staff to take up training and development courses and support them through job applications	Attendance on training courses and further employment obtained	Mar 17	Existing	JMcG	Added to TOM and individual appraisal targets from May 2016

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

Key impacts on staff who are at risk of job losses:

These are negative from an equalities point of view the affected person may be female

Mitigation is: Advising staff early and encouraging them to attend training and development courses to improve their chances of other employment

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Christine Parsloe, Leisure & Culture Development Manager	Signature:	Date: 12 th October 2015
Improvement action plan signed off by Director/ Head of Service	James McGinlay, Head of Sustainable Communities	Signature:	Date:

Equality Analysis – ENV13



What are the proposals being assessed?	Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact.
Which Department/ Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division

Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Aims: The introduction of the customer contact centre will reduce the need for phone and face to face contact with customers, reducing the need for office based customer agents.</p> <p>Outcomes: To achieve savings To rationalise and suitably structure contact with customers through the customer contact centre as part of service transformations Loss of 3 ftes</p>
2. How does this contribute to the council's corporate priorities?	Contributes to the council's saving plans and service transformations.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>These proposals are set to make savings for the council. Those affected will be:</p> <ul style="list-style-type: none"> Leisure Support Services Officers
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).

None

Stage 3: Assessing impact and analysis

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

Page 182

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race			X		Some of the staff losses are from an ethnic minority background
Religion/ belief				X	
Sex (Gender)			X		Some of the staff losses will be women
Sexual orientation				X	
Socio-economic status			X		The staff losses will be those at lower pay grades – ME5 – ME7

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

Encourage staff to take up council training and development courses and support them through applying for other jobs.

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?
Loss of staff all of whom are female	Encourage staff to take up training and development courses and support them through job applications	Attendance on training courses and further employment obtained	Mar 17	Existing	FM	Added to TOM and individual appraisal targets from May 2016

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

Key impacts on staff who are at risk of job losses:

These are negative from an equalities point of view as some of those affected may be women, may be from an ethnic minority background and all are on lower pay grades (ME5 – ME7).

Mitigation is: Advising staff early and encouraging them to attend training and development courses to improve their chances of employment elsewhere.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Christine Parsloe, Leisure & Culture Development Manager	Signature:	Date: 12 th October 2015
Improvement action plan signed off by Director/ Head of Service	James McGinlay, Head of Sustainable Communities	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?	ENV14 Proposal that a further £100,000 income is generated as a result of rent reviews on properties within the council's commercial portfolio.
Which Department/ Division has the responsibility for this?	Environment & Regeneration Dept. Sustainable Communities Division.

Stage 1: Overview

Name and job title of lead officer	Howard Joy 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)	Increase in income from rent reviews of c60 properties.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income to the council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other departments or partners will be affected by this proposal.

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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 proposal is not a new or changing policy, services or function' or a financial decision that will have an impact on services. This proposal will have no impact on the protected characteristics (equality groups). Collection of data is therefore not applicable.

Stage 3: Assessing impact and analysis

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

Page 106

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Jacque Denton Principal Estate Surveyor	Signature:	Date:12.10.2015
Improvement action plan signed off by Director/ Head of Service	James McGinlay. Head of Sustainable Communities	Signature:	Date:

Equality Analysis

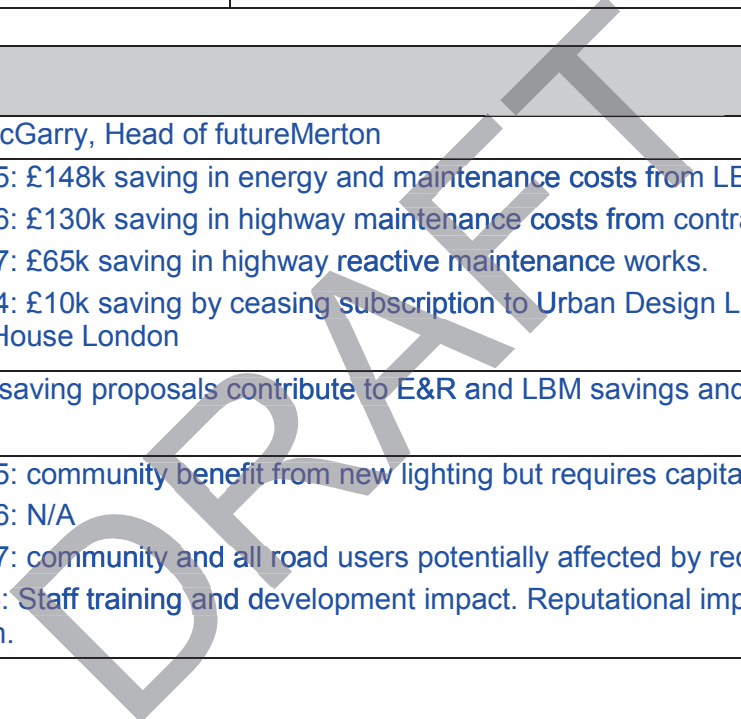


ENV15 ENV16 ENV17 ENV24.

What are the proposals being assessed?	futureMerton savings proposals 2016-2019
Which Department/ Division has the responsibility for this?	E&R, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry, Head of futureMerton
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)	ENV 15: £148k saving in energy and maintenance costs from LED street lighting roll out. ENV 16: £130k saving in highway maintenance costs from contract re-procurement. ENV 17: £65k saving in highway reactive maintenance works. ENV 24: £10k saving by ceasing subscription to Urban Design London training and ceasing support to Open House London
2. How does this contribute to the Council's corporate priorities?	These saving proposals contribute to E&R and LBM savings and efficiencies to achieve a balanced budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	ENV 15: community benefit from new lighting but requires capital upfront (invest to save) ENV 16: N/A ENV 17: community and all road users potentially affected by reduced capacity for reactive maintenance. ENV24: Staff training and development impact. Reputational impact on LBM of not supporting Open House London.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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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).

futureMerton has recently merged with the former traffic & highways team where savings were achieved in terms of staff resources. These additional savings are largely met through re-scoping of long term contracts which are due to be re-procured. There is no specific impact on equality groups.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 190

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul McGarry futureMerton Manager	Signature: PMcG	Date:12/10/15
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:

Equality Analysis



ENV18 ENV19 ENV21 ENV 22.

What are the proposals being assessed?	<p>ENV18 Increased Income from events in Parks</p> <p>ENV19 Offsetting costs running Council cemeteries with North East Surrey Crematorium funds.</p> <p>ENV21 Reduction in grant to Wandle Valley Parks Trust</p> <p>ENV22 Reduction in grant to Mitcham Common Conservators</p>
Which Department/ Division has the responsibility for this?	Sustainable Communities Division (Environment and Regeneration)

Stage 1: Overview

Name and job title of lead officer	Doug Napier Leisure & Culture Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To assist in meeting the savings targets of the Department by generating significant income from the Authority's assets, re-alignment of funding streams and making reductions in grants.
2. How does this contribute to the council's corporate priorities?	Improves efficiencies.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton's residents and other users of the Services affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	North East Surrey Crematorium, Wandle Vally Parks and Mitcham Common's Conservators work in Partnership with LBM.

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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 partners affected by proposals ENV19, ENV21 and ENV22 will be consulted re the proposals and meetings are being set up with them.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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	Eamon Maher (Business Partner) - Doug Napier (Greenspaces Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	Signature:	Date:

Equality Analysis



ENV20

What are the proposals being assessed?	ENV20 Increased income from Building Control services £35k
Which Department/ Division has the responsibility for this?	Sustainable Communities.

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan. Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>ENV20 Increased income from Building Control Services</p> <p>It is proposed to enhance the service to generate this additional income by increasing the market share against the approved inspectors and to provide additional services on top of those already identified in the commercialisation plans.</p>
2. How does this contribute to the council's corporate priorities?	Providing a better service for customers.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and businesses are potential users of the business. This also includes schools, hospitals libraries and other public service providing functions. The additional services will benefit the council by bolstering the existing services on offer to provide a more attractive and effective service provision.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

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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).

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

Stage 3: Assessing impact and analysis

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

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

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?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitoring	Neil Milligan	no

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

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Stage 4: Conclusion of the Equality Analysis

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

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	Neil Milligan. Development and Building Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay.	Signature:	Date:

Equality Analysis



ENV23.

What are the proposals being assessed?	ENV23 Further Savings from the phase C procurement of Lot 2
Which Department/ Division has the responsibility for this?	Sustainable Communities Division (Environment and Regeneration)

Stage 1: Overview

Name and job title of lead officer	Doug Napier Leisure & Culture Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To assist in meeting the savings targets of the Department, whilst maintaining quality of Service, by selecting a service provider with partner boroughs.
2. How does this contribute to the council's corporate priorities?	Improves efficiencies.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton's residents and other users of the Services affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Contracting arrangements will be made in partnership with the London Borough of Sutton..

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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).

It will be some time before contracting arrangements are finalised. Additional, more detailed, Equality Assessments will be made later on in the process. Impact on staff will be managed in accordance with the Managing Workforce Change framework.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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	Eamon Maher (Business Partner), Doug Napier (Greenspaces Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	Signature:	Date:

Equality Analysis



ENV25 & ENV26.

What are the proposals being assessed?	ENV25 & ENV26 Post Phase C contract award - Restructure across all levels of staff within the wider waste and street cleansing support services. Rebalancing of Rounds.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview

Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 contract award in (Dec2016) To undertake a review of the administration services with the aim of moving from a support function towards a commercialized commissioning and clienting service post Phase C</p> <p>The areas in scope of Phase C procurement cover a number of environmental services as part of the South London Waste Partnership (SLWP) This will include</p> <ul style="list-style-type: none"> Waste Collection and recycling Commercial waste Street Cleaning Winter Maintenance Vehicle Maintenance
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations</p> <p>The staff that remain with the council will be required to adapt to changing roles and responsibilities.</p>

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

This project has a direct impact on two main areas.
Street Scene / waste – Cormac Stokes
There are indirect links to Parks and green spaces –James McGinlay

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).

1. skill matrix and change management to be conducted following outcome of SLWP contract award (phase C)
2. Further equalities impact will be undertaken to ensure staff are fully supported and engaged in the process. This work will be undertaken once the governance structure has been agreed with the Partnerships strategic steering group.

Stage 3: Assessing impact and analysis

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

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

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

1. N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

DRRAFT

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date:

DRAFT

Equality Analysis



ENV27

What are the proposals being assessed?	ENV27 Changes in waste collection arrangements
Which Department/ Division has the responsibility for this?	Street Scene and Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
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)	1) Removal of food waste liners
2. How does this contribute to the Council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Potentially 81,000 Merton householders would be affected by withdrawal of food waste liners. It should be noted that only 52% of residents take part in this service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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).

A more detailed EIA will be completed.

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		✓	✓		Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation.
Disability		✓		✓	Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation.

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?
Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation.	Ensure residents are made aware of alternative sources of caddy liners and food storage options prior to collection.	Disposal weights remain consistent		Existing	CS	

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, Head of Street Scene and Waste	Signature:	Date:

DRAFT

Equality Analysis



ENV28

What are the proposals being assessed?	ENV28 Changes in waste disposal arrangements
Which Department/ Division has the responsibility for this?	Street Scene and Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
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)	1) Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling
2. How does this contribute to the Council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	External disposal contractor
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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).

N/A

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

1. 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	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, Head of Street Scene & Waste	Signature:	Date:

Equality Analysis



ENV29

What are the proposals being assessed?	Changes in waste collection arrangements ENV29
Which Department/ Division has the responsibility for this?	Street Scene and Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
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)	1) Realign budget to reflect actual income achieved through sale of textiles
2. How does this contribute to the Council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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).

N/A

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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	Brian McLoughlin, Waste Operations Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, Head of Street Scene & Waste	Signature:	Date:

Equality Analysis



ENV30

What are the proposals being assessed?	ENV30 Changes in Garden waste service
Which Department/ Division has the responsibility for this?	Street Scene and Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
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)	1) Increase annual subscription fees by £5 p.a.
2. How does this contribute to the Council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents who join the garden waste service
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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).

A more detailed EIA will be completed.

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 not be able to afford increase
Disability		✓			May not be able to afford increase
Gender Reassignment		✓			
Marriage and Civil Partnership		✓			
Pregnancy and Maternity		✓			
Race		✓			
Religion/ belief		✓			
Sex (Gender)		✓			
Sexual orientation		✓			
Socio-economic status		✓	✓		May not be able to afford increase

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?
May not be able to afford increase	Consider further concession re additional fee	N/A		Existing	CS	

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

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Stage 4: Conclusion of the Equality Analysis

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

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	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

Cormac Stokes, Head of Street Scene & Waste

Signature:

Date:

DRAFT

Equality Analysis



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What are the proposals being assessed?	EN31 Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection
Which Department/ Division has the responsibility for this?	Street Scene and Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
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)	1) Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection
2. How does this contribute to the council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton schools would be affected by charging.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility to arrange the collection of waste is for the individual school they are able to arrange collection via the Council, or directly via a private waste carrier.

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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).

A more detailed EIA will be completed.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 222

22. 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	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, HOS	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?	Review of Business Support Requirements (Transport) (ENV32).
Which Department/ Division has the responsibility for this?	Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To reduce the overheads of the organisation by reducing the back office support costs. This will be possible following the SLWP Phase 3 implementation.
2. How does this contribute to the Council's corporate priorities?	Improved efficiencies due to a reduction in expenditure and more cost effective ways of working..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The Business Support Staff within the Section (6 FTEs)
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

DRAFT

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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 impact on staff will be managed in accordance with the Managing Workforce Change framework. A more detailed analysis will be undertaken in the future to assess the impact on staff.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

page 225

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rachel Mawson (Interim Transport Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

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Equality Analysis



ENV34 Property Management

What are the proposals being assessed?	Increased income from the non-operational portfolio £8k in 2017/18 40k in 2018/19
Which Department/ Division has the responsibility for this?	Environment & Regeneration Department - Sustainable Communities Division.

Stage 1: Overview

Name and job title of lead officer	Howard Joy 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)	Increased income from the non-operational portfolio.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income to the council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other departments or partners will be affected by this proposal.

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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 proposal is not a new or changing policy, services or function' or a financial decision that will have an impact on services. This proposal will have no impact on the protected characteristics (equality groups). Collection of data is therefore not applicable.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

page 229

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Howard Joy Property Management and Review Manager	Signature:	Date:10.11.2015
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:

Equality Analysis



ENV35 Waste Operations

What are the proposals being assessed?	Efficiency Measures – Reduction of 1 domestic residual waste crew.
Which Department/ Division has the responsibility for this?	Env & Regeneration /Street Scene & Waste

Stage 1: Overview

Name and job title of lead officer	Brian McLoughlin
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 increase the efficiency of the Service; maintaining service standards whilst lowering costs.
2. How does this contribute to the council's corporate priorities?	Provides a contribution to the Corporate savings target..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is an efficiency saving; it is envisaged that the customers of the service will not be adversely affected. The staff delivering these service are directly impacted and may be required to transfer to a new provider under full TUPE regulations
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This saving will be delivered once the contract relating to Phase C of the South London Waste Partnership is in place.

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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).

1. skill matrix and change management to be conducted following outcome of SLWP contract award (phase C)
2. Further equalities impact will be undertaken to ensure staff are fully supported and engaged in the process. This work will be undertaken once the governance structure has been agreed with the Partnership's strategic steering group.

Stage 3: Assessing impact and analysis

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

Page 231

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 232

23. 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	Charlie Baker; Waste Strategy & Commissioning Manager	Signature:	Date: 18th Nov 2015
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes Head of Street Scene & Waste	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?	Removal of the neighbourhood recycling centres. (NRC) (ENV36)
Which Department/ Division has the responsibility for this?	Waste Services – Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Charles Baker
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 is to remove the borough wide NRC in order to reduce the level of fly tipping associated with these locations.
2. How does this contribute to the council's corporate priorities?	To identify savings in the services disposal cost.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This reduces the ability for residents who wish to participate in recycling initiatives but do not have the facility to do so within their home environment.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None - The aim to keep and or relocate the existing textiles / book banks.

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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).

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

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Residents who live in house of multiple occupancies and or above shops who have restricted access to domestic recycling

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?
Restricted access to Recycling facilities	Promote and engage with impacted residents on recycling initiatives	Maintained current level of recycling	TBC	Existing Resource	Charles Baker	Incorporated into 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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker – Commissioning Manager	Signature:	Date:
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

[Add name/ job title](#)

Signature:

Date:

Equality Analysis



ENV37 Tacho Centre Business Opportunities.

What are the proposals being assessed?	Business opportunities - Tacho Centre marketing (Transport).
Which Department/ Division has the responsibility for this?	Environment and Regeneration Dept (Street Scene & Waste Division)

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
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)	Develop business opportunities to market Tacho Centre to external third parties
2. How does this contribute to the Council's corporate priorities?	Increased income from selling surplus capacity and technical skills to off-set costs of providing statutory duties.
3. Who will be affected by this proposal? For example who are the external/internal customers, 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?	Potentially: Phase C successful bidder will be responsible for the output of the workshops

Page 2/30

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 impact on staff will be managed in accordance with the Managing Workforce Change framework.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

4. 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	Rachel Mawson (Interim Transport Manager)	Signature:	Date: 10th Nov 2015
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

Equality Analysis



What are the proposals being assessed?	Proposed budget saving CH57 – staff reduction
Which Department / Division has the responsibility for this?	Community and Housing, Housing Needs and Enabling Service

Stage 1: Overview	
Name and job title of lead officer	Steve Langley, Head of Housing Needs and Strategy
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 reduction is to reduce the overall number of staff, whilst seeking to preserve a greater number of front-line staff, to ensure that the reductions have minimal adverse impact on customers.
2. How does this contribute to the council's corporate priorities?	The Housing Needs Service plan and Target Operating Model contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All of the savings will have some impact on customers both internally and externally. Reduction in posts may lead to the service received not being as efficient and with slippage in service standards. The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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Stage 2: Collecting evidence/ data

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

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

- Housing Register data
- Homelessness P1E data
- Service Standards
- Service standards
- Environmental Health Service Requests
- Environmental Health Grant Requests

Stage 3: Assessing impact and analysis

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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 Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected.
Disability		✓	✓		As above
Gender Reassignment		✓	✓		As above
Marriage and Civil Partnership		✓	✓		As above
Pregnancy and Maternity		✓	✓		As above
Race		✓	✓		As above
Religion/ belief		✓	✓		As above
Sex (Gender)		✓	✓		As above

Sexual orientation		✓	✓		As above
Socio-economic status		✓	✓		As above

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

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	The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected.
Action required to mitigate	<p>There will be the need to undertake a comprehensive assessment on how the business is delivered. This would inform our future approach in ensuring that the council continues to deliver its statutory housing functions, including revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable staff to focus on priority cases.</p> <p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>An equalities analysis will be undertaken on the specific staffing reductions.</p>
How will you know this is achieved? e.g. performance measure / target	Revised structure and self-help tools in place
By when	March 2017
Existing or additional resources?	Existing
Lead Officer	Steve Langley
Action added to divisional / team plan?	Included in the Housing Needs TOM

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

Page 2/4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Steve Langley, Head of Housing Needs and Strategy	Signature: Steve Langley	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

Equality Analysis



What are the proposals being assessed?	Proposed budget saving CH67, CH68 and CH69 – Shared service and rationalisation of staffing structure (2017/18 and 2018/19)
Which Department / Division has the responsibility for this?	Community and Housing, Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library and Heritage 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>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on customers, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this via the provision of a shared service which should ensure frontline service levels are not affected.</p> <p>This proposal would mean the merger of the management teams across two boroughs and will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.</p>
2. How does this contribute to the council's corporate priorities?	The Libraries Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff will be affected by the changes but the merging will create some resilience in challenging times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required. TUPE is likely to apply for some staff.

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Stage 2: Collecting evidence/ data

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

The sharing of services and in particular management teams has become more common and is in practice across a number of authorities. Merton has some successful examples of sharing services with other boroughs and the expertise and knowledge in this area has fed into this work. Specific Library & Heritage Service shared structures have also been reviewed, some in London and in other regions. In considering this assessment the impact on staff from both services has been considered and the equalities implications. The impact on customers has also been considered although this has been mitigated by trying to protect frontline services wherever practical.

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		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.
Action required to mitigate	All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions. The Library & Heritage Service TOM reflects the approach to transforming service delivery. Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities. A further EA will be needed to be undertaken by HR when the staff who may be at risk have been identified.
How will you know this is achieved? e.g. performance measure / target	Shared service in place and efficiencies delivered.
By when	March 2017
Existing or additional resources?	Existing
Lead Officer	Anthony Hopkins
Action added to divisional / team plan?	Included in the Library & Heritage Service TOM and service plan

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

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

The EA has not identified any

OUTCOME 2

The EA has identified adjustments

OUTCOME 3

The EA has identified some

OUTCOME 4

The EA shows actual or potential

potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Anthony Hopkins, Head of Library & Heritage Service	Signature: Anthony Hopkins	Date: 10.11.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 10.11.15

Equality Analysis



What are the proposals being assessed?	Proposed budget saving CH52 – review of remaining Supporting People expenditure
Which Department / Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview

Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and 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>The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing the housing options to vulnerable people.</p> <p>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this using an approach which promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. It also supports the commitment in the Adult Social Care Target Operating Model (TOM) to review the spectrum of the accommodation offer for all types of supported living including shared lives for all age groups.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users – people with mental health, learning disabilities, physical disabilities, older people, single homeless people, young people at risk, teenage parents, ex-offenders and people affected by domestic violence.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	Although the responsibility is not shared with another department, the consequences of this proposed budget saving is that it may increase financial pressure and an increased workload on the Housing Needs and Enabling service and the Children, Schools and Families department.

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Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

There are currently 79 service users who are adults with learning disabilities, aged between 21 – 54 years of age. The ethnicity data shows 66% White British (52) and the rest of the service users from Asian / British – Indian (1), Black / British – African (3), Black / British – Caribbean (5), Black / British – other black (2), Mixed other (1), Mixed – White / Black Caribbean (1), Other ethnic group (4) and White other (2), White Irish (4) backgrounds and there were Declined to say or not recorded (4).

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.
Disability		✓	✓		The proposal will affect the housing related support for vulnerable disabled people, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		The proposal will affect the housing related support for vulnerable mothers, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.
Race		✓	✓		The proposal will affect the housing related support for vulnerable people from a BME background, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A
Socio-economic status		✓	✓		The proposal will affect the housing related support for vulnerable people in lower socio-economic groups, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.

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

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Negative impact / gap in information identified in the Equality Analysis	The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing the housing options to vulnerable people.
Action required to mitigate	<p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with other council teams and the health and voluntary sector to ensure a 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.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved integrated working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer's quality of life.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p>
How will you know this is achieved? e.g. performance measure / target	National performance indicators (ASCOF) and local performance monitoring.
By when	March 2017
Existing or additional resources?	Existing
Lead Officer	Rahat Ahmed-Man

Action added to divisional / team plan?

Included in the Adult Social Care re-design programme.

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)

Older

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

Equality Analysis



What are the proposals being assessed?	Budget saving CH53 – use funds from Public Health to fund the prevention strategy which is currently funded from grants
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview

Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and 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 aim and desired outcome of the proposal is to continue to provide prevention activity but for it to be funded from a different source and provided by Adult Social Care. It also supports the commitment in the Adult Social Care Target Operating Model (TOM) to continue the Ageing Well Prevention programme, but with less funding from the council. However, this may mean that some Public Health activities may not be available in the future as there will be reduced funding available to the Public Health team.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	It is not currently known who will be affected or what future funding issues Public Health may face. When these details are known, Public Health will undertake any necessary equalities analysis.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for the prevention activity will be moved from Public Health to Adult Social Care.

Stage 2: Collecting evidence/ data

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

The Use of Resources Framework, which takes a value based approach to investment (value is defined as value to the customer and the taxpayer) and promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.

It is not currently known who will be affected or what future funding issues Public Health may face. When these details are known, Public Health will undertake any necessary equalities analysis.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Disability	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Gender Reassignment	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Marriage and Civil Partnership	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Pregnancy and Maternity	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Race	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Religion/ belief	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Sex (Gender)	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Sexual orientation	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Socio-economic status	✓			✓	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

Page 256

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

Equality Analysis



What are the proposals being assessed?	Proposed budget saving CH55 – Less 3 rd party payments through Promoting Independence throughout the assessment, support, planning and review process and across all client groups
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and 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 aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. This proposal supports the Target Operating Model (TOM) commitment to use review processes to promote an explicit hierarchy of support offered in order to promote self-support and independence. It is intended to do this using an approach which promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

At the end of 2014/15 there were 4,095 service users receiving long term support with other service users receiving temporary support.

On an operational level the evidence considered has been to:

- looked at local information about trends, needs and best practice;
- reviewed national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- considered the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- used the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- reviewed and monitored contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesigned or remodelled the way we commission services to achieve better outcomes for customers in the most cost effective way;
- reviewed our processes to ensure they are LEAN; and
- kept on-going support under review.

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.

Stage 3: Assessing impact and analysis

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

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

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).

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Negative impact / gap in information identified in the Equality Analysis	Reduced access to services relating to residential and domiciliary care.
Action required to mitigate	<p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with both the health and voluntary sector to ensure a 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.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer's quality of life.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p>
How will you know this is achieved? e.g. performance measure / target	National performance indicators (ASCOF) and local performance monitoring.
By when	March 2018
Existing or additional	Existing

resources?	
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme.

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)

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

Equality Analysis



What are the proposals being assessed?	Budget saving CH62 – Cease the supported accommodation provision from Family Mosaic
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and 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 aim and desired outcome is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users. It is intended to do this using an approach which promotes independence and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. This proposal supports the Adult Social Care commissioning and procurement plan and the Target Operating Model (TOM) commitment of service transformation, by providing an alternative service through domiciliary care services, Direct payments and commissioned holistic carers and support from the voluntary sector.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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Stage 2: Collecting evidence/ data

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

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

There are currently two adults with mental health issues at this facility.

This specific saving is due to Family Mosaic ceasing providing this specific service within Merton.

Stage 3: Assessing impact and analysis

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5. 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		✓	✓		There may be a delay in accessing suitable accommodation when this service ceases to be provided
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A

Socio-economic status		✓		✓	N/A
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7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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

Negative impact / gap in information identified in the Equality Analysis	There may be a delay in accessing suitable accommodation when this service ceases to be provided.
Action required to mitigate	The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence. We will work closely with service providers to ensure suitable alternative accommodation is available.
How will you know this is achieved? e.g. performance measure / target	Contract will cease.
By when	March 2016
Existing or additional resources?	Existing
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

Equality Analysis



What are the proposals being assessed?	Budget saving CH64 – position now funded by Public Health
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview

Name and job title of lead officer	Simon Williams, Director of Community and Housing
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)	For the post to be funded by Public Health.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

Stage 2: Collecting evidence/ data

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

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

N/A – the post is now funded by Public Health.

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		✓		✓	N/A
Disability		✓		✓	N/A
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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	Karin Lane, Business Partner	Signature: Karin Lane	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

Equality Analysis



What are the proposals being assessed?	Proposed budget saving CH65 – Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Organisation (2018/19).
Which Department / Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and 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>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this via the provision of a shared service which should ensure service levels will not be affected.</p> <p>As the saving is for 2018/19, it is not currently known which area of Adult Social Care will be identified for a shared service. However, the savings will be met through reduced management costs e.g. shared office accommodation and possible staff savings.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff will be affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required.

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Stage 2: Collecting evidence/ data

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

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

Consultation with staff will be undertaken.

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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		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.
Action required to mitigate	<p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>A further EA will be needed to be undertaken by HR when the staff who may be at risk from redundancy have been identified.</p>
How will you know this is achieved? e.g. performance measure / target	Shared service in place.
By when	March 2018
Existing or additional resources?	Existing
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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)

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

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Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	Date: 10.11.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 10.11.15

Equality Analysis



What are the proposals being assessed?	Proposed budget saving CH66 – Look at opportunities for shared services for in-house services (2018/19)
Which Department / Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this via the provision of a shared service which should ensure service levels will not be affected.</p> <p>As the saving is for 2018/19, it is not currently known which area of Direct Provision will be identified for a shared service. However, the savings will be met through reduced costs e.g. shared office accommodation, possible staff reductions and potential opportunities for raising income through acquiring other contracts.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff will be affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required.

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Stage 2: Collecting evidence/ data

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

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

Consultation with staff will be undertaken.

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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		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.
Action required to mitigate	<p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>A further EA will be needed to be undertaken by HR when the staff who may be at risk from redundancy have been identified.</p>
How will you know this is achieved? e.g. performance measure / target	Shared service in place.
By when	March 2018
Existing or additional resources?	Existing
Lead Officer	Andy Ottaway-Searle
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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)

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

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Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Andy Ottaway-Searle, Head of Direct Provision	Signature: Andy Ottaway-Searle	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

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Second Draft Service Plans

Attached are our 27 Second Draft Service Plans, in departmental order.

It should be noted that as these are Second Draft Service Plans they are subject to being revised as the Service Planning process continues.

Capital information is compiled based on October Financial Monitoring information and the 2016-20 Capital Programme as presented to Cabinet on 7 December 2015

Overheads will be updated for the Final Service Plans.

Final plans will be completed on the 30 January 2016 and these plans will form part of our 2016/20 Business Plan.

