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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^{*}The equality impact assessments relating to Adult Social Care will follow in a separate pack

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Service Departments - Progress against Savings Targets 2016-2020

1. Targets set

	TARGET	TARGET	TARGET	Additional	TARGET
	2016/17	2017/18	2018/19	Target	Total
	£'000	£'000	£'000	£'000	£'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	2017/18	2018/19	Target	
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	Balance	Balance	Additional	Balance
	2016/17	2017/18	2018/19	Target	Total
	£'000	£'000	£'000	£'000	£'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	2017/18	2018/19	Target	