Index of Departmental Service Plans

Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	Corporate Governance	Development & Building Control
Education	Libraries	Customer Services	Future Merton
	Public Health	Human Resources	Leisure & Culture Development
		Infrastructure & Transactions	Parking
		Resources	Parks & Green Spaces
		Shared Legal Services	Property
			Regulatory Service Partnership
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport
			Waste Management

Children Schools & Families

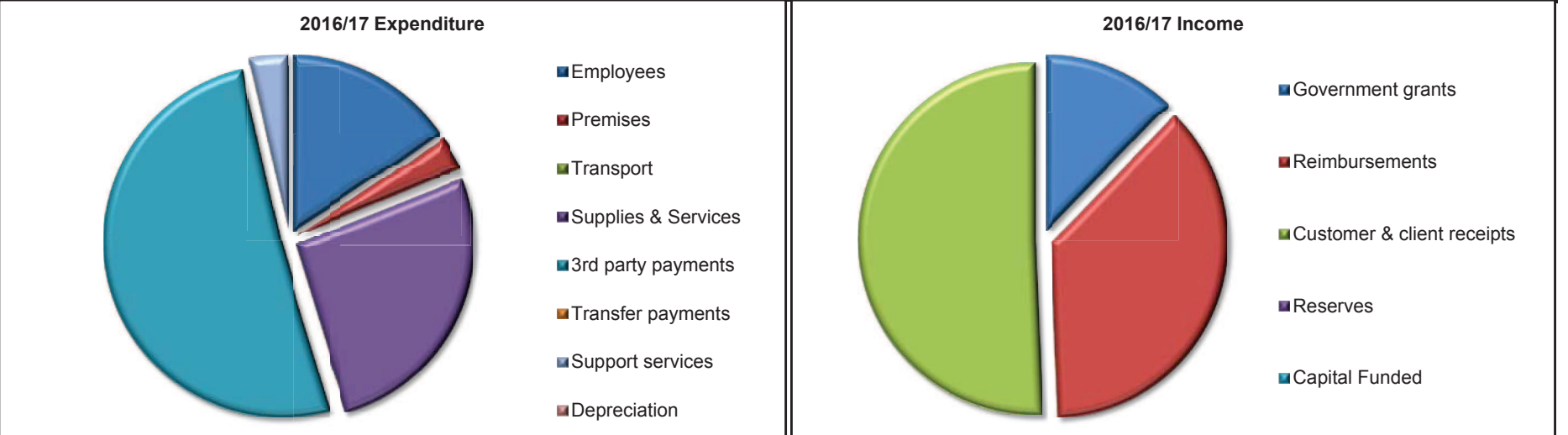
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care

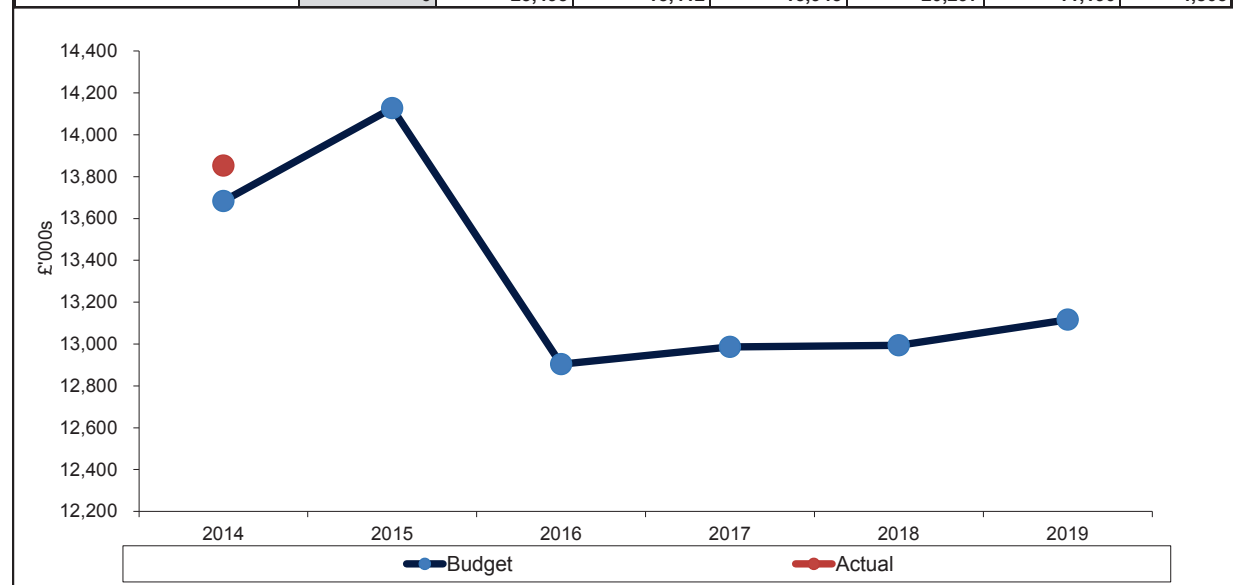
		PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Deliver transforming families year 2 & year 3 programme (CYPWB & TOM)	Select one major benefit				
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.			2	3	6
End date	2016-17							
Project 2		Project Title:	MOSAIC (CYPWB & TOM)	Select one major benefit				
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.			3	3	9
End date	2016-17							
Project 3		Project Title:	Preparation for new inspection regime	Select one major benefit				
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division. Includes Joint Targeted Inspection Preparation.			4	3	12
End date	2017-18							
Project 4		Project Title:	Youth Justice	Select one major benefit				
Start date	2014-15	Project Details:	Development of policy framework in response to regulation and likely funding changes.			3	2	6
End date	2016-17							
Project 5		Project Title:	Joint work with Housing (CYPWB & TOM)	Select one major benefit				
Start date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.			4	2	8
End date	2015-16							
Project 6		Project Title:	CSC & CYPWB/TOM	Select one major benefit				
Start date	2013-14	Project Details:	To deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; implementation of QA framework; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.			4	3	12
End date	2019-20							
Project 7		Project Title:	CYPWB Model Workforce Strands	Select one major benefit				
Start date	2015-16	Project Details:	Develop and deliver Signs of Safety, recruitment and retention and practice developments to support TOM delivery.			4	3	12
End date	2019-20							
Project 8		Project Title:		Select one major benefit				
Start date		Project Details:						0
End date								
Project 10		Project Title:		Select one major benefit				
Start date		Project Details:						0
End date								

Commissioning, Strategy and Performance Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19		2019/20		
<p>The Commissioning, Strategy & Performance Division provides strategic services for the Children, Schools & Families Department (CSF):</p> <ul style="list-style-type: none"> · policy, planning & performance management; · commissioning, procurement & contract management; · access to resources for looked after children/pupils with SEN; · pupil place planning; · school admissions; · school expansion & overall CSF capital programme management; · some departmental business support. <p>Main activities include:</p> <ul style="list-style-type: none"> i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development; iii) production of management information for internal performance management & external reporting inc. statutory returns; iv) production of policy documents & procedural guidance for professional staff; v) commissioning operational services & leading on joint commissioning with partners; vi) managing schools' Private Finance Initiative contract & other service contracts; vii) procuring placements for looked after children/pupils with SEN; viii) planning sufficient school places; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes. 	Increased demand for primary school	2fe	1fe				Capital Programme			
	Increased demand for secondary school		0-1fe	1-3fe	4-6fe (cumulative)	10-14fe (cumulative)	Children & Young person's Plan			
	Increased demand for special school places					100 more SEN places by 18-19	Community Plan			
	Overall demographic	Impact of birth rate - increase of 40% in births between 2002 & 2011						Core Planning Strategy		
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Corp Equality Scheme		
	Staff (FTE)	54	45	46	42	38		Corp Procurement Strategy		
	Contractors	Commissioning of a range of services to support CSF functions						Local Development Framework		
								Performance Management Framework		
								Social Inclusion Strategy		
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type
2014/15(T)		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)				
% reception year surplus places	2	5	5.5	6	8		Low	Annual	Business critical	parental choice
% secondary school Yr7 surplus places Inc. Academies	8	5	5	5	5		Low	Annual	Business critical	parental choice
% major capital projects green/amber to time	90	90	90	90	90		High	Quarterly	Business critical	Increased costs
% spend on approved capital programme		80	80	80	80		High	Quarterly	Business critical	Increased costs
% fostered LAC in external agency foster care placements	36	46	42	42			High	Quarterly	Business critical	Increased costs
Numbers of in-house foster carers recruited	20	20	15	15	15		High	Quarterly	Quality	Increased costs
% completion rates for parenting programmes	80	80	70	70			High	Quarterly	Business critical	outcomes not improved
% commissioned services quarterly monitoring completed	100	100	100	100	100		High	Quarterly	Business critical	reduced contract compliance
% statutory returns to government on time	100	100	100	100	100		High	Quarterly	Business critical	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	16,440	17,594	14,713	13,460	13,543	13,550	13,673
Employees	2,240	2,048	2,208	2,113	2,073	1,958	1,958
Premises	603	503	418	420	426	432	438
Transport	84	55	36	35	35	36	36
Supplies & Services	6,442	7,511	4,317	3,554	3,617	3,681	3,744
3rd party payments	6,495	6,877	7,262	6,862	6,915	6,967	7,020
Transfer payments	0	0	0	0	0	0	0
Support services	576	601	472	477	477	477	477
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	2,756	3,742	585	557	557	557	557
Government grants	284	309	77	68	68	68	68
Reimbursements	394	426	283	206	206	206	206
Customer & client receipts	2,078	3,007	225	282	282	282	282
Reserves							
Capital Funded							
Council Funded Net Budget	13,684	13,853	14,127	12,904	12,986	12,994	13,116



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Primary Schools Expansions		21,760	10,777	2,852			
Secondary School Expansions			430	8,467	13,549	9,690	3,200
SEN Expansions		391	2,350	1,870	5,994	850	850
Inflation							
Devolved Formula Capital/FSM		767	569				
Schools Capital Maintenance		577	879	650	650	650	650
Other			407	104	104		105
	0	23,495	15,412	13,943	20,297	11,190	4,805



2016/17

Reduce expenditure on LAC and SEN placements: £50,000
 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000
 Reduce early intervention commissioning budgets: £340,000
 Commissioning part of youth saving: £279,730
 Increased income from schools and/or reduced LA service offer to schools: £56,630

2017/18

Data review & centralisation: £40,000

2018/19

Commissioning rationalisation: £60,000
 Property and contracts: £55,000

2019/20

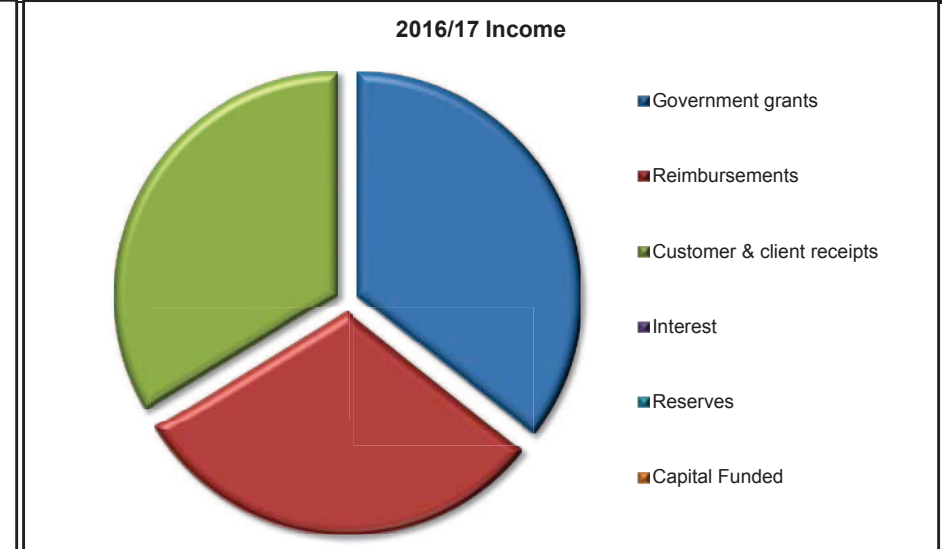
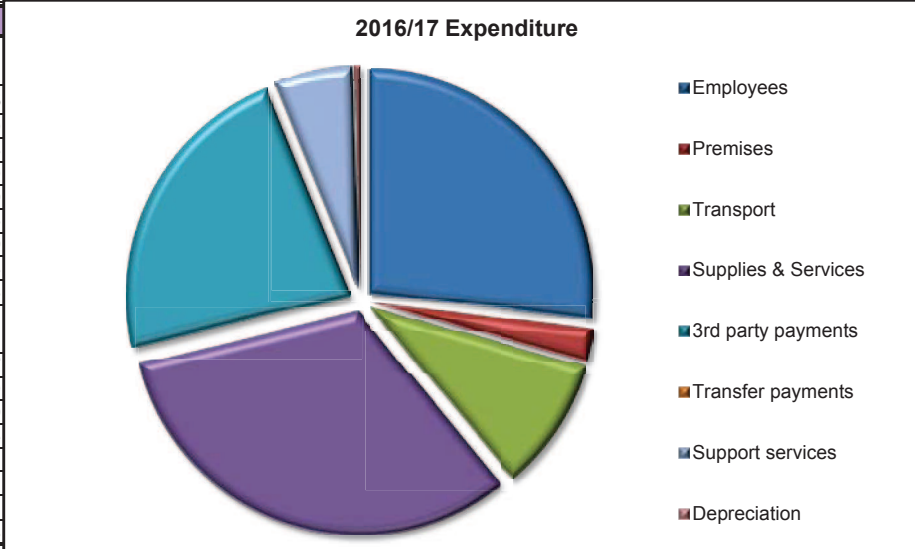
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Commissioning, Strategy and Performance

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk				
				Likelihood	Impact	Score		
Project 1		Project Title:	Commissioning (Departmental TOM)	Improved effectiveness		3	2	6
Start date	2015-16	Project Details:	Further development of joint commissioning with Public Health and Merton CCG. Ensure effective mobilisation of new community health contract from April 2016. Drive implementation of new CAMHS strategy. Progress work with PH and CCG to explore and implement more integrated models for the future commissioning of services for CYP & families.					
End date	2017-18							
Project 2		Project Title:	Children's Home Procurement (Departmental TOM)	Improved effectiveness		3	2	6
Start date	2015-16	Project Details:	Secure mandate from MIB and Procurement Board to tender for provision of a small children's home in Merton for adolescent LAC. Progress procurement during 2016-17.					
End date	2016-17							
Project 3		Project Title:	Implementation of Secondary School Places Strategy (EducationTOM)	Infrastructure renewal		4	2	8
Start date	2014-15	Project Details:	Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts.					
End date	2018-19							
Project 4		Project Title:	Implementation of Special School (SEN) Places Strategy (Education TOM)	Infrastructure renewal		3	2	6
Start date	2015-16	Project Details:	Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.					
End date	2018-19							
Project 5		Project Title:	Release of Assets (Departmental TOM)	Improved efficiency (savings)		3	1	3
Start date	2015-16	Project Details:	Implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc CSF current delivery sites and school caretakers' houses.					
End date	2016-17							
Project 6		Project Title:	Departmental Restructure (Departmental TOM)	Improved efficiency (savings)		2	2	4
Start date	2015-16	Project Details:	Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of CSP Division services.					
End date	2017-18							
Project 7		Project Title:	Frameworki/MOSAIC (Departmental TOM)	Improved effectiveness		2	2	4
Start date	2015-16	Project Details:	Continue to support implementation of new system across CSF. Ensure capability to deliver statutory returns post implementation and support further development of internal performance reporting from new system.					
End date	2016-17							
Project 8		Project Title:	Personal Budgets (Education TOM/C+F Act)	Improved customer experience		3	2	6
Start date	2014-15	Project Details:	Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging PBs for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.					
End date	2016-17							

Education	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19		2019/20		
<p>Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:</p> <ul style="list-style-type: none"> · monitoring, analysing & evaluating pupil & school performance · developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups <p>strengthening partnership working and school to school support</p> <p>· Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by:</p> <ul style="list-style-type: none"> · building early help capacity in schools & settings, families & the community · focus on safeguarding, early intervention & prevention as well as direct support for families · implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service <p>Early Years Services will improve outcomes for all children aged 0-5 by:</p> <ul style="list-style-type: none"> · managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties · delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families · using the CASA to inform robust planning and case work for identified families · working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families · developing the work force to work more holistically with vulnerable families and young children <p>introducing a more robust performance management framework</p> <p>Youth Inclusion will improve outcomes for Young People by:</p> <ul style="list-style-type: none"> · providing universal & targeted in house & commissioned services for YP & schools · providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development · developing alternative education offerings to enable YP to stay in education, training & employment · leading on the council's partnership with the police & CAMHS for education · improving attendance and reduce PA in Merton schools 	Forecast increase in population 5-19			2400			Children & Young person's Plan			
	Increase in compulsory education to 18						Community Plan			
	Forecast increase in targeted SEND services			200 - 400				Corp Equality Scheme		
	Forecast increase in population 0 - 4			780				Performance Management Framework		
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Social Inclusion Strategy		
	Staff (FTE)	253	270	269	257	251		LAC & Care Leavers		
	School to school support			Facilitate and encourage schools to support each other				Youth crime		
	Voluntary Services			Review arrangements for some commissioned services				Family poverty		
	Voluntary Services			Volunteers in schools, youth and early years				Health & wellbeing		
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type
2014/15(T)		2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
% 5 or more GCSE graded A*-C including English & maths	65	64	61	61			High	Annual	Outcome	Reputational risk
% outcome of Ofsted school inspections good or outstanding	85	86	86	86			High	Monthly	Outcome	Inspection outcomes
% Level 4 and above in reading, writing and maths	82	79	79	80			High	Annual	Outcome	Reputational risk
% secondary school attendance (LA only)	94.5	94	94	94			High	Quarterly	Outcome	Increased costs
% primary school attendance (LA only)	95	95	95	95			High	Quarterly	Outcome	Breach statutory duty
% of new EHCP requests completed within 20 weeks	85	85	85	85			High	Annual	Outcome	Reputational risk
% achieving a good level of development in the Early Years f	65	60	60	60			High	Annual	Outcome	Increased costs
% Good or Outstanding children's centres per Ofsted	100	100	100	100			High	monthly	Outcome	Inspection outcomes

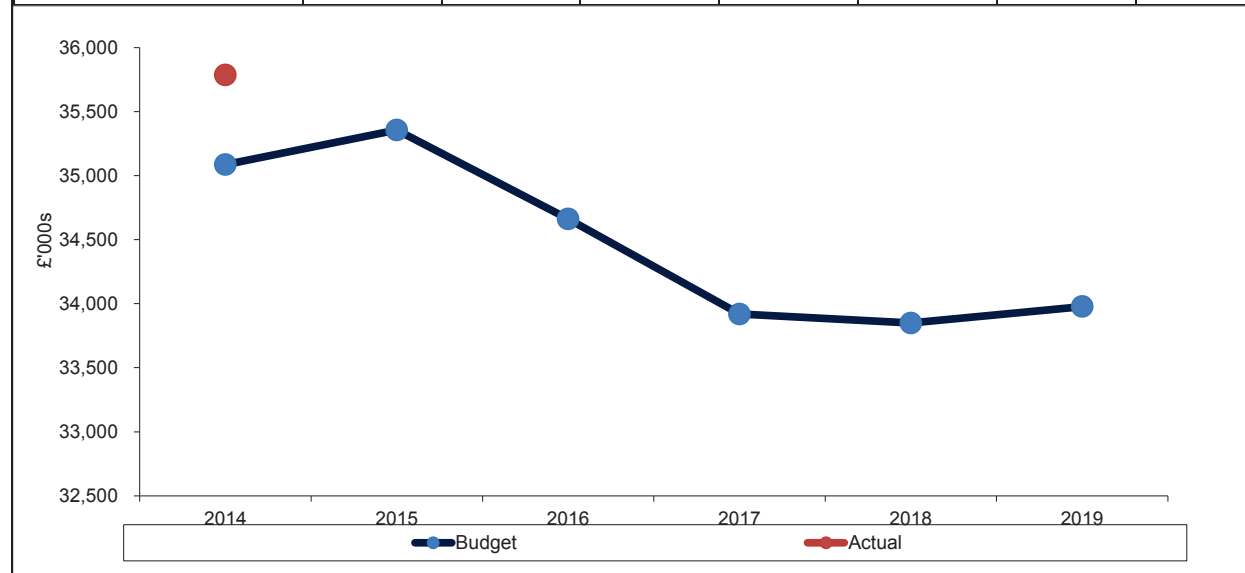
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	41,514	43,290	44,692	42,355	41,762	41,866	41,995
Employees	10,815	10,698	10,955	11,355	10,709	10,709	10,710
Premises	851	804	908	1,028	1,031	1,035	1,038
Transport	3,091	4,226	3,150	4,101	4,147	4,193	4,240
Supplies & Services	14,602	13,544	15,369	13,696	13,681	13,740	13,799
3rd party payments	9,743	11,536	11,761	9,591	9,611	9,606	9,626
Transfer payments	19	7	19	19	19	19	19
Support services	2,175	2,257	2,358	2,388	2,388	2,388	2,388
Depreciation	218	218	172	176	176	176	176
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	6,427	7,503	9,335	7,692	7,842	8,017	8,017
Government grants	951	991	3,243	2,740	2,740	2,740	2,740
Reimbursements	3,160	3,864	3,292	2,369	2,369	2,369	2,369
Customer & client receipts	2,316	2,648	2,800	2,583	2,733	2,908	2,908
Interest							
Reserves							
Capital Funded							
Council Funded Net Budget	35,086	35,787	35,356	34,662	33,920	33,849	33,978



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

2016/17

Reduce Early Years service to pais-for childcare with very limited targeted service for highly vulnerable families: £271,000
 Reduced youth service to VCS provision: £200,270
 Public Health: £400,000
 Increased income from schools/ reduced LA service offer: £343,370



2017/18

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000
 Reduced service offer from school improvement: £75,000
 Increased income from schools/ reduced LA service offer: £200,000

2018/19

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

2019/20

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

Education

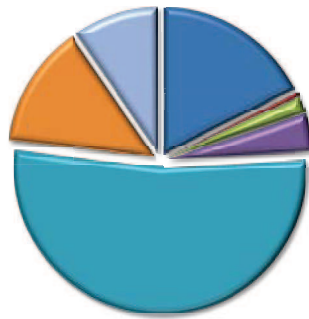
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM)	Select one major benefit					
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including maintenance of Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.				2	3	6
End date	2017-18								
Project 2		Project Title:	School Improvement through partnership (Edn TOM)	Select one major benefit					
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.				3	2	6
End date	2019-20								
Project 3		Project Title:	Transforming Early Years (EY's TOM)	Select one major benefit					
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.				3	2	6
End date	2019-20								
Project 4		Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB)	Select one major benefit					
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.				4	3	12
End date	2019-20								
Project 5		Project Title:	Development of AltEd & linked provision	Select one major benefit					
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.				3	2	6
End date	2016-17								
Project 6		Project Title:	Youth transformation phases 3 & 4 (Edn TOM)	Select one major benefit					
Start date	2013-14	Project Details:	Implementation of new funding models for PB & PH.				4	3	12
End date	2017-18								
Project 7		Project Title:	Education TOM/CYPWB Model	Select one major benefit					
Start date	2015 -2016	Project Details:	Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including implementation of MOSAIC phases 1 & 2				4	3	12
End date	2019 -2020								

Community & Housing

Adult Social Care		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Caroline Cooper-Marbah Cabinet Member for Adult Social Care & Health		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21			
Enter a brief description of your main activities and objectives below		No. of people requiring services	6920	7012	7105				Voluntary Sector Strategy		
Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.		People aged 85-89	2500	2500	2500				Community Plan		
		People aged 95+	1900	2005	2117				Social Inclusion Strategy		
		No. of people aged 65+ with dementia	2047	2072	2098				Children & Young person's Plan		
		Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21			
There are eligibility criteria to define need and to keep this in line with resources as far as possible.		Staff (FTE)	321.87	319.87	294.87				Customer Services Strategy		
Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.		Staff (FTC)	0	0	0				Homelessness Strategy		
Looking ahead there is a key national policy challenge to incorporate in our redesign, namely the integration with health services.									Older People's Housing		
									Workforce Development Plan		
Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2016/17(P)	2017/18(P)	2018/19(P)	2018/19(P)	2019/20(P)	2020/21(P)				
No of carers receiving a service		996	1075	1140	1140	1140	1140	High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement		85.9	86	86.1	86.1	86.1	86.1	High	Annual	Outcome	Increased costs
% People receiving 'long term' Community Services		72	73	74	75	76	76	High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed		95	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
The rate of Delayed Transfers of care from hospital (both NHS and Merton)		5	5	5	5	5	5	Low	Monthly	Business critical	Increased costs

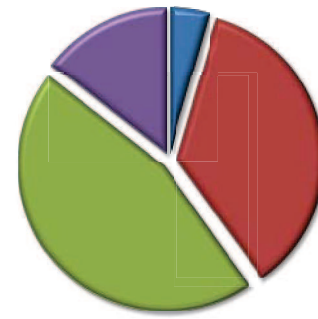
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	77,043	81,211	78,340	73,697	72,705	70,973	71,655
Employees	14,786	15,594	14,375	12,987	12,436	11,203	11,209
Premises	562	322	376	360	382	382	382
Transport	1,168	1,705	1,188	1,364	1,199	1,199	1,211
Supplies & Services	3,282	2,605	4,459	3,050	2,785	2,135	2,174
3rd party payments	40,585	44,524	41,400	38,927	38,894	38,162	38,787
Transfer payments	9,394	9,393	9,551	10,001	10,001	10,901	10,901
Support services	7,187	6,989	6,932	6,932	6,932	6,932	6,932
Depreciation	79	79	59	76	76	59	59
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	20,080	21,659	22,644	22,408	22,408	22,408	22,408
Government grants	194	348	965	961	961	961	961
Reimbursements	6,496	7,570	8,092	8,045	8,045	8,045	8,045
Customer & client receipts	10,125	10,671	10,342	10,157	10,157	10,157	10,157
Recharges	3,265	3,070	3,245	3,245	3,245	3,245	3,245
Reserves				0			
Capital Funded				0			
Council Funded Net Budget	56,963	59,552	55,696	51,289	50,297	48,565	49,247
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
IT Schemes		7	90	43			
The Gables Mitcham		1	576				
JMC Extension		179					
	0	187	666	43	0	0	0

2016/17 Expenditure



- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer Payments
- Support services
- Depreciation

2016/17 Income



- Government grants
- Reimbursements
- Customer & client receipts
- Recharges
- Reserves
- Capital Funded

Summary of major budget etc. changes ~ 2016/17

Growth for Concessionary fares increase - £0.450m
 Total Savings - £5.060m
 Better Care Fund allocation - assumed as same level as 2015/16 - To be updated
 Care Act Implementation grant - assumed as same level as 2015/16 - To be updated

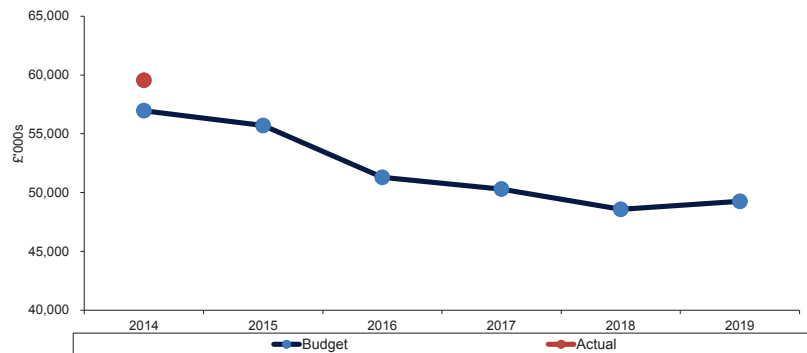
2017/18

Growth for Concessionary fares increase - £0.450m
 Total Savings - £2.198m

2018/19

Growth for Concessionary fares increase - £0.450m
 Total Savings - £2.870m

2019/20



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

Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Service redesign	Improved efficiency (savings)			2	3	6
Start date	01/04/2016	Project Details:	The proposed structural changes will support the focus on the customer, the customer journey and the customer experience. It will also complement the Merton Agile approach for social care. The approach represents a change from current service delivery models and structures, requiring a move from defined job roles to skills based flexible working, with wider and deeper partnership working with other parts of the Council, the Voluntary sector and the Private Sector.						
End date	01/06/2016								
Project 2		Project Title:	Grant Funded Prevention Programme	Improved effectiveness			1	2	2
Start date	01/06/2015	Project Details:	Older people supported to live behind their own front doors for as long as possible, in a way that is inclusive, personalized, inter generational as far as possible locality based, and enables them to make whatever contribution they can.						
End date	2017-18								
Project 3		Project Title:	Reablement	Improved effectiveness			4	2	8
Start date	2015-16	Project Details:	Review of the new Reablement Service to optimise its cost effectiveness.						
End date	2017-18								
Project 4		Project Title:	Equipment and Adaptations	Improved customer experience			3	2	6
Start date	2015-16	Project Details:	Review of equipment and adaptation pathways to promote/maximise independence within available resources.						
End date	2017-18								
Project 5		Project Title:	Transition	Improved customer experience			3	2	6
Start date	2015-16	Project Details:	Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood						
End date	2017-18								
Project 6		Project Title:	Challenging Behaviour Offer	Improved customer experience			3	3	9
Start date	01/11/2015	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of adults with behaviour that challenges services.						
End date	2016-17								
Project 7		Project Title:	LD Day Activities	Improved effectiveness			4	2	8
Start date	01/06/2015	Project Details:	Review and continuous improvement of LD day/evening activities and associated transport						
End date	2016-17								
Project 8		Project Title:	MH Accommodation and Support	Improved efficiency (savings)			4	2	8
Start date	2015-16	Project Details:	Option appraisals of the possible accommodation and support offer identified in review of MH Accommodation and Support by Alder.						
End date	2016-17								
Project 9		Project Title:	Social capital / Access to Universal Services	Improved effectiveness			4	3	12
Start date	2016-17	Project Details:	Increased use of social capital to meet eligible needs as opposed to funded specialist support services						
End date	2016-17								
Project 10		Project Title:	Good Neighbours/Volunteers Review	Improved effectiveness			2	3	6
Start date	2016-17	Project Details:	Redesign and deliver a plan to promote "good neighbours" whereby neighbours/ volunteer's increasingly help to support each other rather than being dependent on formal support services.						
End date	2017-18								

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

Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Start date	01/08/2015	Project Title: Dementia Friendly Community Project Details: Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.	Improved customer experience			4	2	8
End date	2018-19							
Start date	2015-16	Project Title: Information Portal Project Details: Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.	Improved customer experience			3	3	9
End date	2016-17							
Start date	2015-16	Project Title: Face to Face/Telephone Contact Project Details: Review, redesign and deliver a plan to ensure people seeking 1 to 1 advice are consistently provided with relevant, accurate and up to date information.	Improved customer experience			3	3	9
End date	2016-17							
Start date	2015-16	Project Title: Developing a workforce fit for the future Project Details: Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to close each gap identified.	Improved effectiveness			4	3	12
End date	2016-17							
Start date	30/11/2015	Project Title: Income Generation Project Details: Identify current and potential new income sources and maximise income levels. Productivity and Efficiency	Economic outcomes			4	3	12
End date	2016-17							
Start date	01/07/2015	Project Title: Assessment & Care Management Processes Project Details: Review, redesign and deliver a plan to ensure that all assessment and care management processes including those related to safeguarding, the Mental Capacity Act and DOLS are efficient, effective, consistently promote independence and adequately resourced.	Improved effectiveness			2	3	6
End date	2016-17							
Start date	30/06/2015	Project Title: Financial Assessment and Debt Minimisation Project Details: Review, redesign and deliver a plan to ensure that processes for financial assessment, invoicing services users and debt collection are efficient, effective and contribute to maximising income levels.	Improved effectiveness			4	3	12
End date	2016-17							
Start date	2016-17	Project Title: Shared Services Project Details: Generate and evaluate options for a shared service with a neighbouring local authority or NHS organisation	Improved efficiency (savings)			4	3	12
End date	2017-18							
Start date	2016-17	Project Title: In-House Organisational Structures Project Details: Generate/evaluate options to outsource in-house services into a non-profit making organisational form such as a community trust, LA trading company etc.	Improved efficiency (savings)			5	2	10
End date	2017-18							
Start date	2014-15	Project Title: SCIS Project Details: Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that the needs of adult social care are fully in scope when decisions are made and by having oversight of its implementation for adult social care.	Improved effectiveness			3	4	12
End date	2016-17							

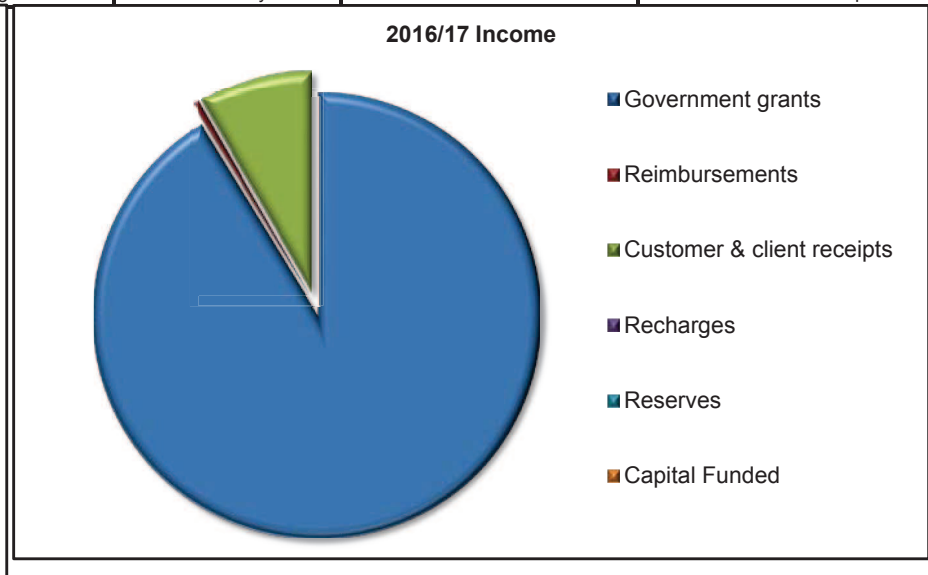
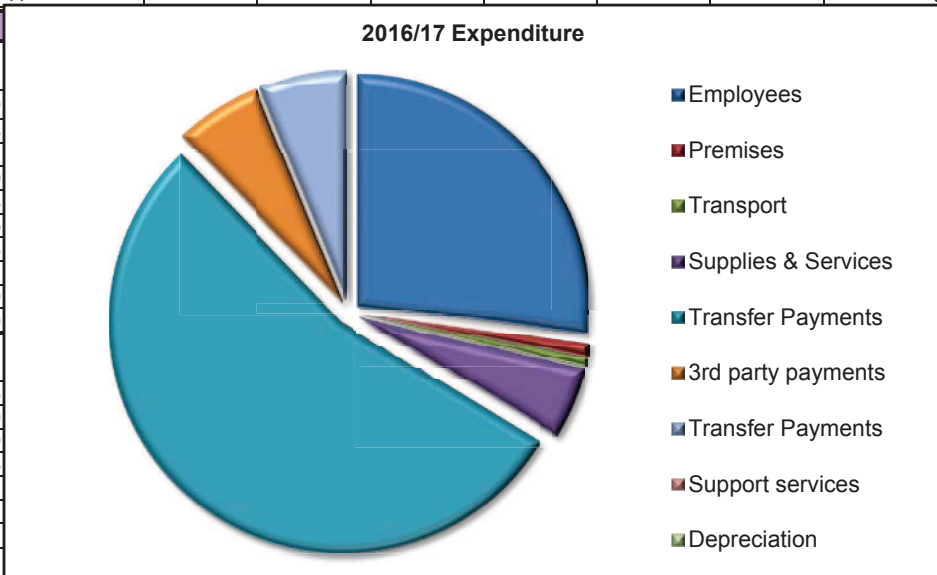
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Start date	2015-16	Project Title: Customer Profiling Project Details: Use data about the population in Merton and about service users and carers to ensure the right resources are in the right place at the right time and that customers can more easily be matched (or match themselves) to services or service providers in an open/transparent market.	Improved effectiveness			4	3	12
End date	2017-18							
Start date	2015-16	Project Title: Carers Support Project Details: Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.	Improved customer experience			3	4	12
End date	2016-17							
Start date	2015-16	Project Title: Rebalanced Homecare Services Portfolio Project Details: Shift of emphasis to outcomes based services, Pay-for-Results, and Restorative Care for agency delivered services. More shared data & systems to enable an optimised Agile Social Care System. More coordinated and integrated end-to-end hospital to home system with predictive analytics.	Improved efficiency (savings)			3	3	9
End date	2017-18							
Start date	2016-17	Project Title: Micro-Direct Commissioning System Project Details: Micro-direct commissioning allows service users to commission their own services. It is a cashless system connecting people needing care with people who can provide it. Providers may be individuals, working full or part time, agencies, voluntary and other orgs. The system electronically matches users and providers.	Improved efficiency (savings)			3	4	12
End date	2017-18							
Start date	2016-17	Project Title: Bed based care Project Details: Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look at potential for hybrid capitalisation, 3rd party management /operator business model.	Improved efficiency (savings)			3	4	12
End date	2017-18							
Start date	2016-17	Project Title: Senior 'AIR BNB' System Project Details: For matching homeowners needing care and individuals who can provide it in exchange for accommodation.	Improved efficiency (savings)			3	4	12
End date	2017-18							
Start date	2015-16	Project Title: Shared data/systems/metrics Project Details: With market providers for quality, value and performance. Quality as an integral part of the value equation together with customer feedback.	Improved effectiveness			3	4	12
End date	2016-17							
Start date	2015-16	Project Title: Procurement Efficiencies & Savings: Project Details: More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider range of data for performance, value and quality.	Improved efficiency (savings)			3	4	12
End date	2016-17							
Start date	2015-16	Project Title: Integration Project Details: Merton Integration Board (BCF Project) has the following key interfaces with ASC Redesign: - Improving reactive provider response services incl. the reablement restructure - Establishing 7 day working and proactive case management e.g. by locality teams including Home from Hospital - Increasing the use of Telecare and Telehealth	Improved effectiveness			3	4	12
End date	2016-17							
Start date		Project Title: Project Details:	Select one major benefit			3	4	12
End date								

Housing Needs and Enabling Services	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000	11000	Homelessness Strategy			
	Housing register applicants	8200	8150	8100	8500	8950	9350	Housing Strategy			
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	Housing options casework	1000	1000	1000	1000	1000	1000				
	Demand for temporary accommodation	330	380	420	475	475	475				
To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
	Housing Needs Staff (FTE)	26.5	24.5	21.79	17.79	15.79	18				
	Environmental Health (Housing)	7.03	6.03	5.03	5.03	4.03	4.03				
		33.53	30.53	26.82	22.82	19.82	22.03				
The purpose of this service is to - Prevent homelessness in accordance with statutory housing law - Provide homes to people in housing need - Plan for the future delivery of housing via general conformity with the London Housing Strategy - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of affordable homes with registered providers and private landlords - Provide care and housing support to vulnerable adults - Relationship management between the council and stock transfer housing associations - Carry out a statutory duty to enforce Environmental Health (Housing) legislation - Provide grant assistance for improvements and adaptations	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
	No. of homelessness preventions	550	550	450	450	450	450	High	Monthly	Business critical	Increased costs
	No. of households in temporary accommodation	125	130	225	250	250	250	Low	Monthly	Business critical	Increased costs
	Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Highest no. of adults in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Affordable homes delivered	70	35	30	80	60	30	High	Annual	Outcome	Reputational risk
	Social housing lets	410	415	375	420	380	370	High	Quarterly	Outcome	Increased waiting times
	Rent deposit - new tenancies	90	90	50	50	50	50	High	Annual	Outcome	Increased waiting times
	No. of enforcement/improvement notices	60	55	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
	Number of Disabled Facilities Grants approved	75	75	60	60	60	60	High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,651	4,196	3,443	4,157	3,960	3,805	3,830
Employees	1,348	1,326	1,222	1,119	933	753	753
Premises	38	38	39	39	40	40	41
Transport	28	28	28	28	28	29	29
Supplies & Services	247	184	203	209	176	245	248
Transfer Payments	1,375	2,011	1,396	2,262	2,283	2,294	2,315
3rd party payments	338	327	304	249	249	193	193
Transfer Payments	0	0	0	251	251	251	251
Support services	277	282	251	0	0	0	0
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,359	2,004	1,292	2,188	2,188	2,188	2,188
Government grants	1,140	1,680	1,140	2,000	2,000	2,000	2,000
Reimbursements	5	51	5	10	10	10	10
Customer & client receipts	214	273	147	178	178	178	178
Recharges					0		
Reserves							
Capital Funded							
Council Funded Net Budget	2,292	2,192	2,151	1,969	1,772	1,617	1,642

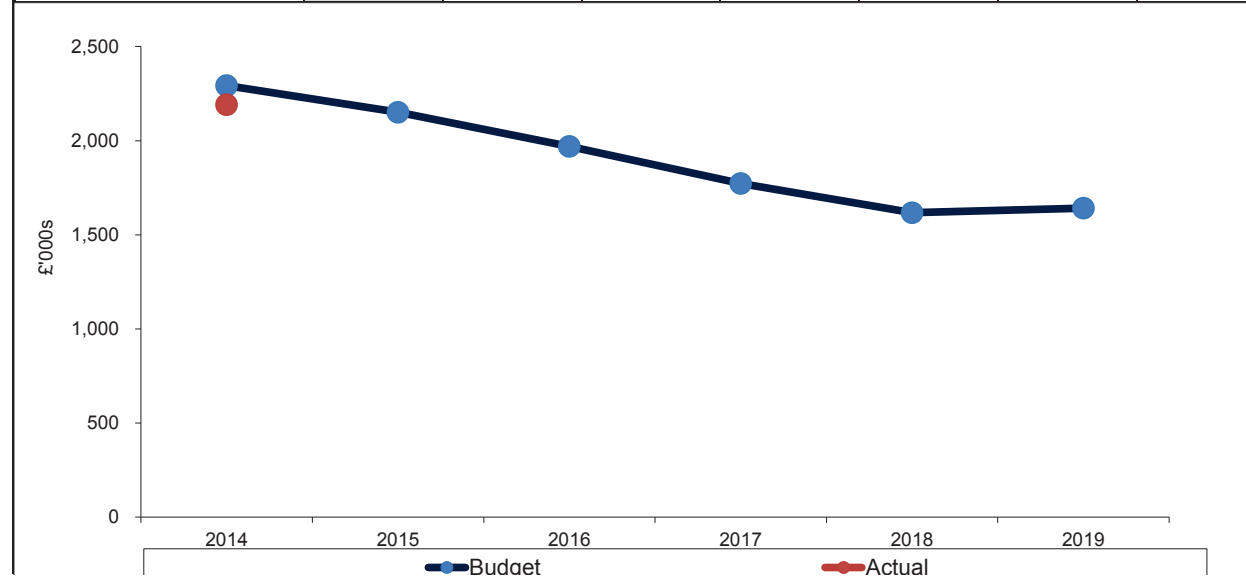


Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Disabled Facilities		519	650	1,189	755	280	280
8 Wilton Road		550	60				
Western Road				875			
Total	0	1,069	710	2,064	755	280	280

Summary of major budget etc. changes 2016/17

Savings £56k Reduction of Homelessness Prevention grant (CH8)
 Savings £30k Rationalisation of admin budget (CH9)
 Newly proposed savings - Deletion of 3.5 posts - £129k (included in reduced FTE staff numbers above) (CH40, CH41, CH42)

Temporary Accomodation Expenditure and Income budgets realigned for increase in number of clients.



2017/18

Savings £30k Rationalisation of admin budget (CH9)
 Savings -£36k - Deletion of one staffing post ((CH10)
 Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)
 Savings £50k - Staff reduction in Housing Services (CH57)

2018/19

Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)
 Savings £118k - Staff reduction in Housing Services (CH57)

2019/20

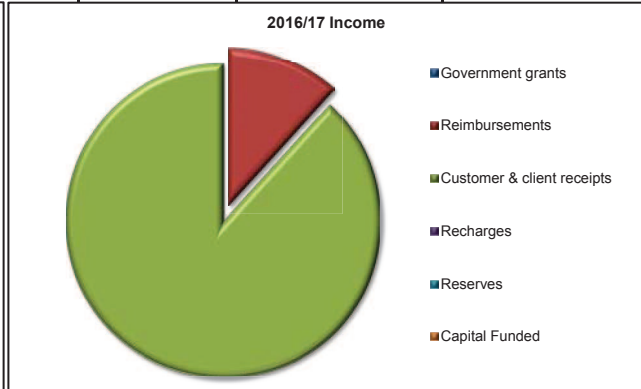
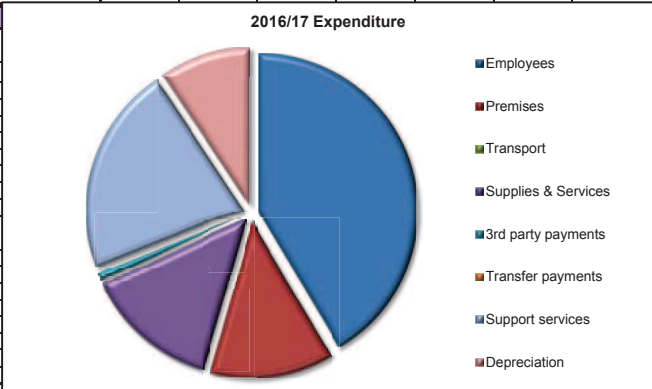
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Deliver on-line self-assessment tools	Improved effectiveness					
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.				3	1	3
End date	2017-18								
Project 2		Project Title:	Homeless Placement Policy	Risk reduction and compliance					
Start date	2016-17	Project Details:	Implement and monitor the Homeless Placement policy				2	2	4
End date	2017-18								
Project 3		Project Title:	CHMP Regeneration	Improved reputation					
Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.				1	2	2
End date	2018-19								
Project 4		Project Title:	Housing Service Review	Economic outcomes					
Start date	2015-16	Project Details:	Consider any actions arising from the review on whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).				3	1	3
End date	2016-17								
Project 5		Project Title:	Shared Lives Development	Improved effectiveness					
Start date	2015-16	Project Details:	Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary				3	1	3
End date	2017-18								
Project 6		Project Title:	Technology Review	Improved effectiveness					
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of any procurement rules and operating environment. Work with IT / E&R on re-procurement / replacement of M3PP.				2	1	2
End date	2017-18								
Project 7		Project Title:	Selective Licencing	Improved effectiveness					
Start date	2015-16	Project Details:	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.				2	1	2
End date	2016-17								
Project 8		Project Title:	EDRMS Workflow	Improved effectiveness					
Start date	2015-16	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly				2	2	4
End date	2016-17								
Project 9		Project Title:	Service re-structure	Improved efficiency (savings)					
Start date	2016-17	Project Details:	Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.				2	3	6
End date	2017-18								
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									

Libraries	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19		2019/20		
<p>Cllr Nick Draper Cabinet Member for Community & Culture</p> <p>Enter a brief description of your main activities and objectives below</p> <p>The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.</p> <p>Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.</p> <p>Certain aspects of the service must be provided for free:</p> <p>Free lending of books</p> <p>Free access to information</p> <p>Free library membership</p> <p>The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.</p>	Active users	54,500	55,000	56,000	56,000	56,000	56,000	Community Plan		
	Stock issues	1,000,000	1,000,000	950,000	950,000	900,000	900,000	Corp Equality Scheme		
	Registered members	130,000	135,000	135,000	135,000	135,000	135,000	Customer Services Strategy		
	Visitor figures	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy		
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Performance Management Framework		
Staff (FTE)	47	45.71	43.56	40.56	39.56	39.56	ICT Policy			
Accommodation (Libraries)	7	7	7	7	7	7	Performance Management Framework			
Equipment (PC's)	144	144	144	144	144	144	Workforce Development Plan			
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
Number of visitors accessing the library service online	115,000	170,000	200,000	210,000	220,000	230,000	High	Monthly	Business critical	Reduced uptake of service
Active users - peoples network terminal	54,500	55,000	56,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
% self service usage for stock transactions	95	95	96	97	97	97	High	Monthly	Outcome	Increased costs
Active volunteers in libraries	180	200	210	220	230	230	High	Monthly	Business critical	Customer hardship
Maintain income	£327,000	£316,000	£316,000	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs
Partnership numbers	30	30	30	30	30	30	High	Monthly	Quality	Customer hardship
% customer satisfaction (ARS)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service

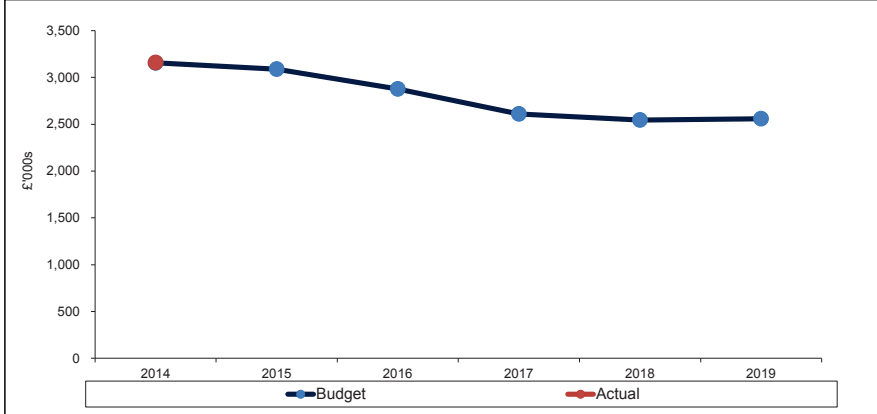
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,568	3,523	3,405	3,235	2,969	2,934	2,947
Employees	1,329	1,261	1,325	1,348	1,068	1,020	1,020
Premises	452	463	397	408	414	421	426
Transport	4	4	4	4	4	4	4
Supplies & Services	576	588	465	449	455	460	468
3rd party payments	38	38	28	27	29	30	30
Transfer payments				0	0	0	0
Support services	689	689	696	696	696	696	696
Depreciation	480	480	490	303	303	303	303
Income	413	364	316	358	358	388	388
Government grants							0
Reimbursements	86	84		42	42	42	42
Customer & client receipts	327	280	316	316	316	346	346
Recharges							0
Reserves							0
Capital Funded							0
Council Funded Net Budget	3,155	3,159	3,089	2,877	2,611	2,546	2,559



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Colliers Wood Library Re-Fit				200			
Library Self Service			350				
West Barnes Library Re-fit					200		
Library Management System					100		
	0	0	350	200	300	0	0

Summary of major budget etc. changes 2016/17

Savings - Activities - £2k
Savings - Staffing - £26k
Savings - PLUS Consultation - £3k
Savings - Volunteer Contract - £20k
Savings - Reduction in Media Fund - £45k



2017/18

Savings - Introduce self-serve Libraries at off peak times - £90k
Savings - Staffing - £60k
Savings Proposal - Shared Management Structure - £130k(CH67)

2018/19

Savings - Letting of space for coffee shop franchise in libraries - £30k
Completion of Shared Library & Heritage Service Management Structure with another borough - £25k (CH68)
Full rationalisation of staffing structures and building usage with another borough (phase 2) - £23k (CH69)

2019/20

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

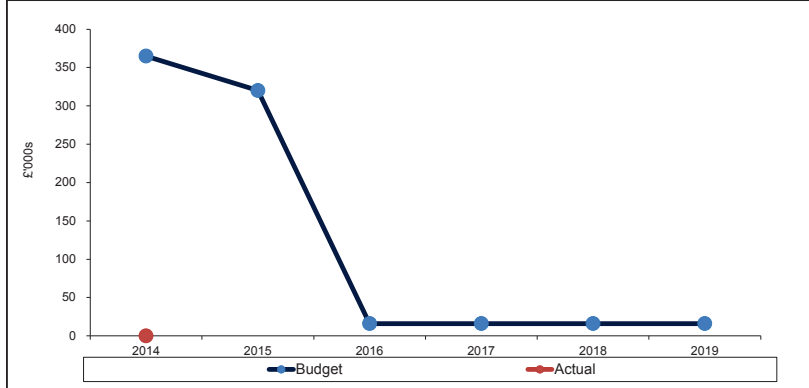
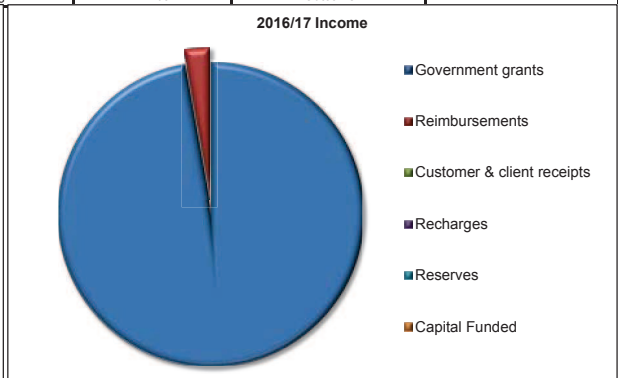
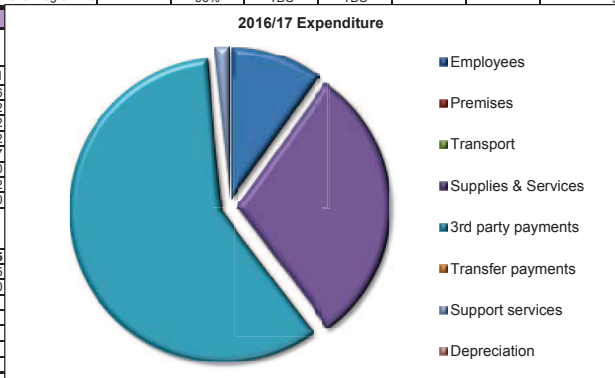
Libraries

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	E-communications		Improved customer experience		
Start date	2015-16	Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Develop social networking tools and replace current e-newsletter structure; 3. Continue to develop library website; 4. Support with channel shift as part of the Customer Contact project		2	1	2
End date	2017-18						
Project 2		Project Title:	Heritage Strategy		Improved effectiveness		
Start date	2015-16	Project Details	Promote the new Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.		3	1	3
End date	2019-20						
Project 3		Project Title:	Stock efficiency program		Improved efficiency (savings)		
Start date	2015-16	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2016/17 and consolidate team structure. Maximise usage of e-resources.		3	1	3
End date	2017-18						
Project 4		Project Title:	Children & Young People's projects		Improved customer experience		
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton.		3	1	3
End date	2017-18						
Project 5		Project Title:	Outreach and Community Engagement plan		Improved customer experience		
Start date	2013-14	Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.		2	1	2
End date	2017-18						
Project 6		Project Title:	IT Projects		Improved efficiency (savings)		
Start date	2013-14	Project Details	Implement new self-service technology and develop payment services online. Rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.		3	2	6
End date	2017-18						
Project 7		Project Title:	Assisted digital support		Improved customer experience		
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.		2	1	2
End date	2016-17						
Project 8		Project Title:	Security services contract		Improved efficiency (savings)		
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.		3	2	6
End date	2018-19						
Project 9		Project Title:	Library redevelopments		Improved customer experience		
Start date	2013-14	Project Details	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.		3	2	6
End date	2017-18						
Project 10		Project Title:	London Libraries Consortium		Improved efficiency (savings)		
Start date	2015-16	Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy and procure new solution.		3	2	6
Projects	2018-19						

Public Health		Planning Assumptions						The Corporate strategies your service contributes to	
		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19		2019/20
Cllr Caroline Cooper-Marblah Cabinet Member for Adult Social Care & Health									
Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.		Sexual health	20,201	20,554	20,913	21,243	21,667	TBC	Health & Wellbeing Strategy
		Drugs & alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol	TBC	TBC	TBC	TBC	Adult SMS are currently being re designed
		Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	Based on Practice list sizes which vary
		NHS Health Checks	5723	6211	6300	6300	TBC	TBC	
		National Child Measure Programme	Reception Cohort : 2,526 Year 6 Cohort: 2,006	Reception Cohort : 2,610 Year 6 Cohort: 2,012	Reception Cohort : 2,655 Year 6 Cohort: 2,068	Reception Cohort : 2,700 Year 6 Cohort: 2,125	TBC	TBC	
		NHS Smoking Cessation	1580	1168	TBC	TBC	TBC	TBC	Integrated service currently being procure
		Health Visiting New Birth Visits	Estimated new births: 3274	Estimated new births:3237	Estimated new births:3170	Estimated new births:3104	TBC	TBC	
		Prevention services	1119	1238	1234	1295	TBC	TBC	
		Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
		Staff (FTE)	14.77	14.77	15.43	13.77	TBC	TBC	
		Staff (Trainees)	2	1	2	2	TBC	TBC	
		High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a	n/a	n/a	

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
Chlamydia diagnosis	2200	2200	2300	2300	2300		High	Quarterly	Output	Failure to meet PHOF target
Late diagnosis of HIV rate	43.2%	42%	42%	40%	38%		Low	Annual	Outcome	Failure to meet PHOF target
NEW: Successful completion of drug treatment	52%	54.2%	TBC	TBC	TBC					Adult SMS currently being retendered
Signed Memo Of Understanding (MOU) with MCCG 2014-15	MOU	MOU	MOU	MOU						
% NHS health checks uptake of those offered service	58.5%	58.5%	59%	60%	62%	64%	High	Quarterly	Output	Increased prevalence of cardiovascular diseases.
% excess weight in children age 4-5 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	Increased prevalence of long-term conditions
% excess weight in children age 10 - 11 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	
Number of successful 4-week smoking quits	790	584	TBC	TBC			High	Quarterly	Outcome	Increase prevalence of lung cancer, heart disease and COPD
NEW: % New birth visits undertaken in under 15 days	TBC	TBC	TBC	TBC				Quarterly	Outcome	
% of participation in National Child Measurement Programme		96%	TBC	TBC			High	Annual	Outcome	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	10,092	10,016	10,047	11,497	11,463	11,451	11,451
Employees	993	858	995	1,126	1,126	1,126	1,126
Premises	2	1	2	2	2	2	2
Transport	2	2	2	2	2	2	2
Supplies & Services	5,317	5,417	4,721	3,438	3,404	3,392	3,392
3rd party payments	3,668	3,628	4,155	6,757	6,757	6,757	6,757
Transfer payments	0	0	0	0	0	0	0
Support services	110	110	172	172	172	172	172
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	9,727	10,016	9,727	11,481	11,447	11,435	11,435
Government grants	9,236	9,236	9,236	11,181	11,147	11,135	11,135
Reimbursements	491	415	491	300	300	300	300
Customer & client receipts							
Recharges							
Reserves		365					
Capital Funded							
Council Funded Net Budget	365	0	320	16	16	16	16
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20



Summary of major budget etc. changes

2016/17
 Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains; to 2017/18 Recurrent 6.2% savings (from 2015/16) plus additional 2.2% in 2016/17. In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum)
 Council savings targets of £400k (contribution to CSF)
 Re-specification and re-procurement of two large Public Health services - contracts to start during 2016/17 (integrated healthy lifestyles and weight management; substance misuse services); procurement process will include target setting with the successful bidder. New contract for Healthy Child 0-19 and CASH services to start 2016/17.
 New DPH starts in Feb 2016, and it has been agreed corporately that revision of the Public Health TOM is on hold until the new DPH is in post. It may therefore make sense to align the Service Plan with this process, particularly in light of the above.

2017/18
 Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains to 2017/18 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus additional 2.5% in 2017/18)
 The government announced in the Spending Review it will consult in 2016 on options to fully fund local authorities' public health spending from their retained business rate receipts
 Council savings targets of £600k (For contribution to C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

2018/19
 Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)
 Recurrent council savings of £1 million (£400k CSF & £600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

2019/20
 Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed from 2018/19; Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus 2.6% in 2018/19 plus additional 2.6% in 2019/20). In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum.
 Recurrent council savings of £1 million (£400k CSF & £600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

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

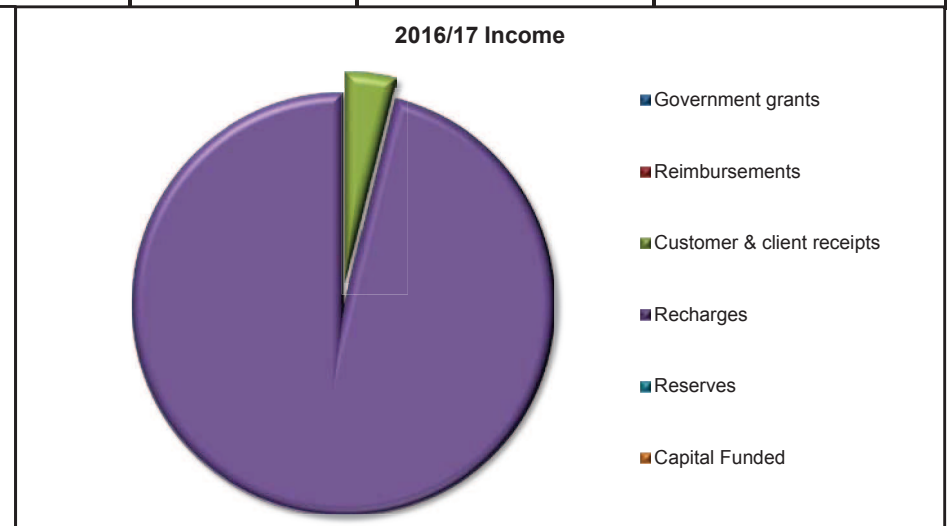
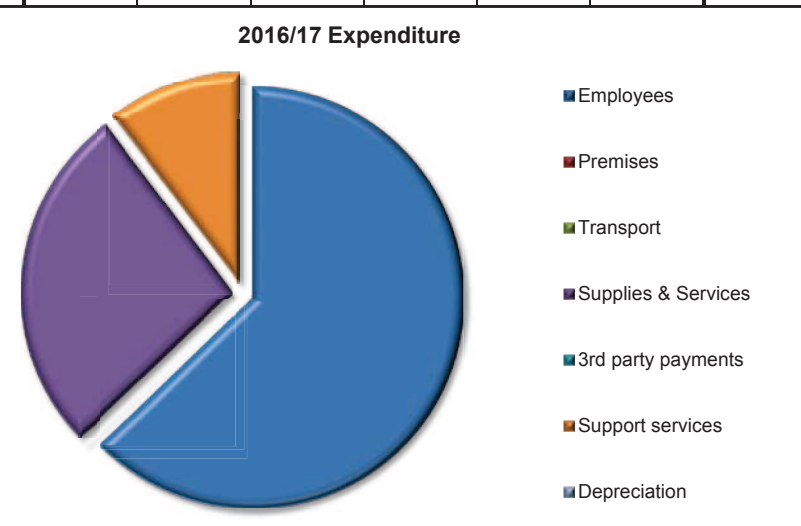
Public Health

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Integrated sexual health service	Improved effectiveness					
Start date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which incorporates existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.				3	3	9
End date	2016-17								
Project 2		Project Title:	Embedding Chlamydia screening programme	Improved efficiency (savings)					
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.				3	2	6
End date	2015-16								
Project 3		Project Title:	Review of local HIV services	Improved effectiveness					
Start date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis.				3	3	9
End date	2015-16								
Project 4		Project Title:	Integrated Health Improvement service (LiveWell)	Improved effectiveness					
Start date	2015-2016	Project Details:	This evidence based service covers health improvement, stop smoking, tier 2 weight management for adults, tier 3 weight management for adults, tier 2 weight management for children and training for front line workers. It is currently being procured and will start mobilisation in early 2016.				2	1	2
End date	2017-2018								
Project 5		Project Title:	Prevention	Improved effectiveness					
Start date	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes (e.g. LiveWell, Healthy Workplace Outreach) to the influencing of local policy to create an environment that supports healthy choices (e.g. alcohol licensing policy). Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the health inequalities between east and west Merton.				2	1	2
End date	2017-18								
Project 6		Project Title:	Transition of responsibility for Health Visiting Service to Local Authority	Improved effectiveness					
Start date	2015-16	Project Details:	Responsibility for Health Visiting Services transferred from NHS England to LB Merton in October 2015. Project required to manage transition (including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme) and work with Merton CCG to recommission and mobilise Community Health Services (including Health Visiting) from April 2016.				3	3	9
End date	2016-17								
Project 7		Project Title:	National Child Measurement Programme	Improved effectiveness					
Start date	2015-16	Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families. This is undertaken by the School Nursing Service, which is part of the recommissioning of Community Health Services.				2	2	4
End date	2017-18								
Project 8		Project Title:	NHS Health Checks	Improved effectiveness					
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.				2	2	4
End date	2017/18								
Project 9		Project Title:	Substance Misuse Prevention and Treatment	Improved efficiency (savings)					
Start date	2015/16	Project Details:	The substance misuse service is being redesigned in partnership with Merton CCG to cover the entire pathway from prevention to treatment. The service will include a component of shared care that, over time, will provide a more cost effective and local service to residents.				3	3	9
End date	2017/2018								
Project 10		Project Title:	Support to Merton Clinical Commissioning Group	Improved effectiveness					
Start date	2015/16	Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.				2	2	4
End date	2017/18								

Corporate Services

Business Improvement		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Mark Allison Cabinet Member for Finance		Anticipated demand		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
<p>Enter a brief description of your main activities and objectives below</p> <p>- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.</p> <p>- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.</p> <p>- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.</p> <p>- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives (especially LBC 2020) are realised.</p> <p>- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.</p> <p>- Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.</p> <p>- Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.</p> <p>- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.</p> <p>- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.</p>		Core service request (days)	4493	4023	3555	3355	3355	3355	3355	Customer Services Strategy			
		Non Core service requests (days)	1800	1620	1450	1450	1350	1350	1350	ICT Policy			
		Support for continuous/business improvement (days)	880	880	880	880	880	880	880	Capital Programme			
		Project/Programmes	11 FTE	21 FTE	19 FTE	0 FTE	0 FTE	0 FTE	0 FTE	Children & Young person's Plan			
										Information Governance Policy			
		Anticipated non financial resources		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
		Staff -Magt & Programme Office (FTE)	4	6.46	6	3.5	2.5	2.5					
		Staff - Business Systems Team (FTE)	26	25	23	21	21	21					
		Staff - Programmes and projects (fixed term)	11	21	20	0	0	0					
		Apprentices	2	0	0	0	0	0					
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)							
Systems availability	95%	97%	98%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery			

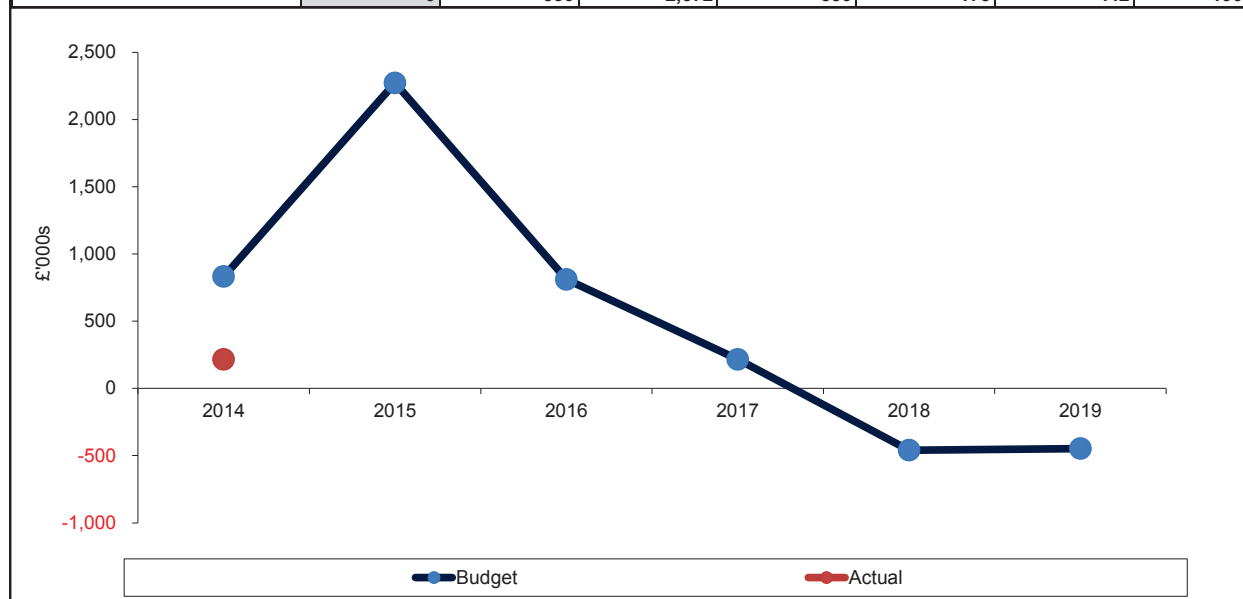
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,554	3,649	5,196	3,763	3,170	2,495	2,505
Employees	2,368	2,380	3,576	2,363	1,759	1,076	1,076
Premises				0			
Transport	3	1	3	3	3	4	4
Supplies & Services	860	791	1,230	1,011	1,022	1,029	1,040
3rd party payments				0			
Support services	323	476	386	386	386	386	386
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	2,722	3,433	2,924	2,954	2,954	2,954	2,954
Government grants		8					
Reimbursements		12					
Customer & client receipts	84	133	84	114	114	114	114
Recharges	2,638	3,280	2,840	2,840	2,840	2,840	2,840
Reserves							
Capital Funded							
Council Funded Net Budget	832	215	2,272	810	216	(459)	(448)



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Document management system			799				
Plan Web/Capita Housing			42		100	42	
Customer contact programme			785		Outstanding		
Data Labeling		124	170				
Replace Social Care System		226	686		Outstanding		
Electronic Asset Management			190				190
M3 LP and PP related Projects				550	75		
Revenues & Benefits						400	
	0	350	2,672	550	175	442	190

Summary of major budget etc changes 2016/17

Reorganisation of systems development and support arrangements CS63 £88k.
CSD37 PO Restructure 64k
CSD38 Reduction in hardware/software costs 5k
CSD39 Phase 2 of Business Systems team restructure 50k
CSD40 Additional income from Gazetteer 30k
CSD41 Consolidation of systems support 20k



2017/18

Reorganisation of systems development and support arrangements CS63 £74k.
CSD42 Restructure functions, delete 1 AD and other elements of management 170k
CS2015-08 Staffing support savings 13k

2018/19

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

2019/20

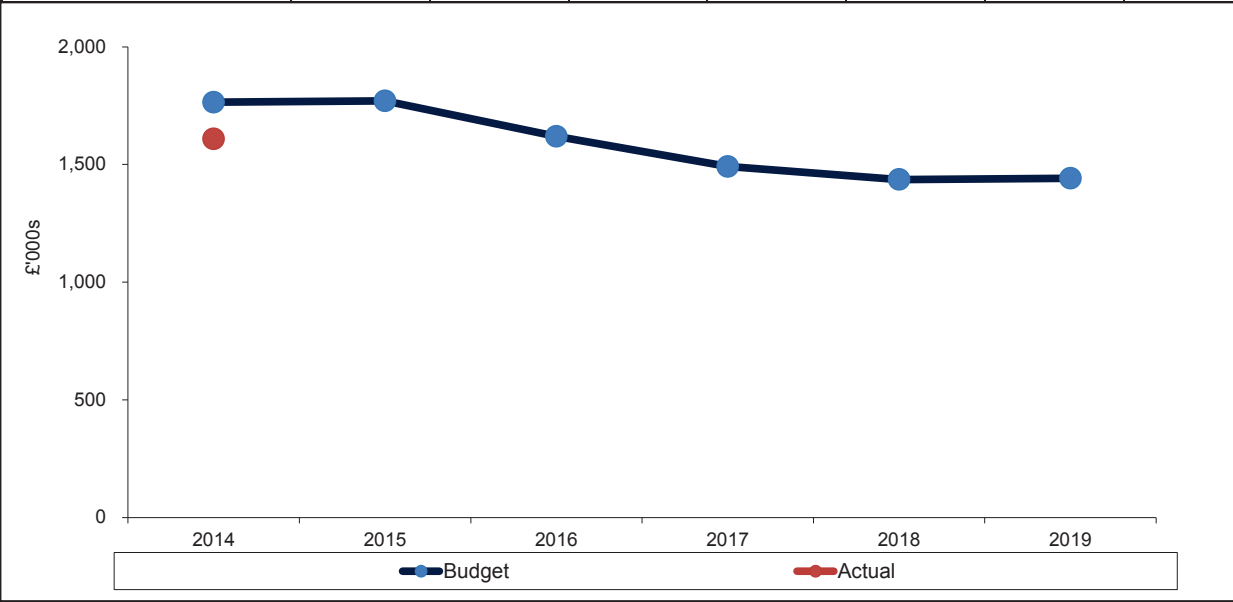
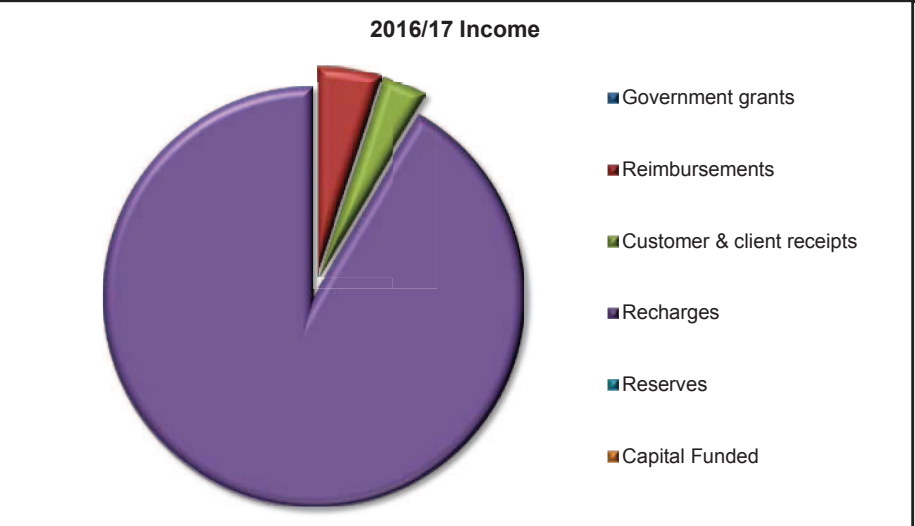
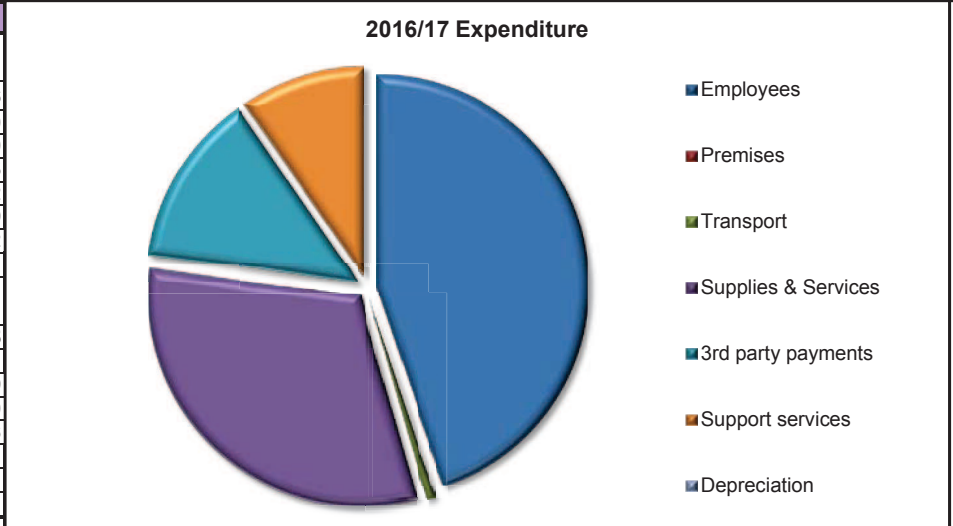
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Business Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Customer Contact programme		The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.					
End date	31/09/2016							
Project 2		Project Title:	Electronic document and records management system		EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.					
End date	31/07/2016							
Project 3		Project Title:	Social Care Information System		A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.					
End date	30/03/2016							
Project 4		Project Title:	Data Labelling System		Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.					
End date	TBC							
Project 5		Project Title:	SCIS Phase 2		A fit for purpose system that supports efficient business practices and care management now and into the future	1	2	2
Start date	01/04/2016	Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.					
End date	TBC							
Project 6		Project Title:	EAMS		A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2
Start date	01/01/2015	Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.					
End date	TBC							
Project 7		Project Title:	MADI		Customers can access and interact with geospatial data to achieve online reporting.	1	2	2
Start date	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.					
End date	31/09/16							
Project 8		Project Title:			Select one major benefit			0
Start date		Project Details:						
End date								
Project 9		Project Title:			Select one major benefit			0
Start date		Project Details:						
End date								
Project 10		Project Title:			Select one major benefit			0
Start date		Project Details:						
End date								

Corporate Governance Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function. Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements. Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews. There is also the shared Legal service with the London Borough of Richmond, which has its own Service Plan. Corporate Governance attends the shared Audit Investigations service hosted by Richmond and Wandsworth Internal Audit and Investigations- are an outsourced service. Investigaitons covered under SWLFP and Internal Audit by SWLAP (covering Merton, kingston and richmond- & sutton from 1st April 2016) They provide independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices.	Planning Assumptions							The Corporate strategies your service contributes to		
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
	Residents	208,822	211,569	214,229	216,806					
Officers	4081	↓	↓	↓				Corp Equality Scheme		
Councillors	60	60	60	60				Customer Services Strategy		
								Risk Management Strategy		
								Information Governance Policy		
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20		Corp Procurement Strategy		
Staff (FTE)	47	39.05	30.7 (excl. Invest&audit)	29.7	29.7	29.7		Performance Management Framework		
Staff - Election	900	800	800	800				Select Strategy delivery		
Staff - Canvas	150	150	150	150				Central Government		
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
Audit actions implemented by agreed date	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
Audits completed against plan	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
Complaints - dealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
Complaints progressed to stage 2	9%	9%	9%	9%			High	Quarterly	Perception	Reduced customer service
FOI requests - dealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
Number of supplementary agendas issued	26	24	22	20			High	Monthly	Perception	Government intervention
Ombudsman complaints answered in time	90%	90%	90%	90%			Low	Quarterly	Quality	Rework
Ombudsman complaints partially or fully upheld	N/A	N/A	TBC	TBC			High	Monthly	Perception	Government intervention
% of FOI refusal notices not upheld at review	N/A	N/A	TBC	TBC				Monthly	Perception	Government intervention

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	4,303	4,027	3,789	3,654	3,526	3,471	3,476
Employees	2,302	2,376	2,289	1,643	1,530	1,470	1,470
Premises	14	11	1	0	0	0	0
Transport	26	30	23	24	25	25	25
Supplies & Services	1,259	1,158	1,123	1,148	1,133	1,137	1,142
3rd party payments				486	486	486	486.19
Support services	703	452	352	352	352	352	352
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	2,539	2,418	2,019	2,035	2,035	2,035	2,035
Government grants	202	181					
Reimbursements	59	105	99	99	99	99	99
Customer & client receipts	213	289	54	70	70	70	70
Recharges	2,065	1,843	1,866	1,866	1,866	1,866	1,866
Reserves							
Capital Funded							
Council Funded Net Budget	1,764	1,609	1,770	1,619	1,491	1,436	1,441



Summary of major budget etc changes	
Year	Changes
2016/17	CSD44 Stop web casting meetings, remove scrutiny support fund and other supplies 35k CSD45 Share audit and investigation service 60k
2017/18	CSD43 Share FOI and information governance policy £40k CSD45 Share audit and investigation service 20k CS2015-13 Shared Investigation Service 40k CS2015-14 Shared audit service 33k
2018/19	CSD43 Share FOI and Information Governance policy 10k CS2015-06 Delete auditor post and fees 50k
2019/20	

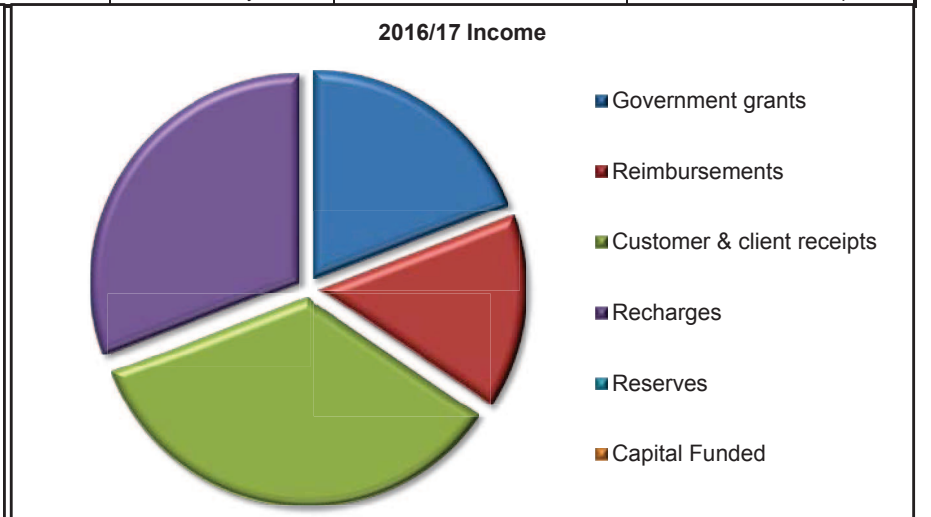
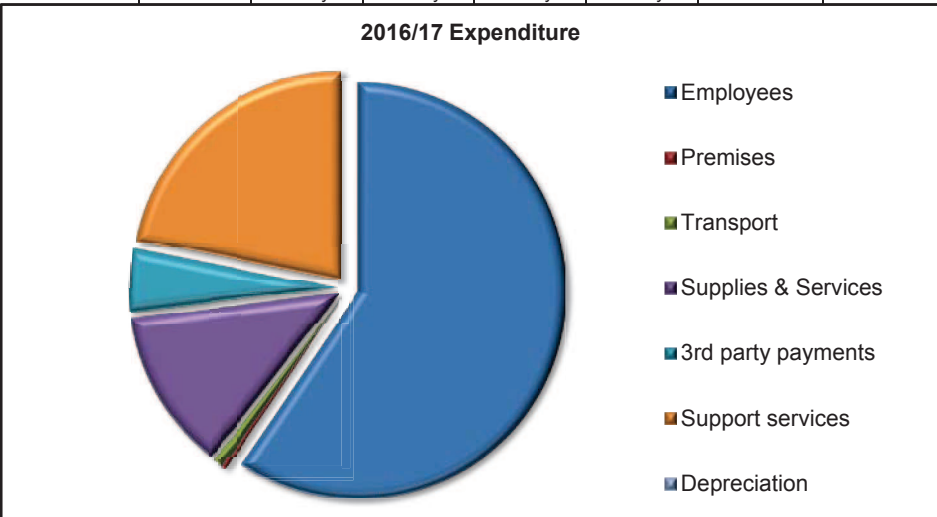
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	2013/17 Implement individual electoral registration	Select one major benefit		
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.	3	3	9
End date	31/12/2016					
Project 2		Project Title:	2013/17 Administer statutory elections, referendums and ballots.	Select one major benefit		
Start date	01/04/2013	Project Details:	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.	3	3	9
End date	31/03/2017					
Project 3		Project Title:	Committee report workflow	Select one major benefit		
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees.	2	1	2
End date	01/10/2017					
Project 4		Project Title:	Scrutiny Improvement Programme	Select one major benefit		
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.	2	1	2
End date	31/03/2018					
Project 5		Project Title:	LLC service delivery	Select one major benefit		
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive	3	1	3
End date	31/03/2016					
Project 6		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 7		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 8		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						

Customer Services		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
Enter a brief description of your main activities and objectives below		Benefit/Council Tax support claimants	16,000	16,000	15,000	14,000	14,000		Customer Services Strategy			
<p>There are 5 core services:</p> <p>Local Taxation - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services; - this includes a shared bailiff service with Sutton Council</p> <p>Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;</p> <p>Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes;</p> <p>Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;</p> <p>Communications - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do.</p> <p>Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload</p>		Telephone callers	600,000	600,000	500,000	450,000	400,000		Homelessness Strategy			
		Face to face customers	100,000	90,000	85,000	80,000	70,000		Medium Term Financial Strategy			
		Council tax properties	82,500	83,000	83,000	83,000	85,000		Social Inclusion Strategy			
		Anticipated non financial resources		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
		Staff (FTE)	140.4	148.3	134	133	133	133				
		Apprentices(FTE)	3									
		Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)			
	% of Merton Bailiff files paid in full (exc parking & misc debt)	58%	58%	58%	58%	58%		High	Monthly	Outcome	Loss of income	
	% of positive and neutral coverage tone	92%	92%	92%	92%	92%		High	Monthly	Perception	Reputational risk	
	Business Rates collected	97.25%	97.50%	97.50%	97.50%	97.50%		High	Monthly	Business critical	Loss of income	
	Council Tax Collected	97%	97.25%	97.25%	97.25%	97.25%		High	Monthly	Business critical	Loss of income	
	First contact resolution	60%	65%	70%	75%	75%		High	Monthly	Perception	Reduced customer service	
	Event income (Marriages, Civil Partnerships etc)	415,000	400,000	415,000	425,000	450,000		High	Monthly	Business critical	Loss of income	
	% of on-line transactions	N/A	N/A	30,000	45,000	60,000		High	Monthly	Business critical	Reduced customer service	
	Customer satisfaction with website	N/A	N/A	TBC				High	Monthly	Perception	Reduced uptake of service	
	Time taken to process Housing Benefit COC	N/A	11 days	11 days	11 days	11 days		Low	Monthly	Business critical	Customer hardship	
	Time taken to process new Housing Benefit claims	N/A	21 days	21 days	21 days	21 days		Low	Monthly	Business critical	Customer hardship	

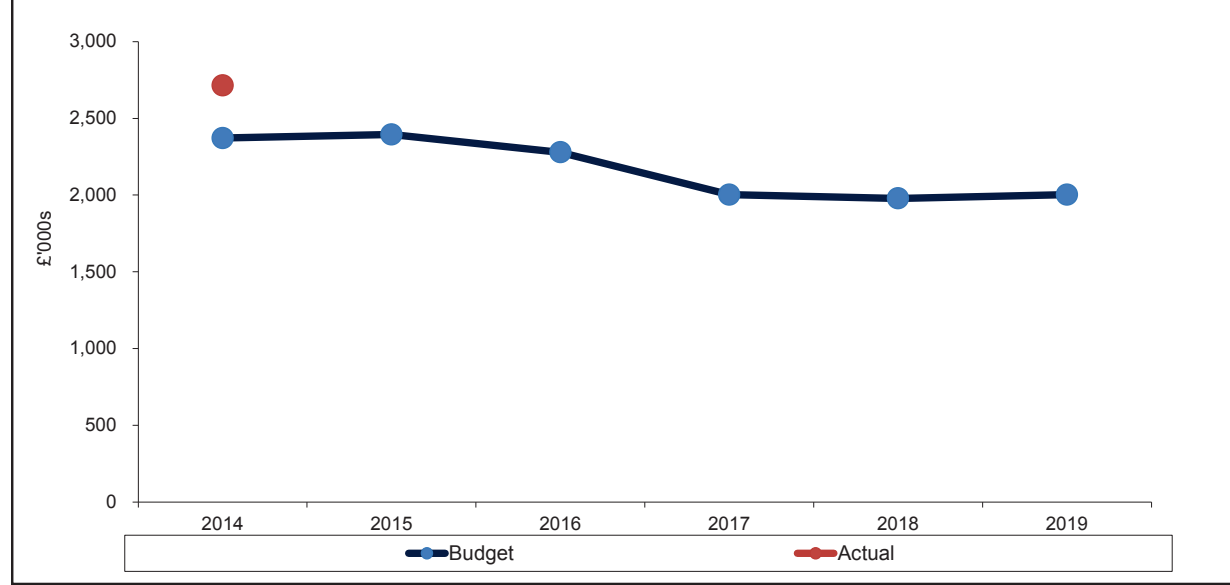
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	9,289	9,662	8,991	8,674	8,421	8,397	8,422
Employees	5,089	5,433	5,113	5,151	4,947	4,947	4,947
Premises	22	10	20	29	29	29	29
Transport	63	65	64	70	71	72	72
Supplies & Services	1,448	1,592	1,425	1,089	1,033	1,002	1,019
3rd party payments	577	449	458	425	431	438	444
Support services	2,089	2,113	1,910	1,910	1,910	1,910	1,910
Depreciation					0	0	
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	6,917	6,948	6,597	6,394	6,419	6,419	6,419
Government grants	1,743	1,754	1,519	1,232	1,232	1,232	1,232
Reimbursements	930	1,342	930	970	970	970	970
Customer & client receipts	2,184	1,937	2,184	2,228	2,253	2,253	2,253
Recharges	2,060	1,914	1,964	1,964	1,964	1,964	1,964
Reserves							
Capital Funded							
Council Funded Net Budget	2,371	2,715	2,394	2,279	2,002	1,978	2,003



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

Summary of major budget etc changes 2016/17

CS36 Re-tendering of cash collection services 10k
CS39 Impact of customer services review 30k
Reduction in discretionary relief payments 81k (to replace CS12 and CS13). CSD16 reduction in discretionary relief payments 231k
CSD9, 10 and 11 Savings from system savings (E-capture, Risk based verification, Experian) 41k
CSD14 Reduction in one Revenues Officer post 30k
CSD15 Increase in court costs 40k



2017/18

CS60 Deletion of Assistant Director post £109k
CSD17 Reduce marketing budget, increase self service and reduce designer costs 73k
CS2015-04 Increase in registrars' income 25k

2018/19

CSD19 My Merton savings 49k

2019/20

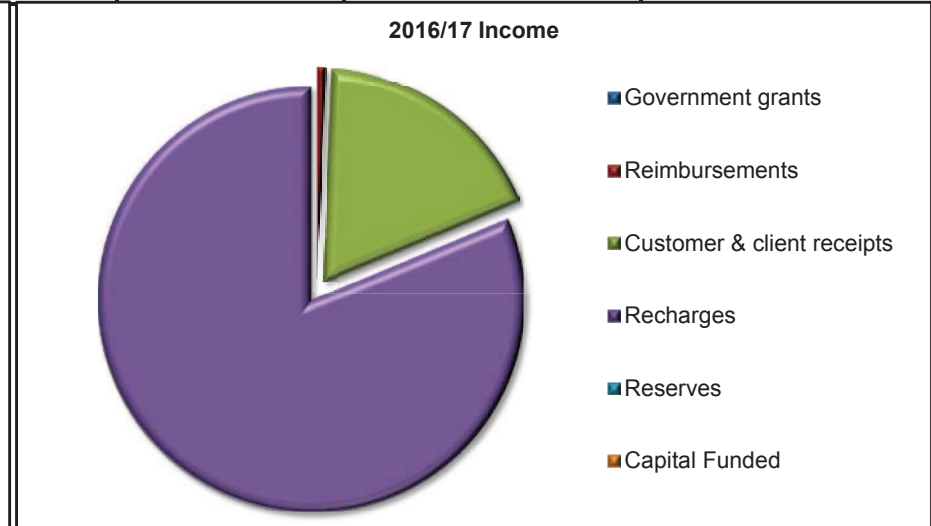
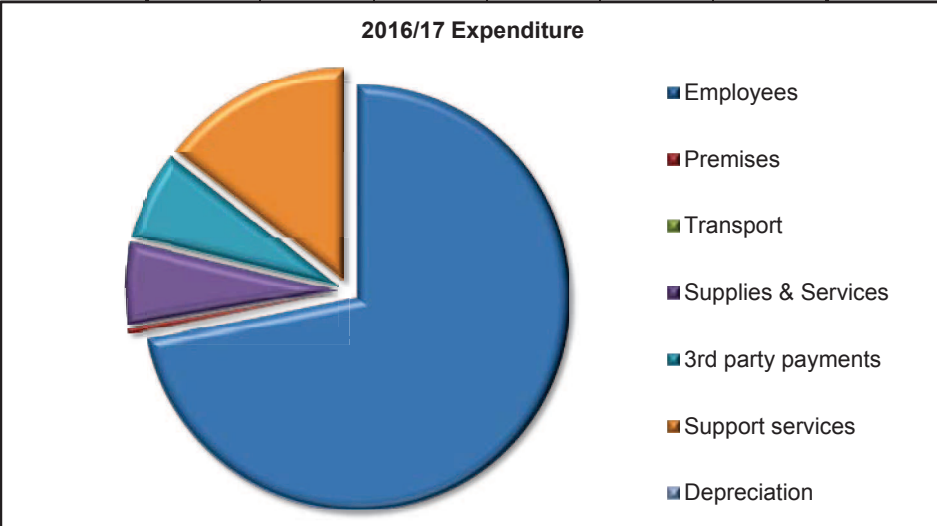
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customer Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Universal Credit Implementation	Economic outcomes		
Start date	01/01/2016	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice	2	1	2
End date	31/03/2019					
Project 2		Project Title:	Implement an Outside Wedding Venue	Improved efficiency (savings)		
Start date	01/04/2013	Project Details:	Seek planning permission and implement outside wedding venue at Morden Park House.	1	1	1
End date	31/03/2016					
Project 3		Project Title:	Council Tax support scheme	Economic outcomes		
Start date	01/04/2016	Project Details:	During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18	2	1	2
End date	31/03/2017					
Project 4		Project Title:	Review Debt Collection Processes	Improved effectiveness		
Start date	01/04/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.	2	1	2
End date	31/03/2017					
Project 5		Project Title:	Redesign of Merton Link	Improved customer experience		
Start date	01/10/2015	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service	2	1	2
End date	31/03/2017					
Project 6		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 7		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 8		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 9		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 10		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						

Human Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,400	4,400	4,400	4,200	4,000		Workforce Development Plan			
	New recruits to be appointed	160	160	160	150	140		Economic Development Strategy			
	New Apprentices to be appointed			33	33	33		Workforce Development Plan			
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
	Staff (FTE)			43.5	TBC	TBC					
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
	Time to hire	90	90	90	88	86		Low	Monthly	Outcome	Increased costs
	Average number of working days lost to sickness, excluding schools	8	8	8	7	7		Low	Monthly	Outcome	Increased costs
	% Appraisals completed	98%	98%	98%	98%	98%		High	Annual	Outcome	Poor decision making
% Members L&D satisfaction	82%	83%	83%	83%	83%		High	Quarterly	Outcome	Poor decision making	

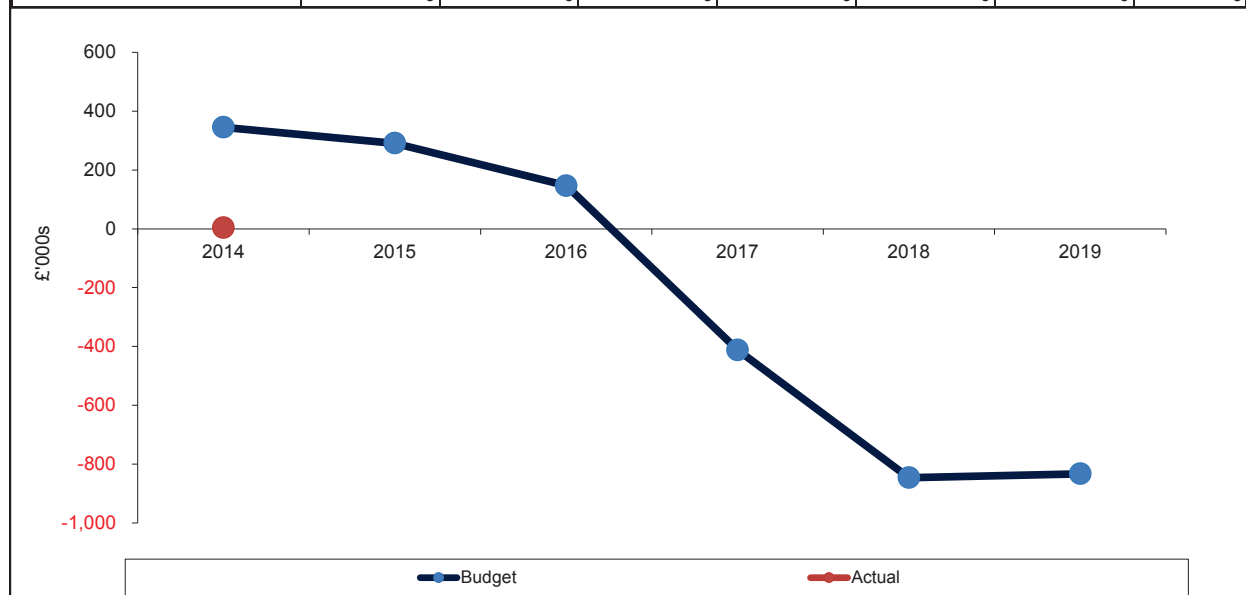
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,473	3,472	3,442	3,297	2,891	2,457	2,470
Employees	2,455	2,431	2,463	2,372	1,958	1,516	1,522
Premises	15	21	15	15	15	16	16
Transport	5	4	5	0	0	0	0
Supplies & Services	294	292	216	207	211	214	217
3rd party payments	259	347	263	224	228	232	236
Support services	447	377	480	480	480	480	480
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	3,128	3,469	3,151	3,151	3,303	3,303	3,303
Government grants							
Reimbursements		70	20	20	20	20	20
Customer & client receipts	569	560	569	569	721	721	721
Recharges	2,559	2,839	2,562	2,562	2,562	2,562	2,562
Reserves							
Capital Funded							
Council Funded Net Budget	345	3	291	146	(412)	(846)	(833)



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

Summary of major budget etc changes 2016/17

CS49 Introduction of new application tracking system 10k
 CS50 Occupational Health & Employee Assistance programme 40k
 CS74 Review of L&D spend 69k
 CSD32 Review of HR business support 5k,
 CSD35 L&D Budget 18k
 HR staffing savings deferred to 2018/19 due to HR redesign programme.



2018/19

CS48 Further rationalisation of HR services 130k
 CS51 HR Transactions including COT 90k
 CS49 HR Business Partners - Further consolidation of HR advisory work 140k
 CSD17 COT Review 38k
 CSD29 Recruitment and DBS review 50k

2019/20

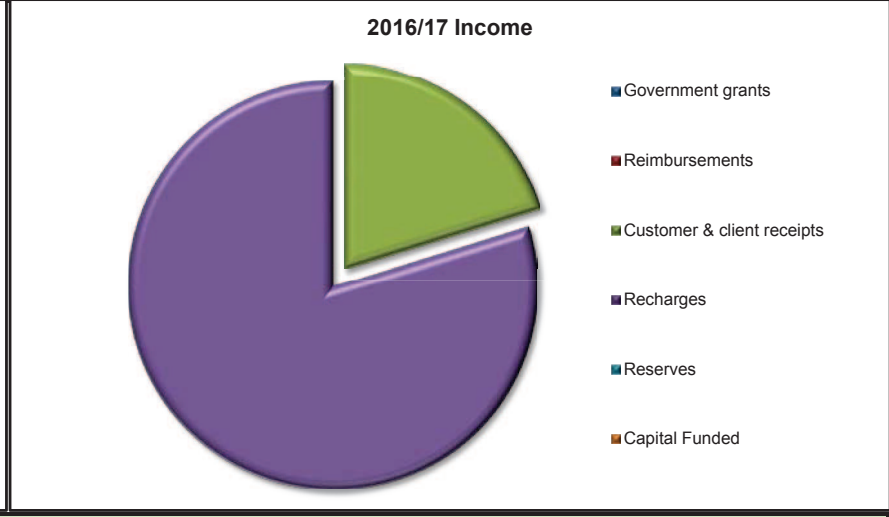
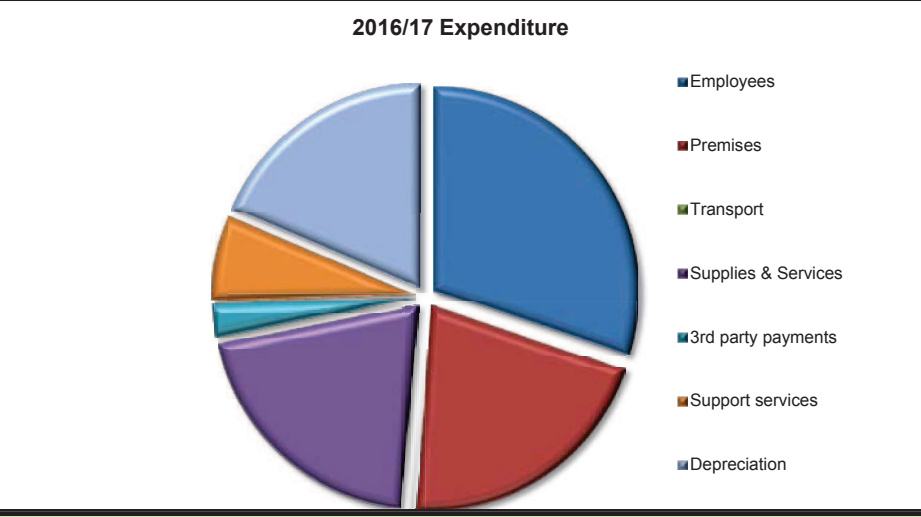
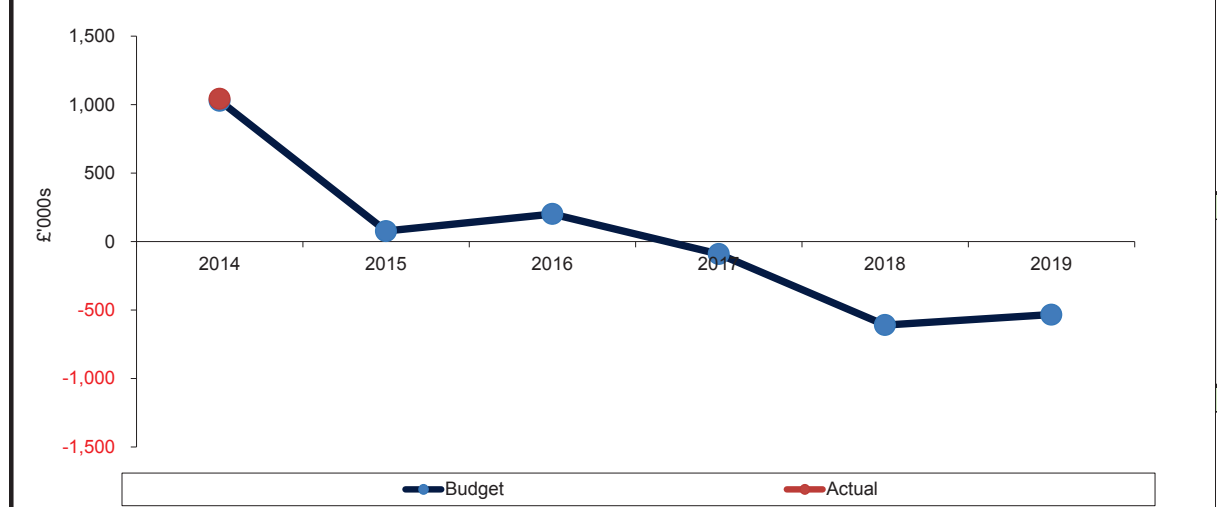
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Workforce Strategy	Improved staff skills and development					
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change			3	3	9	
End date	31/03/2017								
Project 2		Project Title:	Establishment and workforce	Improved staff skills and development					
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff			3	4	12	
End date	31/03/2017								
Project 3		Project Title:	Review HR policies	Improved effectiveness					
Start date	01/04/2015	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development			3	3	9	
End date	31/09/2016								
Project 4		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 5		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 6		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									

Infrastructure and Transactions	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Infrastructure & Transactions Division (I&T) is a support service made up of five functions which are:- IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security. Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services. Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations. Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.	Repairs & Maintenance of Corporate Buildings (Revenue)	800,00	780,000	740,000	740,000	700,00	700,00	Asset Management Plan		
	IT Service Calls	25,700	27,800	26,500	25,000	22,500	22,500	Customer Services Strategy		
	Health & Safety Statutory Inspections	60	60	60	60	60	60	Risk Management Strategy		
	Transactions requested by departments	130,000	120,000	115,000	110,00	105,00	105,00	Customer Services Strategy		
	Number of Client Affairs cases being managed	N/A	220	250	250	250	250	Customer Services Strategy		
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
	FM (FTE)	36.9	31.9	30.9	28.9	28.9	28.9			
	Transactional Services (FTE)	14.7	13.3	13.3	13.3	10.3	10.3			
	IT Service Delivery (FTE)	32.8	32	30	30	30	30			
Safety Services (FTE)	5.5	5.5	5.5	4.5	3.5	3.5				
Client Financial Affairs (FTE)	N/A	6	7	7	7	7				
Management	2	2	2	2	2	2				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
CO2 emissions corporate buildings (tonnes)	4,100	4,000	3,900	3,800	3,800		Low	Quarterly	Output	Environmental issues
Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	64%	68%	70%	72%	75%	75%	High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	60	60	60	60	60	60	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	225,000	235,000	285,000	320,000	320,000	320	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date (Carefirst)	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Increased costs
Invoices paid within 30 days of receipt by LBM	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,275	1,400	1,400	1,400	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	40/60	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	N/A	90%	92%	93%	94%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	N/A	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	12,858	14,098	12,238	12,426	12,134	11,615	11,691
Employees	3,923	4,344	3,655	3,738	3,553	3,423	3,423
Premises	2,669	2,718	2,645	2,628	2,512	2,081	2,115
Transport	35	30	36	29	29	29	30
Supplies & Services	2,914	3,098	2,812	2,547	2,552	2,590	2,628
3rd party payments	206	40	210	326	330	333	336
Support services	875	1,631	837	837	837	837	837
Depreciation	2,236	2,236	2,045	2,322	2,322	2,322	2,322
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	11,829	13,055	12,161	12,224	12,224	12,224	12,224
Government grants							
Reimbursements		20					
Customer & client receipts	2,315	2,810	2,406	2,469	2,469	2,469	2,469
Recharges	9,514	10,225	9,755	9,755	9,755	9,755	9,755
Reserves							
Capital Funded							
Council Funded Net Budget	1,029	1,043	77	202	(91)	(609)	(533)
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Information Technology		1,155	848	1,525	2,021	785	1230
Facilities Management		1,016	710	1,246	2,700	1,450	1075
Invest to Save		221	1,073	1,300	300	300	300
	0	2,392	2,631	4,071	5,021	2,535	2,605



Summary of major budget etc changes
2016/17 CS5 Review procurement of support , maintenance & license contracts 50k, CS7 Re-procurement of mobile telephone contract 20k CS8 Reduction of WAN costs 20k, CS10 Outsourcing of service 20k , CS12 Deletion of Information governance post 37k, CS16 (deferred from 14/15)Surrender overtime budget 35k, CS23 Outsourcing building services and security services 50k, CS28 Amalgamation of intruder alarm contract 20k, CSD2 Energy Savings 150K, CSD3 Rationalise ITSD support and maintenance contracts 86k CSD4 Rationalise FM buildings repair and maintenance budgets 15k, CSD5 Increase income generation at Chaucer Centre 40k CSD6 Vehicle reduction 5k
2017/18 CS70 Apply admin charge to customer requesting hard copy paper invoice 35k CS71 Deletion of two posts 85k CS72 Consolidation of budgets 34k CSD2 Energy savings 150k CSD7 Restructure Print and Post service and delete two posts 47k CS2015-09 Restructure of Safety Services and Emergency Planning 18k
2018/19 CS2015-03 Restructure of Transactional Services team 100k CS2015-09 Restructure of Safety Services and Emergency Planning 30k CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K
2019/20

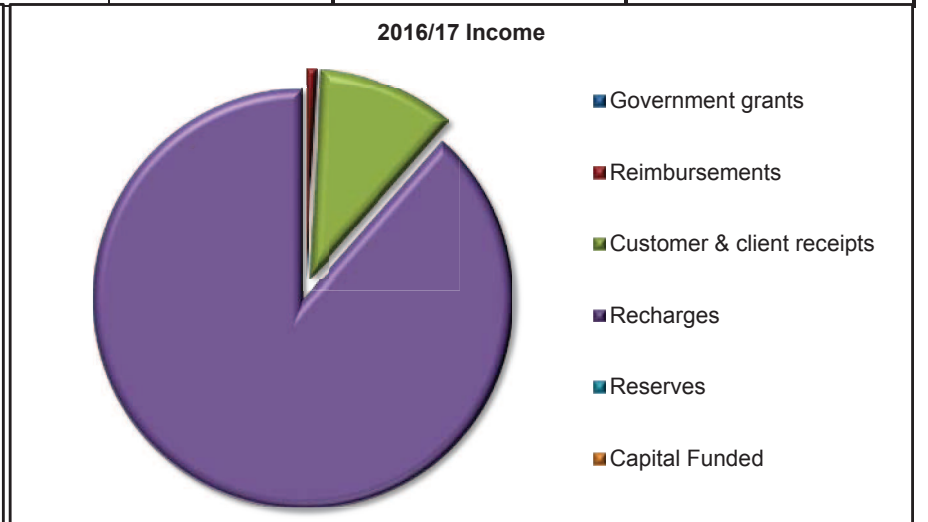
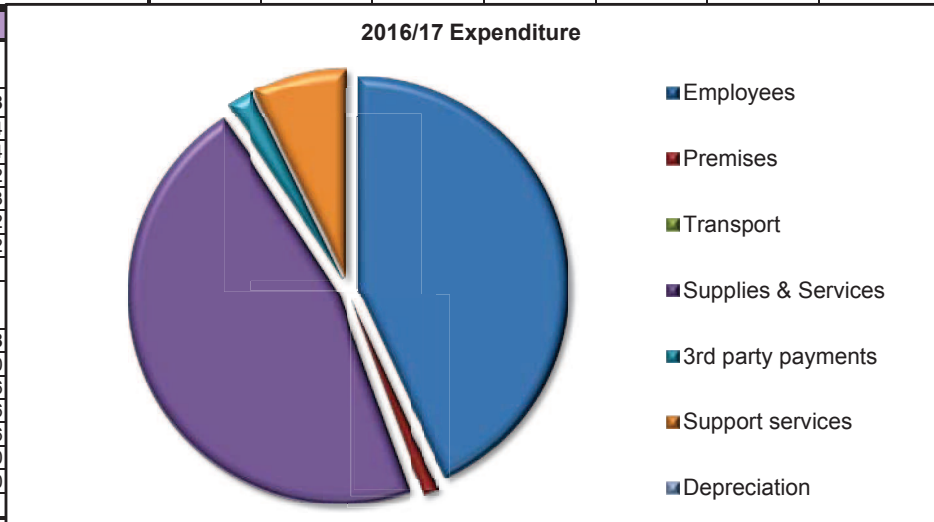
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Infrastructure and Transactions

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)					
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.			3	2	6	
End date	31/03/2017								
Project 2		Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)					
Start date	01/06/2014	Project Details:	Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).			1	2	2	
End date	31/03/2018								
Project 3		Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance					
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.			2	3	6	
End date	31/03/2016								
Project 4		Project Title:	Flexible Working Programme	Improved efficiency (savings)					
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective manner possible.			2	2	4	
End date	31/03/2016								
Project 5		Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Risk reduction and compliance					
Start date	01/01/2014	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.			1	2	2	
End date	30/06/2016								
Project 6		Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)					
Start date	01/04/2007	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.			1	1	1	
End date	01/04/2018								
Project 7		Project Title:	Process review of Accounts Payable and Receivable functions	Improved efficiency (savings)					
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the development and use of E-Billing and electronic invoicing.			1	2	2	
End date	31/03/2017								
Project 8		Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	Risk reduction and compliance					
Start date	01/10/2015	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the longer term strategic management of property and assets across the authority.			2	2	4	
End date	31/03/2016								
Project 9		Project Title:	Online Safety Inspection system	Risk reduction and compliance					
Start date	01/04/2016	Project Details:	Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data.			2	2	4	
End date	31/03/2017								
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									

Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
<p>Enter a brief description of your main activities and objectives below</p> <p>Resources is made up of five major areas of activity:</p> <p>Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.</p> <p>Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management</p> <p>Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.</p> <p>Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.</p> <p>Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking</p>	Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	147/23	Asset Management Plan			
	Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	150+	Capital Programme			
	Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Central Government			
	Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Corp Equality Scheme			
	Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	Corp Procurement Strategy			
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Medium Term Financial Strategy			
	Staff (FTE)	64.2	63.3	54.6	51.6	45.6	57.2	Risk Management Strategy			
	Staff (Trainees)	4	4	4	4	3	4	Treasury Management Strategy			
	Staff (Apprentices)	2	2	0	0	0	0	Voluntary Sector Strategy			
								Select Strategy delivery			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)					2019/20(P)
	Accuracy of P8 Revenue Forecast (compared to outturn)	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
	Accuracy of P8 (P9 to 2013/14) Capital Forecast	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
	Number of Adjustments to Draft Accounts	0	0	0	0			Low	Annual	Business critical	Government intervention
	% of contracts over threshold overseen by Procurement Board	80%	80%	80%	80%			High	Quarterly	Quality	Poor decision making
	Action plans in place for 'red' risks	90%	90%	90%	90%			High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	8,744	8,916	9,068	8,426	8,117	7,840	7,898
Employees	3,821	4,191	4,071	3,645	3,390	3,074	3,074
Premises	102	102	100	100	101	103	104
Transport	4	7	4	2	2	2	2
Supplies & Services	4,032	4,243	4,110	3,906	3,850	3,887	3,943
3rd party payments	178	143	180	171	171	172	172
Support services	608	230	602	602	602	602	602
Depreciation			0	0	0		
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	6,021	6,448	6,843	6,816	6,832	6,848	6,848
Government grants		9		0	0	0	0
Reimbursements	40	82	54	54	70	86	86
Customer & client receipts	753	1,141	753	726	726	726	726
Recharges	5,227	5,217	6,036	6,036	6,036	6,036	6,036
Reserves	0		0	0	0	0	0
Capital Funded	0		0	0	0	0	0
Council Funded Net Budget	2,724	2,468	2,225	1,610	1,285	992	1,050



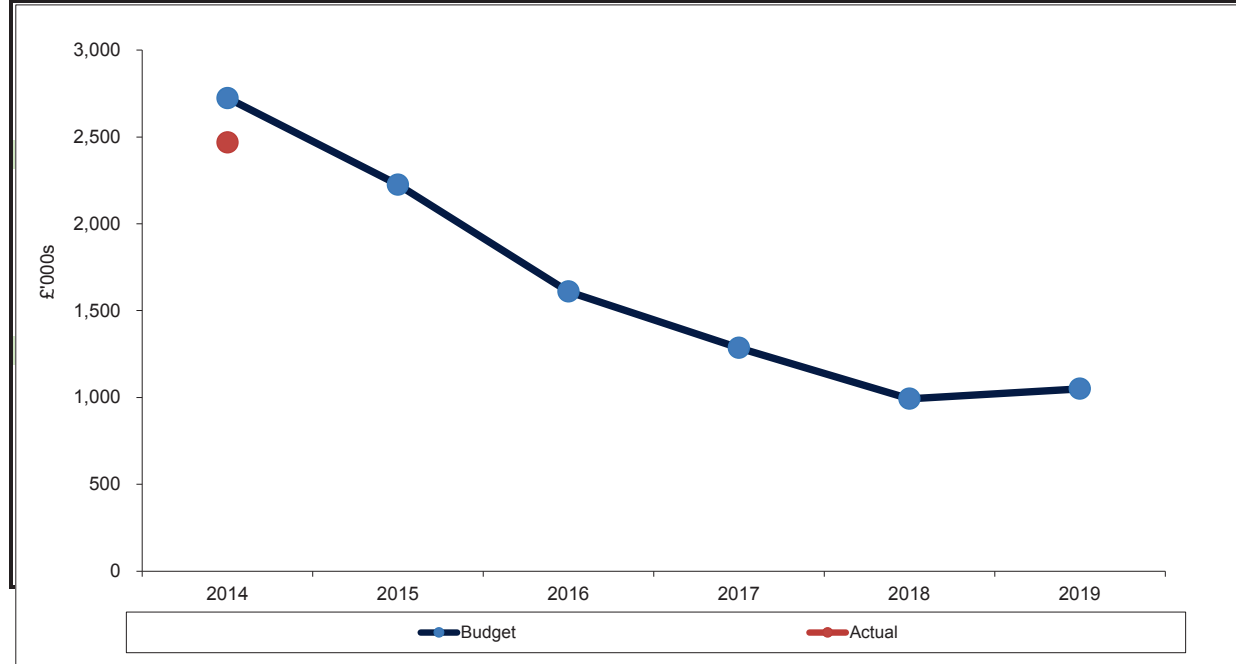
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Financial System re-engineering			454	108			
Civica Icon			125				
Acquisitions Budget			1,497	500			
Transformation Budgets			88	0			
Capital Bidding Fund			1,357	482			
	0	0	3,521	1,090	0	0	0

Summary of major budget etc changes 2016/17

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

Savings: Savings of 25k will be delivered by reduction of one posts (CS46) (£78k of the savings have been deferred), and non salary budgets savings 98k through improved processes, consolidation of budgets and review of recharges (CS64, 65 and 67). Further savings of 16k will come through increased income (CSD20), 42k from the rephasing of existing savings (CSD21) and 130k from reductions in running costs and consultancy budgets (CSD23 and 24). An increased charge to the Pension Fund £20k (CSD25) and the deletion of one post in Policy (CSD47) will bring a further 50k of savings.



2017/18

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Savings: Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46)

2018/19

Savings: Savings of 100k will be made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)

2019/20

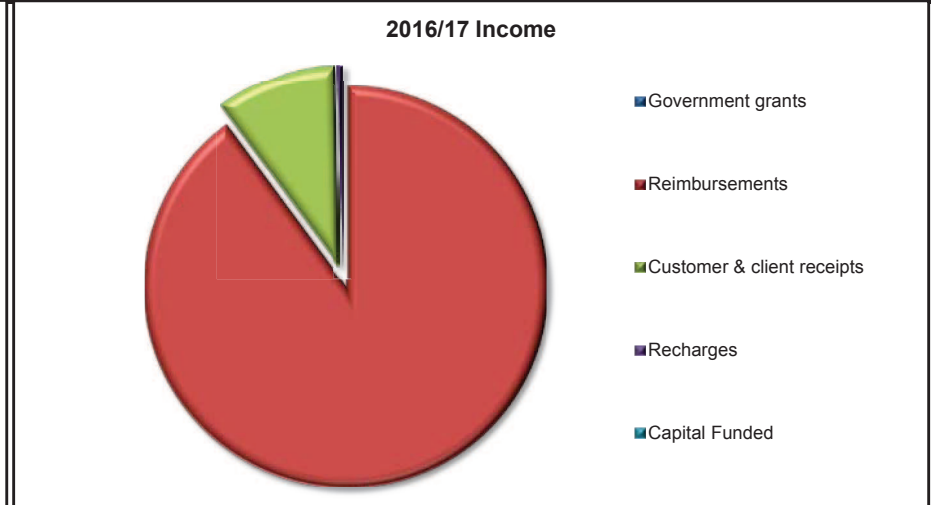
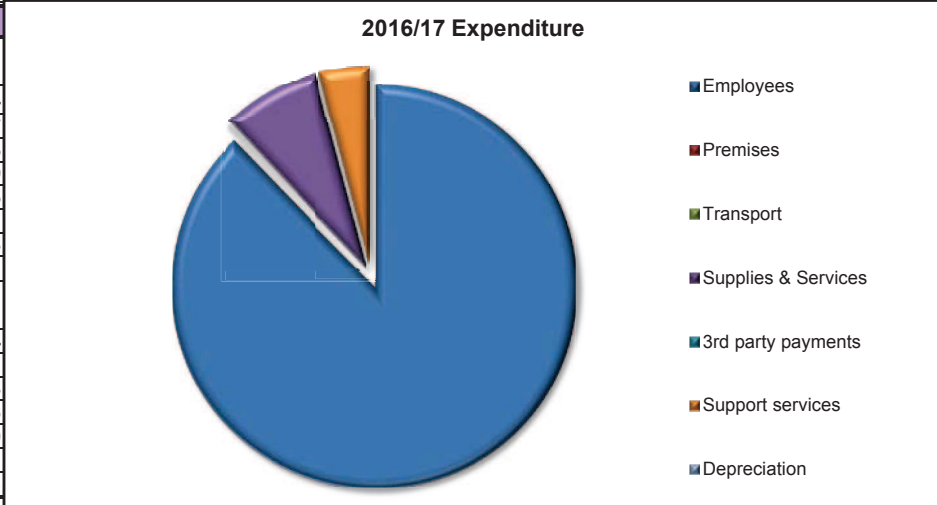
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance					
Start date	01/04/2015	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFs and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	2	4		
End date	31/03/2020								
Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness					
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2016 - project length allows for post implementation review	Two performance indicators are likely to be developed around the time taken to produce reporting information compared to now and the system downtime compared to now	2	3	6		
End date	30/09/2016								
Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness					
Start date	01/09/2014	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6		
End date	31/03/2016								
Project 4		Project Title:	Improve joint finance and business planning	Improved effectiveness					
Start date	01/04/2016	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4		
End date	31/03/2020								
Project 5		Project Title:	Evaluation of different models of funding the capital programme	Improved effectiveness					
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.	A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that can easily be understood and increase the funding streams. The performance of this work will be judged directly by the AD Resources and Director of Corporate Services.	2	2	4		
End date	31/03/2016								
Project 7		Project Title:	Capital Review	Improved effectiveness					
Start date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.		2	2	4		
End date	31/03/2015								
Project 8		Project Title:	Recharge Review	Select one major benefit					
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2015/16 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.		3	2	6		
End date	31/03/2016								
Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness					
Start date	31/03/2014	Project Details:	Legislative requirement for asset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to work closely with technical staff within Environment and Regeneration to gather the required information for account closure and presentation.	The computer systems used to record information will be reviewed by Internal Audit and assessed for the adequacy asap.	1	2	2		
End date	31/03/2016								
Project 10		Project Title:	Pilot Early closure of Accounts	Improved effectiveness					
Start date	01/07/2015	Project Details:	For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The authority is piloting earlier account closure over the next two financial years in preparation for 2017/18	Current performance indicators will be adjusted for this.	1	3	3		
End date	31/07/2018								

Legal Services	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Enter a brief description of your main activities and objectives below This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal Borough of Kingston upon Thames. The service delivers legal advice, support and representation to all services across all four councils, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and council owned companies. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles. The current agreement for a shared service expires on 1 October 2016	Chargeable hours for Merton	19500	19500	19500						
	Chargeable hours for Richmond	12747	13895	13895						
	Chargeable hours for Sutton	19819	19819	19819						
	Chargeable hours for Kingston	9238	11382	11382						
	Chargeable hours for Achieving for Children	12000	11583	11583						
	Chargeable hours for Sutton Housing Partnership	2528	2528	2528						
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
	Staff (FTE)	87.5	87.5	92.3	92.3	92.3	92.3			
	Apprentices	1	1	0						
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
Chargeable hours	76,429	78,707	78,707				High	Monthly	Business critical	Increased costs

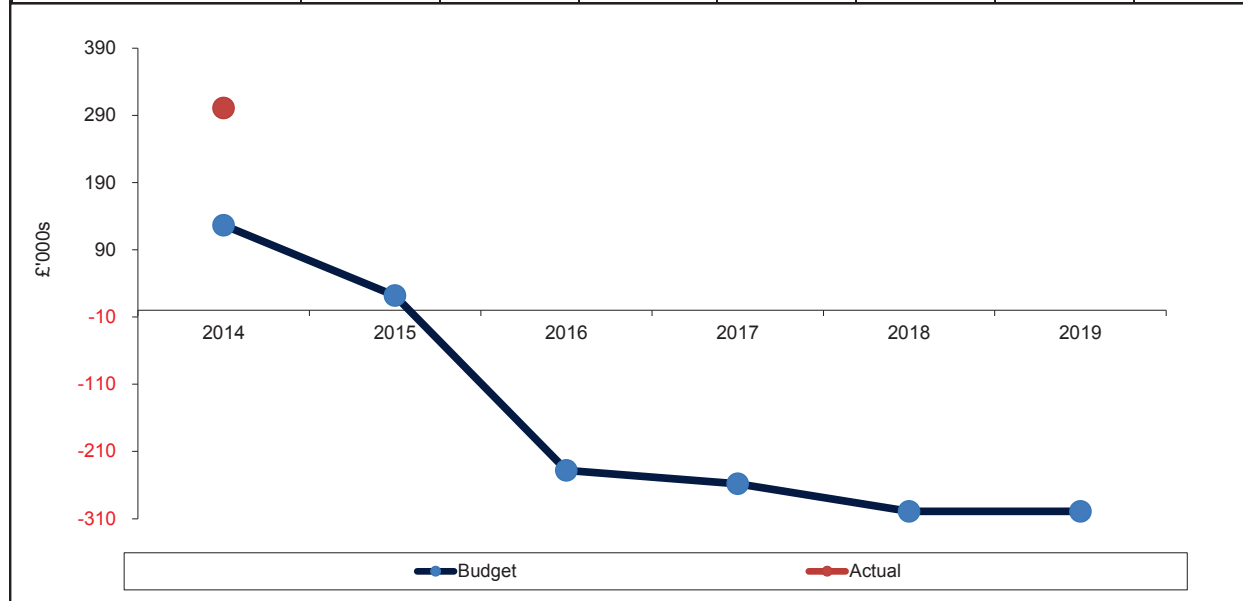
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	4,902	7,009	4,945	4,685	4,665	4,624	4,624
Employees	4,252	4,538	4,317	4,117	4,117	4,117	4,117
Premises	5	2	5	5	5	5	5
Transport	9	14	9	9	9	9	9
Supplies & Services	446	2,249	426	366	346	305	305
3rd party payments		18					
Support services	190	189	188	188	188	188	188
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	4,776	6,709	4,924	4,924	4,924	4,924	4,924
Government grants							
Reimbursements	4,280	5,618	4,428	4,428	4,428	4,428	4,428
Customer & client receipts	476	1,061	476	476	476	476	476
Recharges	20	29	20	20	20	20	20
Capital Funded							
Council Funded Net Budget	126	301	22	(238)	(258)	(299)	(299)



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

Summary of major budget etc changes 2016/17

CS73 £60k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.



2017/18

CS73 £20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

2018/19

CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required.

2019/20

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

Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Shared service	Improved customer experience					
Start date	01/04/2014	Project Details:	To embed the expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings			2	2	4	
End date	31/03/2016								
Project 2		Project Title:	Smarter Working	Improved effectiveness					
Start date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service			2	1	2	
End date	31/03/2016								
Project 3		Project Title:	Delivering Savings	Improved efficiency (savings)					
Start date	01/04/2016	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond			2	2	4	
End date	31/03/2018								
Project 4		Project Title:	Future Model	Economic outcomes					
Start date	01/02/2016	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties. If so, to set up ABS.			2	2	4	
End date	31/03/2017								
Project 5		Project Title:	Future Model	Improved effectiveness					
Start date	01/04/2015	Project Details:	To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth, including the potential expansion of the shared legal service to incorporate Wandsworth Legal Services. If approved to deliver the expanded shared service with Wandsworth			3	2	6	
End date	31/03/2017								
Project 6		Project Title:	Future Model	Improved effectiveness					
Start date	01/04/2015	Project Details:	To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.			3	2	6	
End date	31/03/2018								
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									

Environment & Regeneration

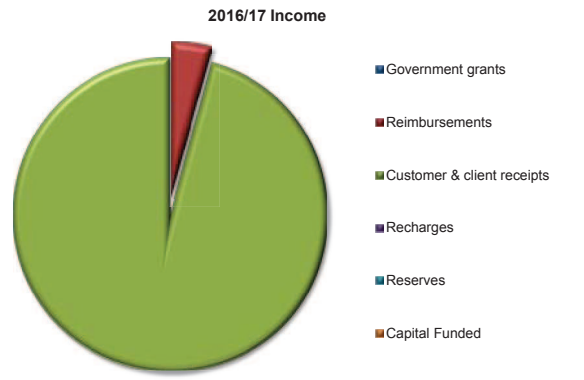
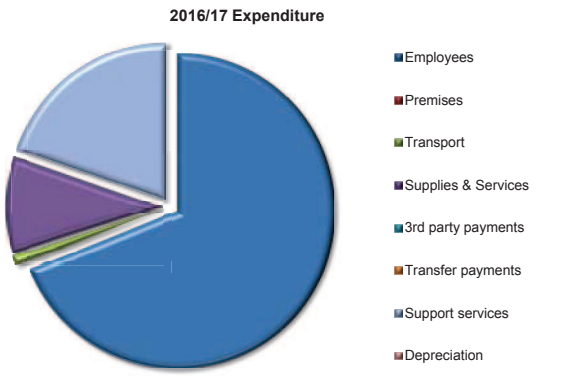
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Commercial Services (Waste Operations)

		PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Introduce timed commercial waste collections in town centre Colliers Wood To improve the appearance of the Town centre area following on from the successful implementation into Wimbledon Town Centre.	Improved effectiveness	0	0	0
Start date	01/04/2015	Project Details:					
End date	01/04/2016						
Project 2		Project Title:	Sales and marketing plan To increase the income within the Commercial waste area and improve the Branding of this important service area.	Economic outcomes	0	0	0
Start date	01/04/2015	Project Details:					
End date	01/04/2016						
Project 3		Project Title:		Select one major benefit	0	0	0
Start date		Project Details:					
End date							
Project 4		Project Title:		Select one major benefit	0	0	0
Start date		Project Details:					
End date							
Project 5		Project Title:		Select one major benefit			0
Start date		Project Details:					
End date							
Project 6		Project Title:		Select one major benefit			0
Start date		Project Details:					
End date							
Project 7		Project Title:		Select one major benefit			0
Start date		Project Details:					
End date							
Project 8		Project Title:		Select one major outcome			0
Start date		Project Details:					
End date							
Project 9		Project Title:		Select one major outcome			0
Start date		Project Details:					
End date							
Project 10		Project Title:		Select one major outcome			0
Start date		Project Details:					
End date							

Development and Building Control Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19		2019/20			
Building Control Building Control competes with approved Inspectors (AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds. Development control Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime. Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through PPA's. - implement mobile/flexible working to improve efficiency - as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - review the possibility of shared services with neighbouring boroughs. - re-procure the M3 database	Enforcement cases	750	780	800	800	800	800	Local Development Framework			
	Planning applications (economy dependant)	2500	2600	2700	2800	2800	2850	Local Development Framework			
	BC applications (economy dependant)	1700	1750	1750	1800	1800	1800	Economic Development Strategy			
	Tree applications	620	640	660	670	670	670	Local Development Framework			
	Pre applications	105	110	115	120	125	130	Housing Strategy			
	Planning performance agreements	3	7	12	14	16	18	Local Development Framework			
	Prior approvals (permitted development)	580	600	620	640	640	640	Local Development Framework			
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
	Staff (FTE)	37	36	38	25	25	25				
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
	% Major applications processed within 13 weeks	60	55	55	55	55	55	High	Monthly	Quality	Reduced customer service
	% Minor applications processed within 8 weeks	65	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
	% Other applications processed within 8 weeks	81	81	82	82	82	82	High	Monthly	Quality	Reduced customer service
	Volume of Planning applications Total	4300	4350	4400	4450	4500	4560	High	Monthly	Quality	Reduced customer service
% appeals lost	35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk	
Income (Development and Building Control)	£2.01m	£2.05m	£2.11m	£2.11m	£2.11	£2.11	High	Monthly	Business critical	Loss of income	
% Market share retained by LA (BC)	65	60	60	60	60	60	High	Monthly	Perception	Loss of income	
% enforcement site visits within 15 days	75	75	50	40	30	30	High	Quarterly	Quality	Reduced service delivery	
Number of enforcement cases closed	600	600	300	300	300	300	High	Quarterly	Quality	Reduced service delivery	
Backlog of enforcement cases	775	750	900	1200	1500	1800	High	Quarterly	Output	Reduced service delivery	
% satisfied with Planning (annual resident survey)	29	29	30	31	32	30	High	Annual	Perception	Reputational risk	

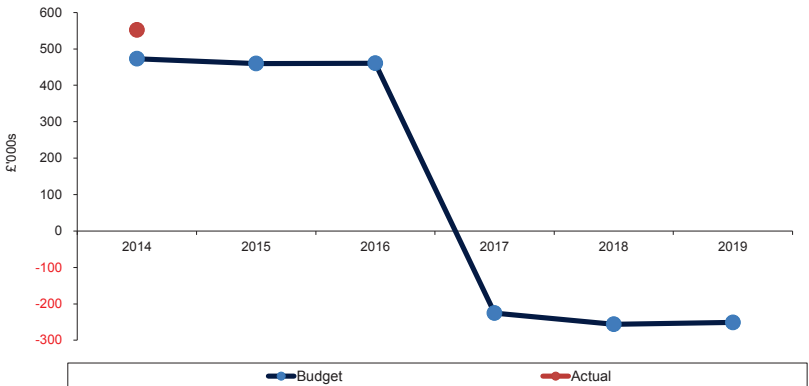
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	2,428	2,569	2,371	2,470	1,909	1,913	1,918
Employees	1,594	1,794	1,564	1,708	1,143	1,143	1,143
Premises	2	1	2	2	2	2	2
Transport	34	21	32	25	26	26	27
Supplies & Services	365	299	281	245	248	252	256
3rd party payments							
Transfer payments	2		2	0	0	0	0
Support services	431	454	490	490	490	490	490
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,955	2,017	1,911	2,009	2,134	2,169	2,169
Government grants							
Reimbursements	96	112	49	81	81	81	81
Customer & client receipts	1,859	1,905	1,862	1,928	2,053	2,088	2,088
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	473	552	460	461	(225)	(256)	(251)



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

Summary of major budget etc. changes

2016/17
E&R33 = (£75k)



2017/18
ER07 = (£200k)
EN09 = (£40k)
EN11 = (£52k)
E&R28 = (£157k)
E&R29 = (£40k)
E&R30 = (£80k)
ENV20 = (£35k)
HPDG reserve adjustment = (£86k)

2018/19
ENV20 = (£35k)

2019/20

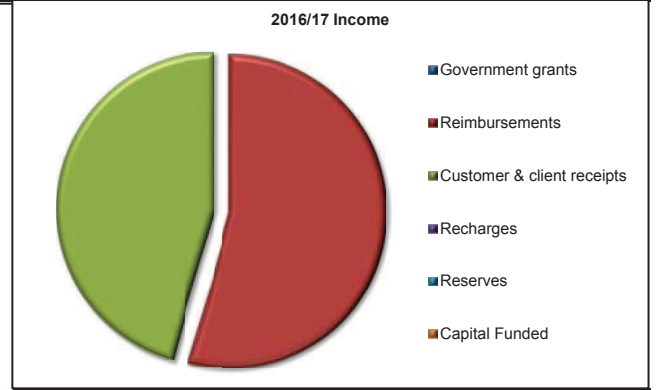
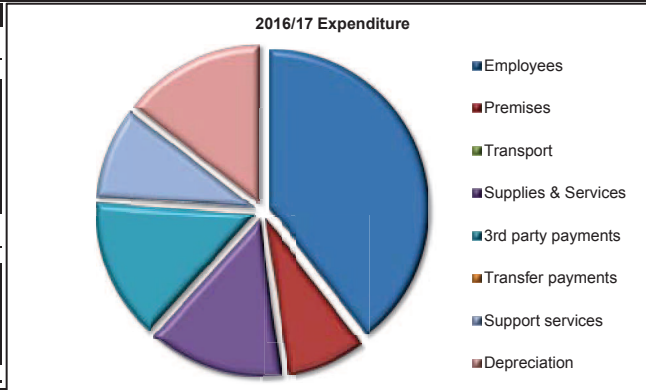
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Development and Building Control

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

Future Merton Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below	Planning Assumptions							The Corporate strategies your service contributes to		
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
futureMerton is tasked with delivering development, regeneration, economic growth and accommodating population growth for the long-term sustainability of the borough. (to be merged with Traffic & Highways in 2015/16)	Population	208,822	211,569	214,229	216,806	218,100	218,101	Asset Management Plan		
	Actual businesses in borough	7700	7900	8,100	8,150	8,200	8,201	Road Safety Plan		
<ul style="list-style-type: none"> Develop new Local Plan policies and site assembly strategies to support regeneration, economic development and growth objectives Develop sustainable development policies to support Merton's commitment to carbon reduction Develop urban design / planning frameworks to support regeneration and growth and increase design quality in the borough Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan (future Growth Strategy 2015) Attract developer interest, external funding and inward investment, public sector funding and support to deliver our regeneration and growth objectives. To develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm, transport infrastructure and sustainable travel. Lead on Major Planning developments (Wimbledon Stadium / YMCA / Rainbow Yards / Colliers Wood Tower, St Georges Quarter, Morden town centre, Wimbledon Station, Rediscover Mitcham) LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill) LBM lead on non-operational property assets decisions for growth and regeneration investment purposes. LBM lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external funding opportunities 	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Local Implementation Plan		
	Staff (FTE)	27	25.54	27.04	17.04	17.04	17.04	Community Plan		
Staff (Apprentices)	1	2	2	0	0	0	Climate Change Strategy			
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
New homes target (number per year)	320	411	411	411	411	411	High	Annual	Outcome	Loss of Government grant
Reduction in KSIs: road traffic accidents (Number of incidents)	55	50	45	42	40	40	Low	Annual	Perception	Reputational risk
% Modal increase in cycling from 2% 2012 baseline	2.0	3.0	0.2	0.2	0.2	0.2	Low	Annual	Output	Political risk
Number of new jobs created through EDS E&SAP	300	450	600	300.0	400.0	300.0	High	Annual	Outcome	Social exclusion
% of new jobs created; number that are apprentices	60	80	100	100	100	100	High	Annual	Outcome	Social exclusion
Number of new businesses created as part of EDS MBSS	100	200	300	300	300	300	High	Annual	Outcome	Reduced Business Rates

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,251	3,266	3,829	3,433	2,709	2,727	2,746
Employees	1,260	1,365	1,394	1,361	934	934	934
Premises	302	296	268	275	278	281	284
Transport	10	5	9	5	5	5	5
Supplies & Services	879	892	1,358	478	397	405	414
3rd party payments	389	284	354	495	276	283	290
Transfer payments							
Support services	287	300	322	322	322	322	322
Depreciation	124	124	124	497	497	497	497
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	908	1,090	1,058	1,051	1,051	1,051	1,051
Government grants	134	134	94	0	0	0	0
Reimbursements	472	615	622	570	570	570	570
Customer & client receipts	302	341	342	481	481	481	481
Recharges							
Reserves							
Capital funded							
Council Funded Net Budget	2,343	2,176	2,771	2,382	1,658	1,676	1,695



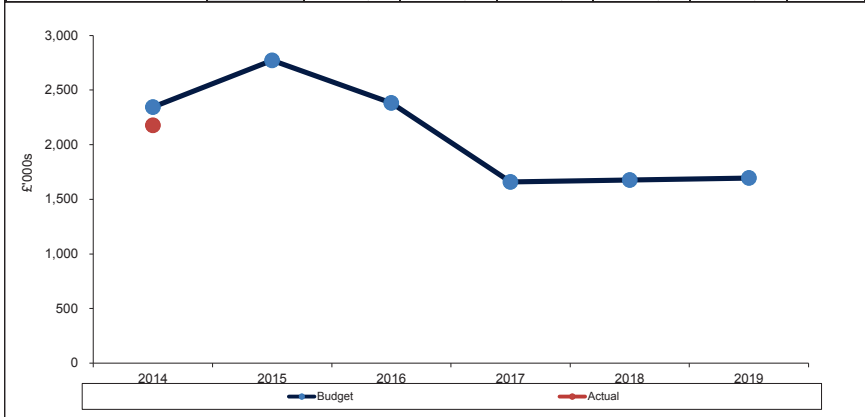
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Town Centre Investment			1,488	1,037			
Mitcham Schemes		598	778	1,000	700		
Colliers Wood Schemes		359	1,199				
Industrial Estate Investment			100	450			
Morden TFL				120	220	2,000	
Transportation Enhancements					5,000		
Other		367	167	465			
	0	1,324	3,732	3,072	5,920	2,000	0

Summary of major budget etc changes

2016/17

ER23 = (£77k)
 EN42 = (£50k)
 E&R40 = (£80k)
 E&R42 = (£20k)

EDS reserve adjustment = (£193k)
 EDS2 reserve adjustment = (£572k)
 HPDG reserve adjustment = (£50k)



2017/18

ER23 = (£214k)
 E&R41 = (£80k)
 ENV24 = (£10k)

EDS reserve adjustment = (£75k)
 EDS2 reserve adjustment = (£364k)

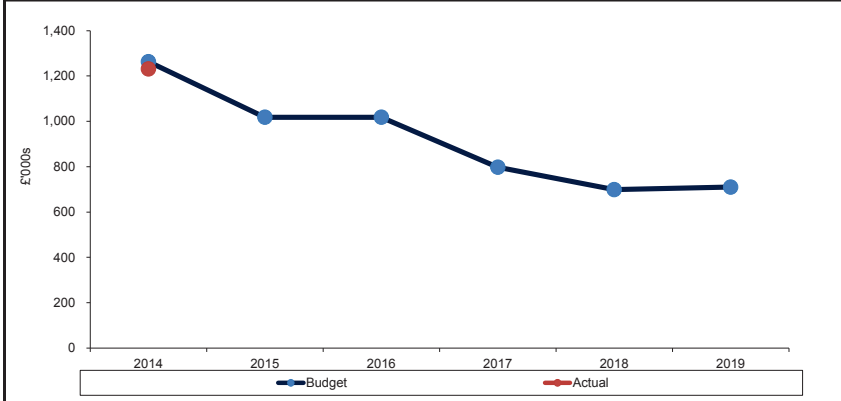
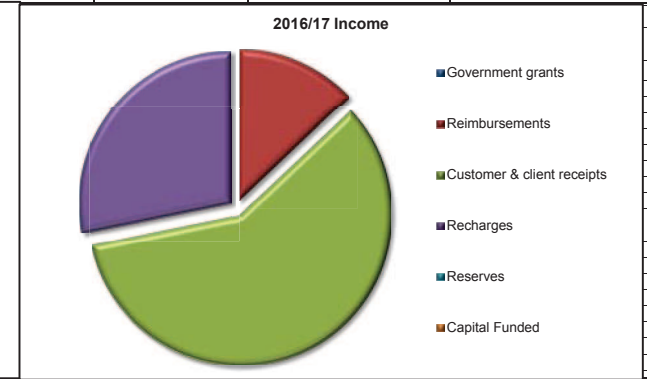
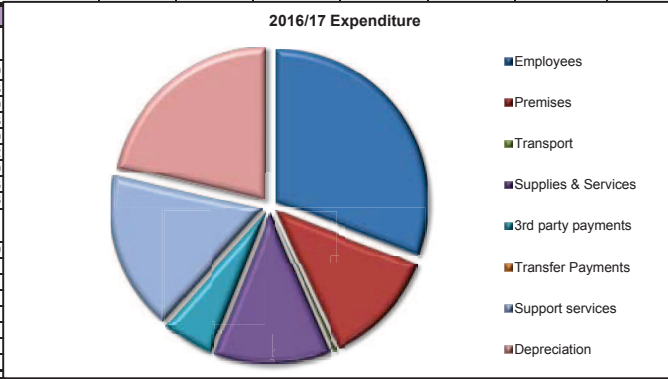
2018/19

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Future Merton								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score		
Project 1		Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal		3	2	6
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.					
End date	2024/25							
Project 2		Project Title:	Rediscover Mitcham	Infrastructure renewal		2	2	4
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)					
End date	2016-17							
Project 3		Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal		4	1	4
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+					
End date	2019-20							
Project 4		Project Title:	Wimbledon Stadium	Infrastructure renewal		3	1	3
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>					
End date	2016-17							
Project 5		Project Title:	Climate Change Strategy & Action Plan	Improved sustainability		2	2	4
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility					
End date	2018-19							
Project 6		Project Title:	futureWimbledon & Crossrail 2	Economic outcomes		2	2	4
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)					
End date	2022-23							
Project 7		Project Title:	Morden Town Centre Regeneration	Improved reputation		3	2	6
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18					
End date	2019/2020							
Project 8		Project Title:	Economic Development Strategy and Action Plans	Improved reputation		2	1	2
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.					
End date	2016-17							
Project 9		Project Title:	Smarter travel: road safety	Improved reputation		2	2	4
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.					
End date	2016-17							
Project 10		Project Title:	Borough Cycling Initiatives	Improved reputation		2	1	2
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)					
End date	2024-26							

Leisure & Cultural Development	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Enter a brief description of your main activities and objectives below Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer in the borough - thus creating a universal culture and sport offer. Specifically: - Build a replacement Morden Park Pool & vary the contract to take account of the changes - Produce a Masterplan & fully-costed implementation plan for Wimbledon Park & Lake, including a solution for the silting of the lake problem - Transform our services including a service restructure following Phase C contracts; continue to drive services to be more commercial wherever possible; move to deliver through improved technology in conjunction with the corporate centre - Contribute towards services provisions meeting outcomes across the Local Strategic Partnership using Merton's Culture & sport Framework, commissioning and contracting as well as accessing external grants - Deliver Merton's contribution to major sports, arts & cultural events. - Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions; hall; street tree administration, etc).	Population	208,822	211,569	214,229	216,806	219,316	213,497	Asset Management Plan		
	No. of Children & Young People aged 8-17 in west of borough	7,700	7,900	8,050	8,200	8,700	12,410	Children & Young person's Plan		
	Population of most disadvantaged wards	126,100	126,850	127,540	128,100	104,155	100,768	Cultural Strategy		
	Users of Merton's Leisure Centres	824,433	832,677	841,004	878,105	942,592	970,026	Community Plan		
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Open Spaces Strategy		
	Staff (FTE)	13.6	14.25	13.6	6.60	6.6	6.6	Social Inclusion Strategy		
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy		
	Volunteers	20	20	20	20	20	20			
	Staff seasonal	30	30	30	30	30	30			
	Performance Indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
Income £ from Merton Active Plus	50,000	55,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre	367,000	377,000	387,000	397,000	402,000	402,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres	100,000	103,000	106,000	106,000	106,000	108,120	High	Monthly	Output	Reduced uptake of service
External Capital & Revenue funding	320,000	100,000	100,000	100,000	100,000	50,000	High	Quarterly	Output	Reduced customer service
% residents rating facilities Good to Excellent	51.5	45.0	45.5	46.0	48.0	48.0	High	Annual	Outcome	Reduced customer service
Total Number of Users of Merton's Leisure Centres	824,433	832,677	841,004	878,105	942,592	970,026	High	Monthly	Output	Reduced uptake of service
Total Number of Users of Polka Theatre	92,785	93,690	93,916	94,600	95,000	89,500	High	Quarterly	Output	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	2,332	2,369	2,113	2,262	2,052	1,958	1,969
Employees	721	742	706	697	498	498	498
Premises	249	196	122	278	282	186	190
Transport	9	13	8	8	8	8	8
Supplies & Services	293	281	282	282	265	265	270
3rd party payments	175	210	198	126	128	130	132
Transfer Payments	5		5	0	0	0	0
Support services	361	408	383	383	383	383	383
Depreciation	519	519	409	488	488	488	488
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,069	1,138	1,095	1,244	1,254	1,259	1,259
Government grants	10	1	0				
Reimbursements	128	123	244	160	160	160	160
Customer & client receipts	594	611	500	733	743	748	748
Recharges	337	403	351	351	351	351	351
Reserves							
Capital Funded							
Council Funded Net Budget	1,263	1,231	1,018	1,018	798	699	710
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Morden Leisure Centre		24	976	9,000	1,000		
Wimb Pk Lake de-silting						1,500	
Other		628	353	300	300	300	300
	0	652	1,329	9,300	1,300	1,800	300



Summary of major budget etc changes

2016/17

- EN35 = (£14k)
- EN36 = (£10k)
- EN37 = (£5k)
- E&R1 = (£5k)
- E&R2 = (£10k)
- E&R33 = (£30k)
- BMX Track reserve adjustment = (£22k)

2017/18

- E&R1 = (£5k)
- E&R2 = (£10k)
- E&R3 = (£16k)
- ENV11 = (£59k)
- ENV12 = (£70k)
- ENV13 = (£70k)

2018/19

- E&R1 = (£4k)
- E&R2 = (£5k)
- E&R4 = (£100k)

2019/20

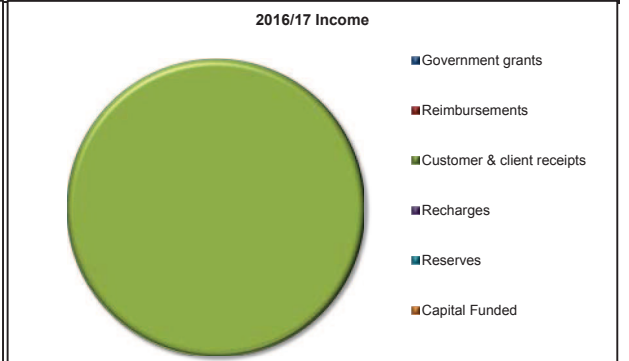
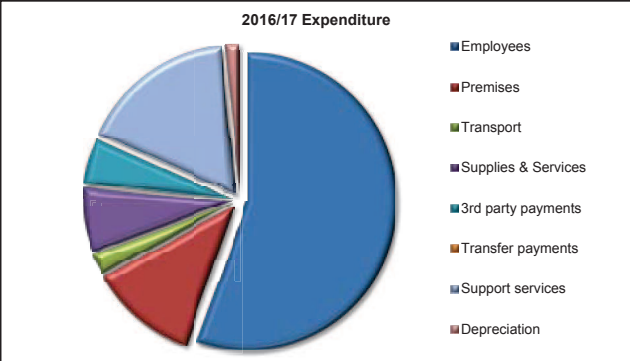
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience		
Start date	2014	Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	4	2	8
End date	2018					
Project 2		Project Title:	Leisure Centres Contract	Improved efficiency (savings)		
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	4
End date	2018					
Project 3		Project Title:	Deliver a Wimbledon Park Masterplan	Improved effectiveness		
Start date	2015	Project Details:	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports, culture, leisure, play facilities and ancilliary facilities, etc. within the park.	2	2	4
End date	2017					
Project 4		Project Title:	Implement the Wimbledon Park Lake De-silting Plans	Improved sustainability		
Start date	2017	Project Details:	Following the outcomes of the Wimbledon Park & Lake Masterplan for the required improvements and solutions for the lake. Procure and implement the solutions	4	2	8
End date	2018					
Project 5		Project Title:	Customer Contact Programme - Online Leisure & Cultural Bookings & Payment System & Other Service Technological Requirements	Improved customer experience		
Start date	2015	Project Details:	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Implement other corporate technological solutions and work with corporate IT to meet customer and service needs within that provision. Ensure service / customer needs are appropriately embedded in new ways of working.	2	2	4
End date	2016-17					
Project 6		Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	Improved efficiency (savings)		
Start date	2014	Project Details:	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to cover two distinct strands of commercial and community activities.	2	2	4
End date	2016-17					
Project 7		Project Title:	Community Use in the East of the Borough	Improved customer experience		
Start date	2014	Project Details:	Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Deliver the Sports Blast Programme	2	2	4
End date	2017					
Project 8		Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities	Improved customer experience		
Start date	2014	Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
End date	2017					
Project 9		Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved customer experience		
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	2	2	4
End date	2018-19					
Project 10		Project Title:	External Funding & Inward Investment Opportunities	Improved effectiveness		
Start date	2013	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at Wimbledon Park, etc.	2	2	4
End date	2018-19					

Parking Cllr Judy Saunders Cabinet Member for Performance & Implementation Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19		2019/20			
The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.	Number of resident permits issued	14,481	Not known	Not known	Not known	Not known	Not known	Road Safety Plan			
	Number of visitors permits issued	280,600	Not known	Not known	Not known	Not known	Not known	Medium Term Financial Strategy			
Objectives • enforce parking regulations across the borough including Controlled Parking Zones and bus lanes • to implement measures to improve traffic enforcement efficiency, specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough • to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure • to monitor the borough's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion • to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Local Transport Plan			
	Staff (FTE)	71.50	86.20	93.27	85.27	85.27	85.27				
In January 2015 Public Space CCTV camera team was amalgamated with Parking Services and changed the sections title to Parking and CCTV Services. The core activity is to review the operational structure, processes and the number of CCTV cameras throughout the borough with the aim of achieving efficiencies without reducing the level of service to the residents, customers and our partners.	Transport	15	15	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs				
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
% of parking permits issued within 5-7 days		90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
Sickness- No of days per FTE (12 month rolling average)		11	10	9	8	8	8	Low	Quarterly	Quality	Loss of income
Percentage of cases won at PATAS compared to previous years data		50%	52%	54%	54%	54%	54%	High	Monthly	Business critical	Loss of income
Percentage of cases lost at PATAS compared to the previous years data		23%	22%	21%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
Percentage of cases where council does not contest at PATAS due to new evidence compared to the previous year		27%	26%	25%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
Percentage of Public Space CCTV cameras working		95%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery

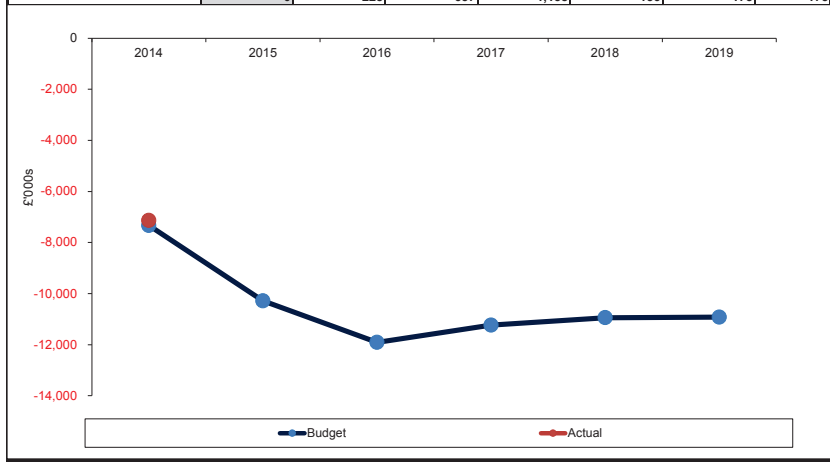
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	4,745	4,796	5,195	5,311	4,979	4,937	4,956
Employees	2,501	2,523	2,788	2,945	2,640	2,640	2,640
Premises	637	658	641	619	626	632	639
Transport	140	145	140	124	80	82	84
Supplies & Services	298	290	370	377	353	389	395
3rd party payments	260	229	264	265	269	213	217
Transfer payments							
Support services	832	874	905	905	905	905	905
Depreciation	77	77	87	76	76	76	76
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Government grants	12,077	11,930	15,480	17,220	16,218	15,881	15,881
Reimbursements							
Customer & client receipts	12,077	11,930	15,480	17,220	16,218	15,881	15,881
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	(7,332)	(7,134)	(10,285)	(11,909)	(11,239)	(10,944)	(10,925)



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Tackling Traffic Congestion		11	43	533			
CCTV Matchfunding			300	300			
Other		217	294	305	156	175	175
	0	228	637	1,138	156	175	175

Summary of major budget etc. changes 2016/17

EN02 = (£226k)
EV11 = (£125k)
E&R7 = (£260k)
E&R8 = (£1,700k)
E&R9 = (£500k)
E&R10 = (£80k)
E&R11 = (£60k)
E&R12 = (£14k)



2017/18

EV11 = (£125k)
E&R7 = (£163k)
E&R8 = £1,540k
ENV02 = (£190k)
ENV03 = (£45k)
ENV04 = (£250k)
ENV05 = (£70k)
ENV06 = (£46k)
ENV33 = (£250k)
ANPR income reduction = £250k

2018/19

E&R7 = (£163k)
E&R8 = £500k
ENV07 = (£60k)

2019/20

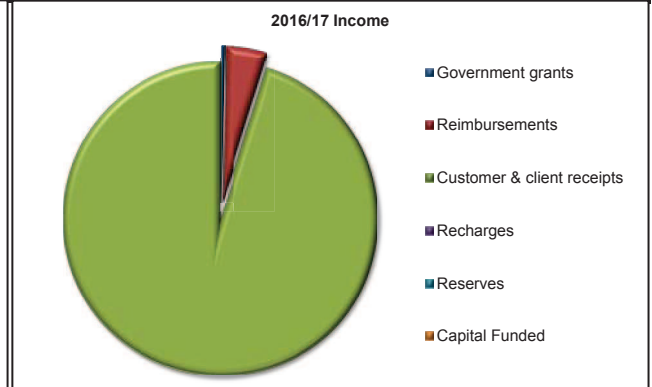
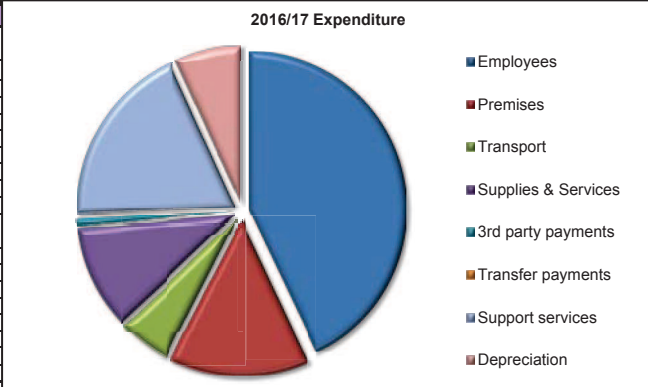
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Tackling Traffic Congestion	Improved effectiveness			
Start date	2014-15	Project Details:	Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions.	The improvement of traffic congestion that will lead to improved bus journey times, traffic flows, pollution and the safety of pedestrians and cyclists.	2	2	4
End date	2016-17						
Project 2		Project Title:	Cashless parking	Improved customer experience			
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer service by allowing motorists to purchase paid for parking without the need for cash.	1	1	1
End date	2016-17						
Project 3		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Project 4		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Project 5		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Project 6		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Project 7		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Project 8		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Project 9		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Project 10		Project Title:		Select one major benefit			
Start date		Project Details:					
End date							

Parks and Green Spaces	Planning Assumptions							The Corporate strategies your service contributes to			
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
Clr Andrew Judge Cabinet Member for Sustainability & Regeneration											
Enter a brief description of your main activities and objectives below	Increased sports pitch demand (Total number of bookings)	1%	1%	1%	1%	1%	1%	Open Spaces Strategy			
The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.	Attendance at major community outdoor events (No. of people)	50,000	55,000	55,000	60,000	60,000	60,000	Children & Young person's Plan			
	Number of funerals at LBM cemeteries	205	210	215	220	240	260	Cultural Strategy			
									Capital Programme		
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
	Staff (FTE)	70.75	71.85	67.45	62.45	62.45	62.45				
	Staff accommodation units (No. of mess rooms/depots)	12	12	12	10	10	10				
	Transport vehicles	19	19	19	18	17	16				
Objectives:											
The team's primary objectives in the forthcoming years include the following principal tasks:											
<ul style="list-style-type: none"> increasing income reducing operational expenditure maintaining and improving service standards and performance securing investment and delivering improvements to open space facilities encouraging and facilitating community self-management of sites and facilities providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects implementation of agreed TOM transformation process outcomes 											
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
	Residents % satisfaction with parks & green spaces	72	73	74	75	76	77	High	Annual	Perception	Reputational risk
	Young peoples % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Biennial	Perception	Reputational risk
	Total LBM cemeteries income £	536,000	553,000	569,000	586,000	604,000	622,000	High	Monthly	Business critical	Loss of income
	Total outdoor events income £	316,000	328,000	341,000	351,000	362,000	373,000	High	Monthly	Business critical	Loss of income
	Number of Green Flags	5	5	5	5	6	7	High	Annual	Quality	Reputational risk
	Number of outdoor events in parks	130	130	130	130	130	130	High	Monthly	Perception	Reputational risk
	Volunteer input in parks management (No. of groups)	30	35	40	45	50	55	High	Quarterly	Perception	Reduced service delivery

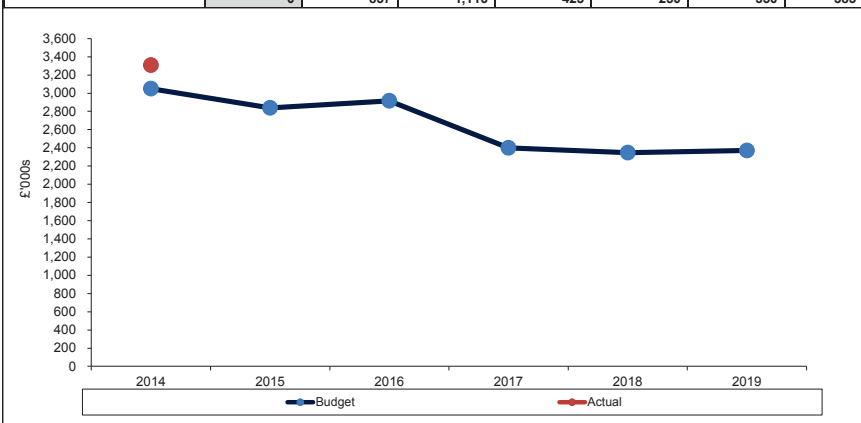
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	
Expenditure	5,000	5,300	4,812	5,178	4,852	4,898	4,921	
Employees	2,273	2,415	2,303	2,232	2,045	2,045	2,045	
Premises	737	815	640	743	690	724	733	
Transport	246	265	245	274	255	259	263	
Supplies & Services	497	487	494	556	491	499	508	
3rd party payments	32	48	32	40	38	38	39	
Transfer payments								
Support services	889	944	983	983	983	983	983	
Depreciation	326	326	115	350	350	350	350	
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	
Income	1,949	1,992	1,972	2,261	2,451	2,551	2,551	
Government grants	60	22	60	8	8	8	8	
Reimbursements	97	257	81	94	184	184	184	
Customer & client receipts	1,792	1,713	1,831	2,159	2,259	2,359	2,359	
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	3,951	3,308	2,840	2,917	2,401	2,347	2,370	



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Parks Investment		219	287	276	216	323	325
Other		638	829	147	34	28	60

Summary of major budget etc. changes 2016/17

EN45 = (£13k)
 E&R24 = (£130k)
 E&R26 = (£60k)
 E&R27 = (£44k)
 E&R33 = (£70k)



2017/18

E&R25 = (£160k)
 ENV18 = (£100k)
 ENV19 = (£90k)
 ENV21 = (£6k)
 ENV22 = (£24k)
 ENV23 = (£160k)

2018/19

ENV18 = (£100k)
 Tennis Courts reserve adjustment = £25k

2019/20

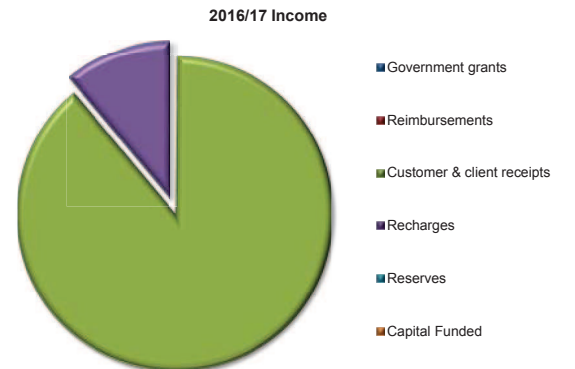
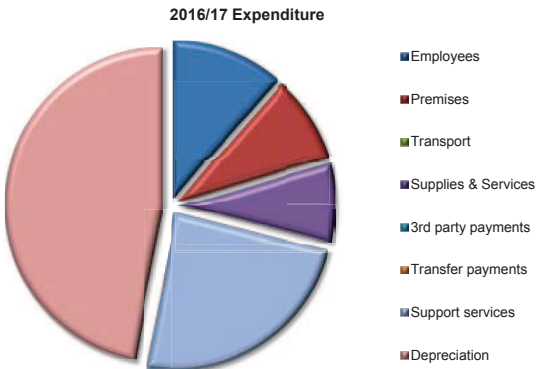
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Parks and Green Spaces

		PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Management of parks & open spaces	Improved reputation				
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks			2	2	4
End date	2017-18							
Project 2		Project Title:	Management of bowling greens	Improved reputation				
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton			2	2	4
End date	2017-18							
Project 3		Project Title:	Commercialisation of grounds and sports services	Economic outcomes				
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events			2	2	4
End date	2018-19							
Project 4		Project Title:	Service Delivery Models	Improved efficiency (savings)				
Start date	2014-15	Project Details:	Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)			3	2	6
End date	2016-17							
Project 5		Project Title:	Development of new sporting hub at Joseph Hood Rec	Improved customer experience				
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground			3	2	6
End date	2017-18							
Project 6		Project Title:	New pavilion & facilities at Dundonald Rec	Improved reputation				
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)			2	2	4
End date	2016-17							
Project 7		Project Title:	Management of paddling pools	Improved reputation				
Start date	2013-14	Project Details:	Investment in new water play facilities.			2	2	4
End date	2016-17							

Property	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19		2019/20		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration										
Enter a brief description of your main activities and objectives below	The number of proposed disposals	12	4	TBC	TBC	TBC	TBC	Capital Programme		
<p>To ensure that all property transactions provide value for money and comply with statute. To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts (Section 151) To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid to manage applications for community assets to be listed and claims for compensation. To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011. TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.</p> <p>Objectives</p> <ul style="list-style-type: none"> complete Asset Valuations to timetable agreed with Director of Corporate Services drive programme of property disposals to maximise capital receipts and exceed target critically examine operational property to ensure the council has the minimum necessary to support the business plan maximise revenue income by letting vacant property provide timely advice to inform regeneration projects ensure team is arranged to support objectives. 	The number of proposed lettings.	9	8	8	8	8	8	Economic Development Strategy		
	The number of proposed rent reviews	25	21	21	21	21	21	21	Housing Strategy	
	The number of commercial properties	394	394	394	394	394	394	394	Medium Term Financial Strategy	
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20		Asset Management Plan	
	Staff (FTE)	6	5.60	4.85		3.60		3.60		
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
Capital receipts (is this still required)	£1m	£5m	TBC	TBC	TBC	TBC	High	Quarterly	Business critical	Loss of income
% Vacancy rate of prop. owned by council	4.0	3.5	3.5	3.3	3.3	3.3	Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	9.0	8.0	8.0	8.0	8.0	8.0	Low	Quarterly	Outcome	Loss of income
Asset Valuations	150	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty

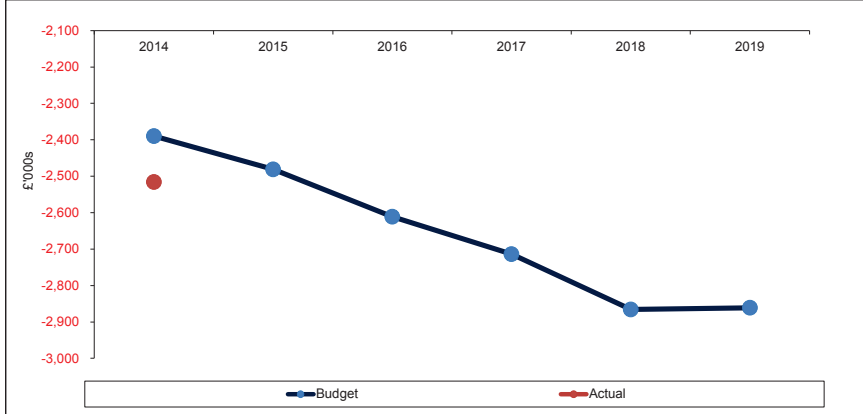
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	2,140	2,205	2,068	1,956	1,896	1,884	1,889
Employees	272	256	274	226	161	161	161
Premises	343	375	283	176	179	164	167
Transport	1	1	1	1	1	1	1
Supplies & Services	156	213	158	159	161	164	166
3rd party payments	0	2	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0
Support services	444	434	471	471	471	471	471
Depreciation	924	924	881	923	923	923	923
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	4,530	4,721	4,549	4,567	4,610	4,750	4,750
Government grants							
Reimbursements	5	17	5	5	5	5	5
Customer & client receipts	4,042	4,223	4,042	4,060	4,103	4,243	4,243
Recharges	483	481	502	502	502	502	502
Reserves							
Capital Funded							
Council Funded Net Budget	(2,390)	(2,516)	(2,481)	(2,611)	(2,714)	(2,866)	(2,861)



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Wimbledon Scouts			25				
	0	0	25	0	0	0	0

Summary of major budget etc. changes 2016/17

ER23 = (£52k)
E&R6 = (£39k)



ER23 = (£18k)
E&R5 = (£82k)
ENV34 = (£8k)

2018/19

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

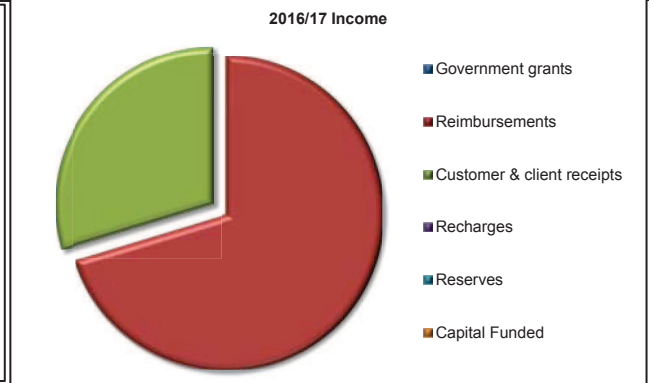
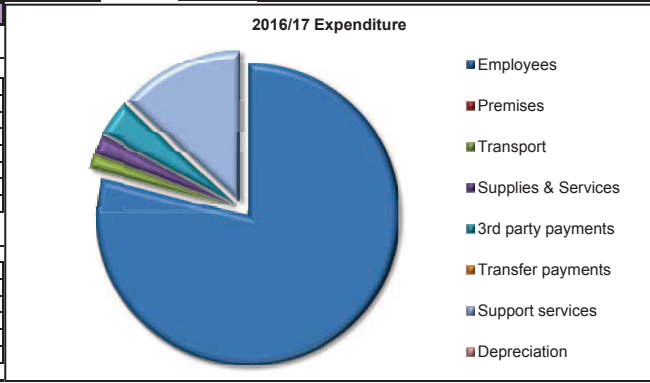
2019/20

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

Property						
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk	
			Likelihood	Impact	Score	
Project 1	Project Title:	West Barnes Library	Infrastructure renewal			
Start date	2012-13	Project Details: Reprovision of library within larger redevelopment	2	2	4	
End date	on going					
Project 2	Project Title:	P4/Broadway Car Park	Improved efficiency (savings)			
Start date	2012-13	Project Details: Disposal of public car park to regenerate prominent town centre site.	1	2	2	
End date	on going					
Project 3	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						
Project 4	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						
Project 5	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						
Project 6	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						
Project 7	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						
Project 8	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						
Project 9	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						
Project 10	Project Title:		Select one major benefit			
Start date		Project Details:				
End date						

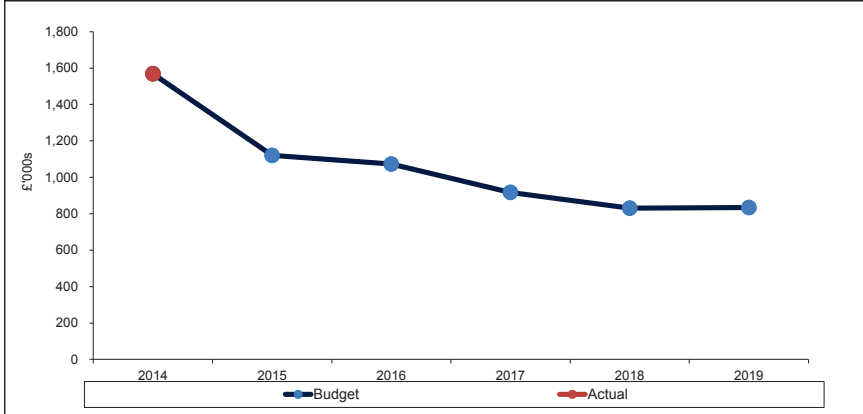
Regulatory Services Partnership	Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Air Quality Action Plan				
Enter a brief description of your main activities and objectives below	Total number of food premises	1535	1751	1756	1762	1767	1770	Central Government				
Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton and LB Richmond).	Total number of service requests	6250	6500	6760	7030	7030	7030	Climate Change Strategy				
	Licence/permit applications	1870	1880	1890	1900	1900	1900	Commercial & Trading Standards Delivery				
								Crime & Disorder (partnership plan)				
Deliver savings and efficiencies by:	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					
• reducing overheads	Staff (FTE)	27.60	41.70	39.48	39.48	38.48	38.48					
• generating additional income												
• attracting new business												
• rationalising ICT systems												
Transform the service by:	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
• demand management		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)					
• streamlining business processes	% service requests replied in 5 working days	85	90	95	96	96	96	High	Monthly	Perception	Reduced customer service	
• implementing new ways of working	Income generation by EHTSL	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income	
	% of category A,B & C food premises inspected	95	96	97	98	98	98	High	Annual	Business critical	Government intervention	
	No. of underage sales test purchases	220	100	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour	
	Pollution exceedances for nitrogen oxide and PM10s	To Be Advised							High	Quarterly	Business critical	Reduced enforcement
	% licensing apps. processed within 21 days.	95	96	96	98	98	98	High	Quarterly	Business critical	Reputational risk	
	% of food premises rated 2 or below	15%	15%	15%	15%	15%	15%	High	Quarterly	Outcome	Reputational risk	
	Number of planning consultations received	NEW	A/W data					High	Quarterly	Business critical	Reputational risk	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	2,666	2,751	2,579	2,500	2,494	2,457	2,461
Employees	1,839	1,938	2,049	1,975	1,975	1,935	1,935
Premises							
Transport	45	34	39	39	40	40	40
Supplies & Services	280	260	54	54	46	47	49
3rd party payments	131	127	103	98	99	101	103
Transfer payments							
Support services	371	392	334	334	334	334	334
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,097	1,183	1,459	1,427	1,577	1,627	1,627
Government grants	7	7					
Reimbursements	746	791	1,115	1,003	1,103	1,103	1,103
Customer & client receipts	344	385	344	424	474	524	524
Recharges							
Reserves							
Capital funded							
Council Funded Net Budget	1,569	1,568	1,120	1,073	917	830	834



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
			45				
	0	0	45	0	0	0	0

Summary of major budget etc. changes	
2016/17	E&R13 = (£50k) E&R15 = (£50k)
2017/18	E&R14 = (£100k) ENV09 = (£50k) ENV10 = (£10k)
2018/19	ENV08 = (£40k) ENV09 = (£50k)
2019/20	



Summary of major budget etc. changes	
2016/17	E&R13 = (£50k) E&R15 = (£50k)
2017/18	E&R14 = (£100k) ENV09 = (£50k) ENV10 = (£10k)
2018/19	ENV08 = (£40k) ENV09 = (£50k)
2019/20	

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

Regulatory Services Partnership

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Expansion of shared 'regulatory' service Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	Economic outcomes		
Start date	2016-17	Project Details:		3	2	6
End date	2017-18					
Project 2		Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment' Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project	Improved effectiveness		
Start date	2015-16	Project Details:		2	1	2
End date	2016-17					
Project 3		Project Title:	Rationalisation of administration and licensing teams Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers	Improved effectiveness		
Start date	2015-16	Project Details:		2	1	2
End date	2016-17					
Project 4		Project Title:	Procurement of a new ICT case management system Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	Improved efficiency (savings)		
Start date	2014-15	Project Details:		3	2	6
End date	2016-17					
Project 5		Project Title:	Investigation of contaminated land at Marlowe Square Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents	Risk reduction and compliance		
Start date	2013-14	Project Details:		5	2	10
End date	2016-17					
Project 6		Project Title:	Design and implement a joint Merton/Richmond budget Design and implement a joint revenue (income & expenditure) budget on a 50/50 costs apportionment model	Economic outcomes		
Start date	2014-15	Project Details:		2	1	2
End date	2016-17					
Project 7		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 8		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 9		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 10		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						

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

Safer Merton

		PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Restructure of Safer Merton Comprehensive restructure of entire service including priorities, location etc.	Improved efficiency (savings)		4	1	4
Start date	01/04/2015	Project Details:						
End date	31/12/2015							
Project 2		Project Title:	Review of IOM partnership working Comprehensive review of stakeholder relationship	Improved effectiveness		4	1	4
Start date	01/01/2016	Project Details:						
End date	31/03/2016							
Project 3		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 4		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 5		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 6		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 7		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 8		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 9		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 10		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								

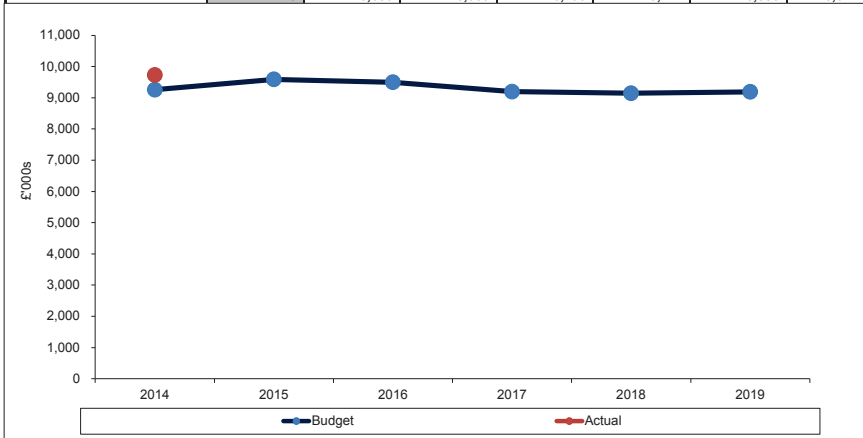
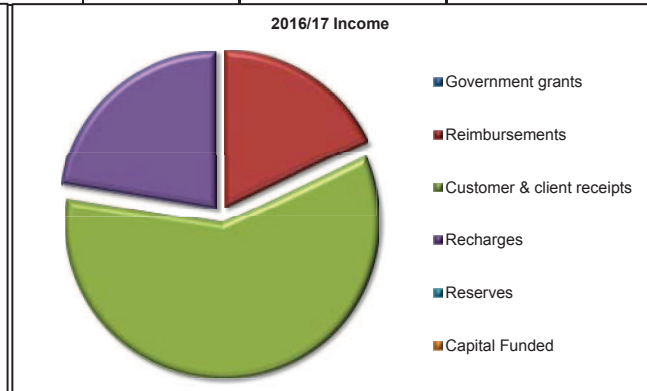
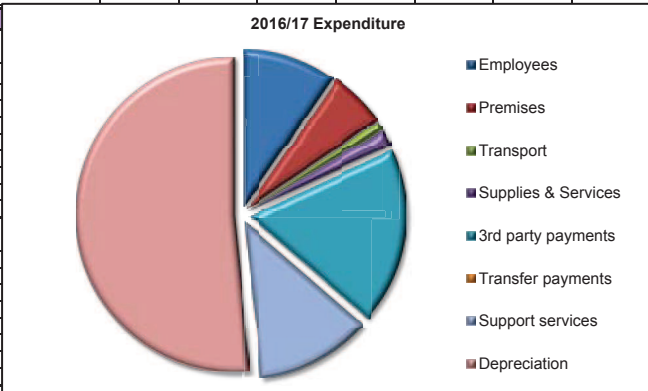
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Street Cleaning

		PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Introduce mobile working	Improved effectiveness				
Start date	2014-15	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.			2	2	4
End date	2016-17							
Project 2		Project Title:	Introduce timed commercial waste collections in town centres	Improved customer experience				
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Mitcham Town centre in the future.			2	2	4
End date	2016-17							
Project 3		Project Title:	Review Street Cleansing equipment	Improved effectiveness				
Start date	2014-15	Project Details:	Review of Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) has been completed- 5 in operation across the borough.			2	2	4
End date	2016-17							
Project 4		Project Title:	Increase Enforcement Capacity	Improved reputation				
Start date	2014-15	Project Details:	Procurement is currently in progress with the aim of securing a two year contract for additional enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.			3	1	3
End date	2016-17							
Project 5		Project Title:		Select one major benefit				
Start date		Project Details:				0	0	
End date								
Project 6		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 7		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 8		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 9		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								

Traffic & Highways		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
<p>The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.</p> <p>The main aims of the service are to:</p> <ul style="list-style-type: none"> Ensure the safe and expeditious movement of all traffic on the Highway Network. Improve the condition of the highway network Improve the Public Realm. Improve the Street Scene. Improve the quality of life of local residents <p>Objectives</p> <p>The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.</p> <p>Specific Objectives:</p> <p>Introduce Mobile working Channel shift and move to on-line self service system</p>		Street lights		12,673	12,673	12,673	12,673	12,673	12,673	Road Safety Plan		
		Number of trees to be maintained		16,640	16,710	16,710	16,710	16,710	16,710	16,710	Local Transport Plan	
		Network Maintenance and Improvement		363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	Local Implementation Plan	
		Number of Streetwork Permits issued		18,000	18,000	18,000	18,000	18,000	18,000	18,000	Capital Programme	
		Anticipated non financial resources		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			Local Development Framework
		Staff (FTE)		36.60	26.60	24.00	23.00	23.00	23.00			
Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)					
Avg days taken to repair out of light Lamp Columns		3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service	
% response to Emergency Callouts (within 2 hrs)		100	100	100	100	100	100	High	Monthly	Quality	Increased costs	
% Streetworks permitting determined		98	98	98	98	98	98	High	Monthly	Quality	Loss of income	
% Streetworks inspections completed		35	37	38	38	38	38	High	Quarterly	Unit cost	Loss of income	
% jobs completed where no Fixed Penalty Notice issued		98	93	93	93	93	93	High	Monthly	Outcome	Reduced customer service	
% of Condition Surveys completed on time		92%	95%	95%	95%	95%	95%	High	Annual	Quality	Increased costs	
Carriageway Condition - Unclassified Roads non principal Defectiveness Condition Indicator		21%	20%	19%	19%	19%	19%	Low	Annual	Quality	Increased costs	
Footway condition - Defectiveness Condition Indicator		21%	20%	19%	19%	19%	19%	Low	Annual	Quality	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	12,363	11,866	11,895	11,708	11,460	11,409	11,458
Employees	1,819	1,585	1,333	1,128	1,099	1,099	1,099
Premises	702	707	732	686	548	557	566
Transport	128	126	128	107	108	110	112
Supplies & Services	263	169	252	198	201	204	207
3rd party payments	2,277	2,447	2,414	2,158	2,073	2,008	2,043
Transfer payments							
Support services	1,259	917	1,385	1,385	1,385	1,385	1,385
Depreciation	5,915	5,915	5,651	6,046	6,046	6,046	6,046
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	3,104	2,140	2,307	2,211	2,266	2,266	2,266
Government grants	280	243	219	0	0	0	0
Reimbursements	834	389	362	400	400	400	400
Customer & client receipts	1,493	1,477	1,229	1,314	1,369	1,369	1,369
Recharges	497	31	497	497	497	497	497
Reserves							
Capital Funded							
Council Funded Net Budget	9,259	9,726	9,588	9,497	9,194	9,143	9,192
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Highways Gen Planned Works		511	484	419	419	422	427
Footways Planned Works		1,002	1,000	1,000	1,000	1,000	1,000
Street Lighting		421	600	462	290	509	290
Street Scene		59	191	60	60	60	60
Highways Planned Road Works		1,757	1,500	1,500	1,500	1,500	1,250
Transport For London		1,906	2,834	1,754	1,845	1,865	TBA
	0	5,655	6,609	5,195	5,114	5,356	3,027



Summary of major budget etc. changes	
2016/17	
ER23 = (53k)	
EN27 = (£10k)	
EN30 = (£20k)	
EN31 = (£30k)	
EN32 = (£10k)	
E&R32 = (£20k)	
E&R35 = (£25k)	
E&R36 = (£60k)	
E&R38 = (£50k)	
E&R39 = (£50k)	
2017/18	
E&R32 = (£5k)	
E&R34 = (£30k)	
E&R35 = (£25k)	
E&R37 = (£50k)	
ENV15 = (£148k)	
ENV16 = (£65k)	
2018/19	
ENV16 = (£65k)	
ENV17 = (£35k)	
2019/20	

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

Traffic & Highways

		PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Flood and Water Management Schemes	Improved reputation				
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy.			1	1	1
End date	2016-17							
Project 2		Project Title:	Delivery of Mitcham Town Centre scheme	Improved reputation				
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre			4	3	12
End date	2016							
Project 3		Project Title:	On-line self Service System	Improved effectiveness				
Start date	2015-16	Project Details:	Move to on-line self service system			2	2	4
End date	2016-17							
Project 4		Project Title:	4 Year work Programme	Improved reputation				
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough			2	1	2
End date	2019-20							
Project 5		Project Title:	Street Lighting Investment - Conversion to LED	Improved sustainability				
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs			2	2	4
End date	2018-19							
Project 6		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 7		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 8		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 9		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
Project 10		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								

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

Transport

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	New Joint Passenger Transport Framework Joint Passenger Transport Framework with neighboring boroughs Sutton and Kingston.	Improved efficiency (savings)		4
Start date	2015-16	Project Details:		2	2	
End date	2019-20					
Project 2		Project Title:	Benchmarking - Internal Services To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments	Improved efficiency (savings)		4
Start date	2014-15	Project Details:		2	2	
End date	2016-17					
Project 3		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 4		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 5		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

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

Waste Management

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	South London waste partnership (phase B)	Improved efficiency (savings)		
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014. A rolling 3 month plan to be developed covering Communications, Construction and Operational plans for the construction period and commissioning of new facility.	to ensure sustainable and affordable waste disposal solutions mitigating the need for Landfill		8
End date	2016-17			2	4	
Project 2		Project Title:	Mobile technology including GPS and in cab monitors	Improved efficiency (savings)		
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, planned savings have been deferred. Revised specification and service requirements amended.			6
End date	2016-17			3	2	
Project 3		Project Title:	LWARB efficiency review of Domestic waste collections	Improved efficiency (savings)		
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.			4
End date	2016-17			2	2	
Project 4		Project Title:	South London waste partnership (phase C)	Improved efficiency (savings)		
Start date	2014-15	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection. - On schedule for contract award December 2016 with contract start date of April 17.			6
End date	2017-18			3	2	
Project 5		Project Title:		Select one major benefit		
Start date	2014-15	Project Details:				
End date	2017-18					
Project 6		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 7		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 8		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
Project 10		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						

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Draft Departmental Budget Summaries 2016-17

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SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS

Total FTE Staff

2015/16	2016/17
2,173.5	1,697.8

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	95,328	23	(3,675)	91,676
Premises	8,196	44	99	8,339
Transport	13,598	34	896	14,528
Supplies and Services	186,924	260	(24,832)	162,353
Third Party Payments	85,029	372	(4,279)	81,122
Transfer Payments	103,934	1	415	104,350
Support Services	30,127	0	0	30,127
Depreciation and Impairment Losses	16,506	0	1,133	17,638
GROSS EXPENDITURE	539,643	734	(30,243)	510,133
Income				
Government Grants	(274,532)	0	19,431	(255,101)
Other Reimbursements and Contributions	(25,190)	0	4,130	(21,060)
Customer and Client Receipts	(58,363)	0	(4,388)	(62,751)
Interest	(44)	0	(2)	(46)
Recharges	(30,944)	0	0	(30,944)
Reserves	24	0	(262)	(238)
GROSS INCOME	(389,049)	0	18,908	(370,141)
NET EXPENDITURE	150,591	734	(11,335)	139,992
Corporate Provisions	4,425	(0)	(3,252)	1,171
NET EXPENDITURE	155,017	733	(14,587)	141,164
Funded by:				
Revenue Support Grant	(30,425)	0	7,264	(23,161)
Business Rates	(34,820)	0	388	(34,432)
New Homes Bonus	(2,642)	0	(262)	(2,904)
Council Tax	(76,758)	0	(384)	(77,142)
Council Tax Freeze Grant 2015/16	(861)	0	861	0
Council Tax Freeze Grant 2014/15	0	0	0	0
WPCC Levy	(293)	0	(0)	(293)
Collection Fund	(4,420)	0	5,986	1,566
PFI Grant	(4,797)	0	0	(4,797)
	(155,016)	0	13,853	(141,163)
NET	0	733	(735)	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	71	0.0
Further provision for revaluation/RCCO	(1,847)	0.0
Pension Fund and Auto-enrolment	190	0.0
Contingency and centrally held provisions	29	0.0
Change in Grants	172	0.0
Appropriation to/from Reserves	2,653	0.0
Depreciation and impairment	(1,132)	0.0
CHAS - dividend	(1,123)	0.0
Redundancy/Pension Strain	(1,000)	0.0
Pay provision not yet allocated	(78)	0.0
Transport - Additional provision	(1,272)	0.0
Levies	0	0.0
TOTAL	(3,338)	0

SUMMARY

FULL TIME EQUIVALENTS

Total FTE Staff

2015/16	2016/17
2,173.5	1,697.8

SERVICE AREA ANALYSIS

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Corporate Services	14,024	74	(2,684)	11,414
Education Services				
Children's Services	50,894	293	(1,217)	49,970
Environment and Regeneration	23,985	125	(3,336)	20,774
Adult Social Care				
Cultural Services	61,400	242	(4,792)	56,850
Housing General Fund				
Single Status	100	0	0	100
Pay Award	189	0	694	883
TOTAL NET SERVICE EXPENDITURE	150,591	734	(11,335)	139,990
<i>Corporate Provisions/Appropriations</i>	4,425	0	(3,252)	1,173
NET EXPENDITURE	155,016	734	(14,587)	141,163
Funded by:				
Revenue Support Grant	(30,425)	0	7,264	(23,161)
Business Rates	(34,820)	0	388	(34,432)
New Homes Bonus	(2,642)	0	(262)	(2,904)
Council Tax	(76,758)	0	(384)	(77,142)
Council Tax Freeze Grant 2015/16	(861)	0	861	0
Council Tax Freeze Grant 2014/15	0	0	0	0
WPCC Levy	(293)	0	(0)	(293)
Collection Fund	(4,420)	0	5,986	1,566
PFI Grant	(4,797)	0	0	(4,797)
	(155,016)	0	13,853	(141,163)
NET	0	734	(735)	(0)
NB				
Public Health	320	0	(304)	16
Variations inc. Appropriations to/from reserves	0		0	0
Net Public Health	320	0	(304)	16

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	71	0.0
Further provision for revaluation/RCCO	(1,847)	0.0
Pension Fund and Auto-enrolment	190	0.0
Contingency and centrally held provisions	29	0.0
Change in Grants	172	0.0
Appropriation to/from Reserves	2,653	0.0
Depreciation and impairment	(1,132)	0.0
CHAS - dividend	(1,123)	0.0
Redundancy/Pension Strain	(1,000)	0.0
Pay provision not yet allocated	(78)	0.0
Change in departmental NNDR	86	
Transport - Additional provision	(1,272)	0.0
Levies	0	0.0
TOTAL	(3,252)	0

CORPORATE ITEMS ANALYSIS

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	14,117	0	141	14,258
Further provision for revaluation/RCCO	1,939	0	(1,847)	92
Pension Fund	3,742	0	190	3,932
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	100	0	200	300
Adjustment re Income re P3/P4	400	0	0	400
Overheads - Charge to non-general fund	194	0	(78)	116
Provision for excess inflation	543	0	(171)	372
Bad Debt Provision	500	0	0	500
Redundancy/Pension Strain	1,000	0	(1,000)	0
Transport - Additional provision	1,322	0	(1,272)	50
Contingency	1,500	0	0	1,500
Changes in departmental business rates	0	0	86	86
Change in Corporate Specific and Special Grants	70	0	172	242
Levies:-				
Lee Valley	209		0	209
London Pensions Fund	264		0	264
Environment Agency	159		0	159
WPCC	293		0	293
GROSS EXPENDITURE	26,653	0	(3,579)	23,073
Income				
Investment Income	(559)		(70)	(629)
Depreciation & Impairment	(16,505)		(1,132)	(17,638)
Appropriations to/from reserves (excluding Public Health)	(4,991)		2,653	(2,339)
CHAS Dividend	(174)		(1,123)	(1,297)
GROSS INCOME	(22,230)	0	328	(21,902)
NET EXPENDITURE	4,423	0	(3,252)	1,171



2016/2017 ESTIMATES

CORPORATE SERVICES DEPARTMENT

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SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Number of FTE Richmond TUPE staff
Total FTE

2015/16	2016/17
454.6	474.9
71.0	57.0
39.0	0.0
0.0	6.0
564.6	537.9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	26,172	10	(2,459)	23,724
Premises	2,787	12	(22)	2,777
Transport	139	1	(3)	137
Supplies and Services	11,661	45	(1,117)	10,590
Third Party Payments	1,343	6	517	1,866
Transfer Payments	93,710	0	0	93,710
Support Services	8,432	0	0	8,432
Depreciation and Impairment Losses	2,045	0	278	2,322
GROSS EXPENDITURE	146,290	74	(2,806)	143,557
Income				
Government Grants	(95,165)	0	287	(94,878)
Other Reimbursements and Contributions	(5,531)	0	2,120	(3,411)
Customer and Client Receipts	(6,526)	0	(2,284)	(8,810)
Interest	0	0	0	0
Recharges	(25,043)	0	0	(25,043)
Reserves	0	0	0	0
GROSS INCOME	(132,265)	0	122	(132,143)
NET EXPENDITURE	14,024	74	(2,684)	11,415

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Number of FTE Richmond TUPE staff
Total FTE

2015/16	2016/17
454.6	474.9
71.0	57.0
39.0	0.0
0.0	6.0
564.6	537.9

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2016/17 Estimate £000
	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	2,394	8	(123)	2,279
Infrastructure & Transactions	77	25	100	202
Business Improvement	2,272	4	(1,466)	810
Corporate Governance	1,793	2	(412)	1,383
Resources	2,225	19	(634)	1,610
HR	291	5	(149)	147
Corporate Items	4,973	11	0	4,984
TOTAL EXPENDITURE	14,025	74	(2,684)	11,415
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	14,025	74	(2,684)	11,415

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services.

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2015/16	2016/17
90.7	88.7
0.0	0.0
90.7	88.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	3,655	0	83	3,738
Premises	2,645	11	(29)	2,628
Transport	36	0	(7)	29
Supplies and Services	2,812	13	(278)	2,547
Third Party Payments	210	1	106	317
Transfer Payments	0	0	9	9
Support Services	837		0	837
Depreciation and Impairment Losses	2,045		278	2,322
			0	
GROSS EXPENDITURE	12,238	25	163	12,426
Income				
Government Grants	0		0	0
Other Reimbursements and Contributions	0		0	0
Customer and Client Receipts	(2,406)		(63)	(2,469)
Interest	0			0
Recharges	(9,755)			(9,755)
Reserves	0			0
GROSS INCOME	(12,161)	0	(63)	(12,224)
NET EXPENDITURE	77	25	100	202

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(567)	(2.0)
Transfer between departments	214	6.0
Technical adjustments	175	(6.0)
Depreciation adjustments	278	
Overheads adjustments		
Use of reserves		
TOTAL	100	(2.0)

CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2015/16	2016/17
137.3	134.0
11.0	9.0
148.3	143.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	5,113	0	38	5,151
Premises	20	0	8	29
Transport	64	0	5	70
Supplies and Services	1,425	6	(342)	1,089
Third Party Payments	458	2	(35)	425
Transfer Payments	0			0
Support Services	1,910			1,910
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	8,991	8	(326)	8,673
Income				
Government Grants	(1,519)		287	(1,232)
Other Reimbursements and Contributions	(930)		(40)	(970)
Customer and Client Receipts	(2,184)		(44)	(2,228)
Interest	0			0
Recharges	(1,964)			(1,964)
Reserves	0			0
GROSS INCOME	(6,597)	0	203	(6,394)
NET EXPENDITURE	2,394	8	(123)	2,279

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(520)	(3.0)
Transfer between departments		
Technical adjustments	372	2.7
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	25	(5.0)
TOTAL	(123)	(5.3)

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Internal audit joined the Richmond and Kingston shared internal audit service in October 2015.

FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Number of FTE Richmond TUPE staff

Total FTE

2015/16	2016/17
123.3	121.0
4.0	2.0
0.0	6.0
127.3	129.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 2015/16 £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	6,606	0	(846)	5,760
Premises	7	0	(1)	5
Transport	32	0	1	33
Supplies and Services	1,549	2	(37)	1,514
Third Party Payments	0		486	486
Transfer Payments	0			0
Support Services	540			540
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	8,735	2	(397)	8,339
Income				
Government Grants	0			0
Other Reimbursements and Contributions	(4,527)		2,160	(2,367)
Customer and Client Receipts	(530)		(2,175)	(2,704)
Interest	0			0
Recharges	(1,886)			(1,886)
Reserves	0			0
GROSS INCOME	(6,942)	0	(15)	(6,957)
NET EXPENDITURE	1,793	2	(412)	1,383

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(155)	
New savings		
Transfer between departments		
Technical adjustments	(23)	0.7
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	(234)	1.0
TOTAL	(412)	1.7

BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Re-engineering, Business Improvement and Programme Office.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

	2015/16	2016/17
Number of Permanent Staff	31.5	29.0
Number of Fixed term contracts	13.0	20.0
Total FTE	44.5	49.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	3,576	0	(1,214)	2,363
Premises	0	0	0	0
Transport	3	0	0	3
Supplies and Services	1,230	4	(223)	1,011
Third Party Payments	0		0	0
Transfer Payments	0		0	0
Support Services	386		0	386
Depreciation and Impairment Losses	0		0	0
			0	
GROSS EXPENDITURE	5,196	4	(1,436)	3,763
Income				
Government Grants	0			0
Other Reimbursements and Contributions	0			0
Customer and Client Receipts	(84)		(30)	(114)
Interest	0			0
Recharges	(2,840)			(2,840)
Reserves	0			0
GROSS INCOME	(2,924)	0	(30)	(2,954)
NET EXPENDITURE	2,272	4	(1,466)	810

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(278.0)	(4.0)
Transfer between departments		
Technical adjustments	39.0	1.5
Depreciation adjustments		
Overheads adjustments		
Use of reserves	(1,227.0)	7.0
TOTAL	(1,466.0)	4.5

RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is managed by LB Wandsworth.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2015/16	2016/17
67.3	58.6
3.0	3.0
70.3	61.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	4,071	0	(426)	3,645
Premises	100	0	(1)	100
Transport	4	0	(2)	2
Supplies and Services	4,110	19	(223)	3,906
Third Party Payments	171	0	0	171
Transfer Payments	9		(9)	0
Support Services	602			602
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	9,068	19	(661)	8,426
Income				
Government Grants	0			0
Other Reimbursements and Contributions	(54)			(54)
Customer and Client Receipts	(753)		27	(726)
Interest	0			0
Recharges	(6,036)			(6,036)
Reserves	0			0
GROSS INCOME	(6,843)	0	27	(6,816)
NET EXPENDITURE	2,225	19	(634)	1,610

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(381)	(2.5)
Transfer between departments	(214)	(6.0)
Technical adjustments	107	(0.2)
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	(146)	
TOTAL	(634)	(8.7)

HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service previously shared with the LB of Sutton but will be brought back in house from April 2016.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2015/16	2016/17
4.5	43.5
40.0	23.0
39.0	0.0
83.5	66.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	2,463	2	(94)	2,372
Premises	15	0	0	15
Transport	(0)	0		(0)
Supplies and Services	221	1	(15)	207
Third Party Payments	263	1	(40)	224
Transfer Payments	0			0
Support Services	480			480
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	3,442	5	(149)	3,298
Income				
Government Grants	0			0
Other Reimbursements and Contributions	(20)			(20)
Customer and Client Receipts	(569)			(569)
Interest	0			0
Recharges	(2,562)			(2,562)
Reserves	0			0
GROSS INCOME	(3,151)	0	0	(3,151)
NET EXPENDITURE	291	5	(149)	147

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(142)	
Transfer between departments		
Technical adjustments	43	
Depreciation adjustments		
Overheads adjustments		
Use of reserves	(50)	(17.0)
TOTAL	(149)	(17.0)

CORPORATE ITEMS

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments.

FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2015/16	2016/17
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate 2015/16	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees*	688	8		696
Premises	0	0		0
Transport	0	0		0
Supplies and Services	313	2		314
Third Party Payments	242	1		243
Transfer Payments	93,700			93,700
Support Services	3,677			3,677
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	98,620	11	0	98,631
Income				
Government Grants	(93,647)			(93,647)
Other Reimbursements and Contributions	0			0
Customer and Client Receipts	0			0
Interest	0			0
Recharges	(0)			(0)
Reserves	0			0
GROSS INCOME	(93,647)	0	0	(93,647)
NET EXPENDITURE	4,973	11	0	4,984

Other Variations are analysed as follows:

Major Items	£000	fte
Savings		
Transfer between departments		
Technical adjustments	0	
Overheads adjustments		
TOTAL	0	0.0

* The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items



2016/2017 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

DRAFT

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

FULL TIME EQUIVALENTS

	2015/16	2016/17
Number of Permanent Staff	445.0	448.8
Number of DSG Staff	66.4	57.2
Number of Fixed term contracts	24.5	22.5
Total FTE	535.9	528.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000	2016/17 DSG Estimate £000	2016/17 LA Estimate £000
Expenditure						
Employees	26,420	11	105	26,536	4,403	22,133
Premises	1,465	4	79	1,548	71	1,477
Transport	3,375	16	910	4,301	66	4,235
Supplies and Services	164,049	180	(20,049)	144,180	128,907	15,273
Third Party Payments	30,573	82	(2,592)	28,063	11,885	16,178
Transfer Payments	360	0	28	388	0	388
Support Services	4,614	0	0	4,614	258	4,356
Depreciation and Impairment Losses	5,237	0	74	5,311	0	5,311
GROSS EXPENDITURE	236,093	293	(21,445)	214,941	145,590	69,351
Income						
Government Grants	(174,826)	0	19,143	(155,683)	(143,871)	(11,812)
Other Reimbursements and Contributions	(7,327)	0	1,189	(6,138)	(1,238)	(4,900)
Customer and Client Receipts	(3,026)	0	160	(2,866)	(243)	(2,623)
Interest	(44)	0	(2)	(46)	0	(46)
Recharges	0	0	0	0	0	0
Reserves	24	0	(262)	(238)	(238)	0
GROSS INCOME	(185,199)	0	20,228	(164,971)	(145,590)	(19,381)
NET EXPENDITURE	50,894	293	(1,217)	49,970	0	49,970

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(2,191)	-3.4
Overhead adjustments	0	
Depreciation adjustments	74	
Technical adjustments	1,578	
Revenuisation	0	
Use of Reserves adjustment	(678)	
TOTAL	(1,217)	(3.4)

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

SERVICE AREA ANALYSIS	2015/16	Inflation £000	Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate £000		Variations £000	Estimate £000	Estimate £000	Estimate £000
Senior Management	1,505	2	(41)	1,466	0	1,466
Childrens Social Care	13,137	10	(138)	13,009	110	12,899
Commissioning, Strategy and Performance	14,128	41	(1,265)	12,904	3,658	9,246
Education	35,356	43	(975)	34,424	23,505	10,919
Schools	(20,872)	0	(1,266)	(22,138)	(27,273)	5,135
Other Childrens, Schools and Families	7,640	197	2,468	10,305	0	10,305
TOTAL NET EXPENDITURE	50,894	293	(1,217)	49,970	0	49,970

DRAFT

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

This budget contains provision for the Senior Management of Children, Schools and Families Department.

FULL TIME EQUIVALENTS

Number of Permanent Staff
 Number of DSG Staff
 Number of Fixed term contracts
 Total FTE

2015/16	2016/17
4.0	4.0
0.0	0.0
0.0	0.0
4.0	4.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000	2016/17 DSG Estimate £000	2016/17 LA Estimate £000
Expenditure						
Employees	609	0	4	613	0	613
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	864	2	(10)	856	0	856
Third Party Payments	7	0	0	7	0	7
Transfer Payments	0	0	0	0	0	0
Support Services	24	0	(35)	(11)	0	(11)
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,505	2	(41)	1,466	0	1,466
Income						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	0	0	0	0	0	0
NET EXPENDITURE	1,505	2	(41)	1,466	0	1,466

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	(41)	
TOTAL	(41)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

This budget contains the funding for central social work; family and adolescent service; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of DSG Staff
Number of Fixed term contracts
Total FTE

2015/16	2016/17
190.9	205.6
2.0	TBA
22.0	18.2
214.9	207.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000	2016/17 DSG Estimate £000	2016/17 LA Estimate £000
Expenditure						
Employees	9,841	0	(180)	9,661	105	9,556
Premises	93	0	(40)	53	0	53
Transport	188	1	(24)	165	1	164
Supplies and Services	1,084	3	(254)	833	4	829
Third Party Payments	1,242	6	(87)	1,161	0	1,161
Transfer Payments	341	0	28	369	0	369
Support Services	1,744	0	0	1,744	0	1,744
Depreciation and Impairment Losses	11	0	(11)	0	0	0
GROSS EXPENDITURE	14,544	10	(568)	13,986	110	13,876
Income						
Government Grants	(881)	0	140	(741)	0	(741)
Other Reimbursements and Contributions	(526)	0	290	(236)	0	(236)
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(1,407)	0	430	(977)	0	(977)
NET EXPENDITURE	13,137	10	(138)	13,009	110	12,899

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(200)	(2.4)
Overhead adjustments	0	
Depreciation adjustments	(11)	
Use of Reserves adjustment	(600)	
Technical adjustments	673	
TOTAL	(138)	(2.4)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of DSG Staff
Number of Fixed term contracts
Total FTE

2015/16	2016/17
36.8	37.2
5.9	5.9
2.5	2.5
45.2	45.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000	2016/17 DSG Estimate £000	2016/17 LA Estimate £000
Expenditure						
Employees	2,208	0	(95)	2,113	211	1,902
Premises	418	2	0	420	20	400
Transport	36	0	(2)	34	2	32
Supplies and Services	4,317	21	(784)	3,554	51	3,503
Third Party Payments	7,262	18	(417)	6,863	3,365	3,498
Transfer Payments	0	0	0	0	0	0
Support Services	472	0	5	477	37	440
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	14,713	41	(1,293)	13,461	3,686	9,775
Income						
Government Grants	(77)	0	9	(68)	0	(68)
Other Reimbursements and Contributions	(283)	0	76	(207)	(28)	(179)
Customer and Client Receipts	(225)	0	(57)	(282)	0	(282)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(585)	0	28	(557)	(28)	(529)
NET EXPENDITURE	14,128	41	(1,265)	12,904	3,658	9,246

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(776)	0.0
Overhead adjustments	0	
Use of Reserves adjustment	(52)	
Revenuisation	0	
Technical adjustments	(437)	
TOTAL	(1,265)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of DSG Staff
Number of Fixed term contracts
Total FTE

2015/16	2016/17
211.1	199.8
58.5	67.6
0.0	1.7
269.6	269.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000	2016/17 DSG Estimate £000	2016/17 LA Estimate £000
Expenditure						
Employees	10,955	0	400	11,355	3,434	7,921
Premises	908	1	119	1,028	5	1,023
Transport	3,150	15	936	4,101	61	4,040
Supplies and Services	15,368	20	(1,692)	13,696	11,941	1,755
Third Party Payments	11,761	7	(2,177)	9,591	8,521	1,070
Transfer Payments	19	0	0	19	0	19
Support Services	2,358	0	30	2,388	221	2,167
Depreciation and Impairment Losses	172	0	4	176	0	176
GROSS EXPENDITURE	44,691	43	(2,380)	42,354	24,183	18,171
Income						
Government Grants	(3,243)	0	503	(2,740)	(146)	(2,594)
Other Reimbursements and Contributions	(3,292)	0	923	(2,369)	(51)	(2,318)
Customer and Client Receipts	(2,800)	0	217	(2,583)	(243)	(2,340)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	(238)	(238)	(238)	0
GROSS INCOME	(9,335)	0	1,405	(7,930)	(678)	(7,252)
NET EXPENDITURE	35,356	43	(975)	34,424	23,505	10,919

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(1,025)	(1.0)
Overhead adjustments	0	
Use of Reserves adjustment	(50)	
Depreciation adjustments	4	
Technical adjustments	96	
TOTAL	(975)	(1.0)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

FULL TIME EQUIVALENTS

Number of Permanent Staff
 Number of DSG Staff
 Number of Fixed term contracts
 Total FTE

2015/16	2016/17
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000	2016/17 DSG Estimate £000	2016/17 LA Estimate £000
Expenditure						
Employees	654	0	0	654	654	0
Premises	46	0	0	46	46	0
Transport	0	0	0	0	0	0
Supplies and Services	142,104	0	(17,114)	124,990	116,911	8,079
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,054	0	81	5,135	0	5,135
GROSS EXPENDITURE	147,858	0	(17,033)	130,825	117,611	13,214
Income						
Government Grants	(167,701)	0	15,897	(151,804)	(143,725)	(8,079)
Other Reimbursements and Contributions	(1,029)	0	(130)	(1,159)	(1,159)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(168,730)	0	15,767	(152,963)	(144,884)	(8,079)
NET EXPENDITURE	(20,872)	0	(1,266)	(22,138)	(27,273)	5,135

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	81	
Technical adjustments	(1,347)	
TOTAL	(1,266)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of DSG Staff
Number of Fixed term contracts
Total FTE

2015/16	2016/17
2.2	2.2
0.0	0.0
0.0	0.0
2.2	2.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000	2016/17 DSG Estimate £000	2016/17 LA Estimate £000
Expenditure						
Employees	2,152	10	(22)	2,140	0	2,140
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	312	135	(195)	252	0	252
Third Party Payments	10,301	52	88	10,441	0	10,441
Transfer Payments	0	0	0	0	0	0
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	12,781	197	(129)	12,849	0	12,849
Income						
Government Grants	(2,923)	0	2,594	(329)	0	(329)
Other Reimbursements and Contributions	(2,198)	0	29	(2,169)	0	(2,169)
Customer and Client Receipts	0	0	0	0	0	0
Interest	(44)	0	(2)	(46)	0	(46)
Recharges	0	0	0	0	0	0
Reserves	24	0	(24)	0	0	0
GROSS INCOME	(5,141)	0	2,597	(2,544)	0	(2,544)
NET EXPENDITURE	7,640	197	2,468	10,305	0	10,305

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(190)	
Overhead adjustments	0	
Use of Reserves adjustment	24	
Technical adjustments	2,634	
TOTAL	2,468	0.0



2016/2017 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

DRAFT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2015/16	2016/17
644	623
11	9
654	632

SERVICE AREA ANALYSIS

Street Scene and Waste

Public Protection and Development

Sustainable Communities

Senior Management and Support

TOTAL EXPENDITURE

CHANGE BETWEEN YEARS			
2015/2016 Original Estimate £000	Inflation £000	Other Variations £000	2016/2017 Estimate £000
17,733	71	(818)	16,986
(7,944)	9	(1,748)	(9,683)
14,196	44	(576)	13,664
0	1	(194)	(193)
23,985	125	(3,336)	20,774

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2015/16	2016/17
644	623
11	9
654	632

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/2016 Original Estimate £000	Inflation £000	Other Variations £000	2016/2017 Estimate £000
Expenditure				
Employees	23,428	0	(307)	23,121
Premises	2,966	23	51	3,040
Transport	8,861	13	(183)	8,691
Supplies and Services	4,728	16	(1,358)	3,386
Third Party Payments	10,289	73	(385)	9,977
Transfer Payments	9	0	(7)	2
Support Services	8,825	0	0	8,825
Depreciation and Impairment Losses	8,583	0	957	9,540
GROSS EXPENDITURE	67,689	125	(1,232)	66,582
Income				
Government Grants	(481)	0	365	(116)
Other Reimbursements and Contributions	(3,658)	0	244	(3,414)
Customer and Client Receipts	(36,908)	0	(2,713)	(39,621)
Recharges	0	0	0	0
Reserves	(2,656)	0	0	(2,656)
GROSS INCOME	(43,703)	0	(2,104)	(45,807)
NET EXPENDITURE	23,985	125	(3,336)	20,774

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(4,771)	(22)
Depreciation adjustments	957	
Overheads adjustments	0	
Transfer between departments	(18)	
Technical adjustments	1,607	
Use of Reserves adjustments	(1,111)	(3)
TOTAL	(3,336)	(24.4)

ENVIRONMENT AND REGENERATION DEPARTMENT

Street Scene and Waste: Transport Services, Waste Management and Operations.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2015/16	2016/17
314	306
1	0
315	306

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/2016 Original Estimate £000	Inflation £000	Other Variations £000	2016/2017 Estimate £000
Expenditure				
Employees	9,338	0	13	9,351
Premises	276	0	(18)	258
Transport	8,231	10	(148)	8,093
Supplies and Services	1,137	3	(446)	694
Third Party Payments	6,674	58	(189)	6,543
Transfer Payments	2	0	0	2
Support Services	3,171	0	0	3,171
Depreciation and Impairment Losses	1,193	0	(88)	1,105
GROSS EXPENDITURE	30,022	71	(876)	29,217
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(1,016)	0	80	(936)
Customer and Client Receipts	(11,273)	0	(22)	(11,295)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(12,289)	0	58	(12,231)
NET EXPENDITURE	17,733	71	(818)	16,986

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(544)	(11.0)
Depreciation adjustments	(88)	
Overheads adjustments	0	
Technical adjustments	89	
Use of reserves adjustments	(275)	(1.0)
TOTAL	(818)	(12.0)

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Protection: Regulatory Services Partnership, Parking Control, Safer Merton.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2015/16	2016/17
146	142
1	0
147	142

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/2016 Original Estimate £000	Inflation £000	Other Variations £000	2016/2017 Estimate £000
Expenditure				
Employees	5,577	0	86	5,663
Premises	643	2	(24)	621
Transport	185	1	(16)	170
Supplies and Services	566	3	0	569
Third Party Payments	617	3	(5)	615
Transfer Payments	0	0	0	(0)
Support Services	1,474	0	0	1,474
Depreciation and Impairment Losses	212	0	(80)	132
GROSS EXPENDITURE	9,274	9	(39)	9,244
Income				
Government Grants	(108)	0	0	(108)
Other Reimbursements and Contributions	(1,279)	0	111	(1,168)
Customer and Client Receipts	(15,830)	0	(1,820)	(17,650)
Recharges	0	0	0	0
Reserves	(0)	0	0	(0)
GROSS INCOME	(17,217)	0	(1,709)	(18,926)
NET EXPENDITURE	(7,944)	9	(1,748)	(9,683)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(3,065)	(3.0)
Depreciation adjustments	(80)	
Overheads adjustments	0	
Technical adjustments	1,397	
Use of Reserves adjustments	0	
TOTAL	(1,748)	(3.0)

ENVIRONMENT AND REGENERATION DEPARTMENT

Sustainable Communities: Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Greenspaces, Leisure and Culture Development, Transport Planning & Safety Education, Business Performance.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2015/16	2016/17
173	166
7	9
180	175

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/2016 Original Estimate £000	Inflation £000	Other Variations £000	2016/2017 Estimate £000
Expenditure				
Employees	7,574	0	(221)	7,353
Premises	2,046	21	93	2,160
Transport	425	2	(7)	420
Supplies and Services	2,825	9	(915)	1,919
Third Party Payments	2,998	12	(191)	2,819
Transfer Payments	7	0	(7)	0
Support Services	4,033	0	0	4,033
Depreciation and Impairment Losses	7,179	0	1,125	8,304
GROSS EXPENDITURE	27,087	44	(123)	27,008
Income				
Government Grants	(373)	0	365	(8)
Other Reimbursements and Contributions	(1,363)	0	53	(1,310)
Customer and Client Receipts	(9,804)	0	(871)	(10,675)
Recharges	(1,350)	0	0	(1,350)
Reserves	(0)	0	0	(0)
GROSS INCOME	(12,891)	0	(453)	(13,344)
NET EXPENDITURE	14,196	44	(576)	13,664

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,092)	(6.2)
Depreciation adjustments	1,125	
Overheads adjustments	0	
Transfer between departments	(18)	
Technical adjustments	95	
Use of Reserves adjustments	(686)	0.4
TOTAL	(576)	(5.8)

ENVIRONMENT AND REGENERATION DEPARTMENT

Senior Management and Support: The Department's senior management and secretarial support.

FULL TIME EQUIVALENTS (FTE)

Permanent Staff
Fixed Term Contract
Total FTE

2015/16	2016/17
11	9
2	0
13	9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/2016 Original Estimate £000	Inflation £000	Other Variations £000	2016/2017 Estimate £000
Expenditure				
Employees	939	0	(185)	754
Premises	1	0	0	1
Transport	20	0	(12)	8
Supplies and Services	199	1	3	203
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	147	0	0	147
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,306	1	(194)	1,113
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,306)	0	0	(1,306)
Reserves	0	0	0	0
GROSS INCOME	(1,306)	0	0	(1,306)
NET EXPENDITURE	0	1	(194)	(193)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(70)	(1.6)
Overheads adjustments	0	
Technical adjustments	26	
Use of Reserves adjustments	(150)	(2.0)
TOTAL	(194)	(3.6)



2016/2017 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

DRAFT

SUMMARY: COMMUNITY AND HOUSING

	2015/16	2016/17
Number of FTE Staff	466.32	394.33
Number of FTE PCT TUPE staff	22.74	22.18
Number of Fixed Term contract	2.00	2.00
Total FTE	491.06	418.51

SERVICE AREA ANALYSIS

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Adult Social Care	55,678	226	(4,460)	51,444
Libraries and Heritage	3,089	4	(216)	2,877
Merton Adult Education	80	3	74	157
Housing General Fund	2,151	8	(190)	1,969
Senior Management	402	1	0	403
NET EXPENDITURE	61,400	242	(4,792)	56,850

COMMUNITY AND HOUSING DEPARTMENT Total

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

FULL TIME EQUIVALENTS

	2015/16	2016/17
Number of FTE Staff	466.32	394.33
Number of FTE PCT TUPE staff	22.74	22.18
Number of Fixed Term contract	2.00	2.00
Total FTE	491.06	418.51

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	19,019	2	(1,708)	17,313
Premises	978	5	(9)	974
Transport	1,223	4	172	1,399
Supplies and Services	6,486	19	(2,308)	4,197
Third Party Payments	42,824	211	(1,819)	41,216
Transfer Payments	9,855	1	394	10,250
Support Services	8,256	0	0	8,256
Depreciation and Impairment Losses	641	0	(176)	465
GROSS EXPENDITURE	89,282	242	(5,454)	84,070
Income				
Government Grants	(4,060)	0	(364)	(4,424)
Other Reimbursements and Contributions	(8,674)	0	577	(8,097)
Customer and Client Receipts	(11,903)	0	449	(11,454)
Interest	0	0	0	0
Recharges	(3,245)	0	0	(3,245)
Reserves	0	0	0	0
GROSS INCOME	(27,882)	0	662	(27,220)
NET EXPENDITURE	61,400	242	(4,792)	56,850

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(5,379)	(61.97)
Growth	450	0
Overheads adjustments	0	0
Depreciation adjustments	(175)	0
Rebasing of Income	0	0
Technical adjustments	(14)	0
Transfers between departments	279	0
Grants	0	0
Other	295	0
Use of Reserves Adjustment	(403)	0.00
TOTAL	(4,947)	(61.97)

COMMUNITY AND HOUSING DEPARTMENT Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mictam's Canons house, Pollards Hill and Morden libraries. (Cabinet have approved decision to move the Adult Education model to a Commissioning model)

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

Total FTE

	2015/16	2016/17
Number of FTE Staff	27.29	24.26
Number of Fixed Term contract	0.00	0.00
Total FTE	27.29	24.26

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16		Other	2016/17
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,891	0	(411)	1,480
Premises	166	1	0	167
Transport	4	0	(1)	3
Supplies and Services	350	2	0	352
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	335	0	0	335
Depreciation and Impairment Losses	92	0	(6)	86
GROSS EXPENDITURE	2,838	3	(418)	2,423
Income				
Government Grants	(1,955)	0	492	(1,463)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(803)	0	0	(803)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,758)	0	492	(2,266)
NET EXPENDITURE	80	3	74	157

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(8)	(0.50)
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	(6)	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	20	
Use of Reserves Adjustment	68	
TOTAL	74	(0.50)

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

FULL TIME EQUIVALENTS

Number of FTE Staff

2015/16	2016/17
45.71	42.56
1.00	1.00
46.71	43.56

Number of Fixed Term Contract

Total FTE

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	1,325	0	23	1,348
Premises	397	2	9	408
Transport	4	0	0	4
Supplies and Services	465	2	(18)	449
Third Party Payments	28	0	(1)	27
Transfer Payments	0	0	0	0
Support Services	696	0	0	696
Depreciation and Impairment Losses	490	0	(187)	303
GROSS EXPENDITURE	3,405	4	(174)	3,235
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(42)	(42)
Customer and Client Receipts	(316)	0	0	(316)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(316)	0	(42)	(358)
NET EXPENDITURE	3,089	4	(216)	2,877

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(96)	(1.00)
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	(186)	
Rebasing of Income	0	
Technical adjustments	42	
Transfers between departments	0	
Grants	0	
Other	24	
Use of Reserves Adjustment	0	
TOTAL	(216)	(1.00)

COMMUNITY AND HOUSING DEPARTMENT
Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

2015/16	2016/17
30.53	26.82
0.00	0.00
30.53	26.82

Number of Fixed Term Contract

Total FTE

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	1,222	0	(103)	1,119
Premises	39	0	0	39
Transport	28	0	0	28
Supplies and Services	203	1	5	209
Third Party Payments	1,396	6	860	2,262
Transfer Payments	304	1	(56)	249
Support Services	251	0	0	251
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,443	8	706	4,157
Income				
Government Grants	(1,140)	0	(860)	(2,000)
Other Reimbursements and Contributions	(5)	0	(5)	(10)
Customer and Client Receipts	(147)	0	(31)	(178)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(1,292)	0	(896)	(2,188)
NET EXPENDITURE	2,151	8	(190)	1,969

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(215)	(3.71)
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	3	
Transfers between departments	0	
Grants	0	
Other	22	
Use of Reserves Adjustment	0	
TOTAL	(190)	(3.71)

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

FULL TIME EQUIVALENTS

Number of FTE Staff
Number of FTE PCT TUPE staff
Number of Fixed Term Contract
Total FTE

2015/16	2016/17
360.79	298.69
22.74	22.18
1.00	1.00
384.53	321.87

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	14,357	2	(1,217)	13,142
Premises	376	2	(18)	360
Transport	1,187	4	173	1,364
Supplies and Services	5,332	13	(2,295)	3,050
Third Party Payments	41,400	205	(2,678)	38,927
Transfer Payments	9,551	0	450	10,001
Support Services	6,932	0	0	6,932
Depreciation and Impairment Losses	59	0	17	76
GROSS EXPENDITURE	79,194	226	(5,568)	73,852
Income				
Government Grants	(965)	0	4	(961)
Other Reimbursements and Contributions	(8,669)	0	624	(8,045)
Customer and Client Receipts	(10,637)	0	480	(10,157)
Interest	0	0	0	0
Recharges	(3,245)	0	0	(3,245)
Reserves	0	0	0	0
GROSS INCOME	(23,516)	0	1,108	(22,408)
NET EXPENDITURE	55,678	226	(4,460)	51,444

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(5,060)	(56.76)
Growth	450	
Overheads adjustments	0	
Depreciation adjustments	17	
Rebasing of Income	0	
Technical adjustments	(59)	
Transfers between departments	279	
Grants	0	
Other	229	
Use of Reserves Adjustment	(471)	
TOTAL	(4,615)	(56.76)

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and Executive Assistant

FULL TIME EQUIVALENTS

Number of FTE Staff
Number of Fixed Term Contract
Total FTE

2015/16	2016/17
2.00	2.00
0.00	0.00
2.00	2.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	136	1	0	137
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	42	0	0	42
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	402	1	0	403
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	402	1	0	403

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
Use of Reserves Adjustment		
TOTAL	0	0.00

COMMUNITY AND HOUSING DEPARTMENT Public Health

Public Health services comprise• Mandatory Services : Sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness. • Universal Services : Smoking cessation, Drugs and alcohol, Obesity and Health Visiting Services.

FULL TIME EQUIVALENTS

Number of FTE Staff
Number of Fixed Term Contracts
Total FTE

2015/16	2016/17
14.77	15.43
0.00	0.00
14.77	15.43

SUBJECTIVE ANALYSIS OF ESTIMATES

	2015/16 Original Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	995	0	131	1,126
Premises	2	0	0	2
Transport	2	0	0	2
Supplies and Services	4,721	0	(1,283)	3,438
Third Party Payments	4,155	0	2,602	6,757
Transfer Payments	0	0	0	0
Support Services	172	0	0	172
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	10,047	0	1,450	11,497
Income				
Government Grants	(9,236)	0	(1,945)	(11,181)
Other Reimbursements and Contributions	(491)	0	191	(300)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(9,727)	0	(1,754)	(11,481)
NET EXPENDITURE	320	0	(304)	16

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	(1,112)	
Transfers between departments	0	
Grants	1,945	
Other	16	
Use of Reserves Adjustment	(1,153)	
TOTAL	(304)	0.00

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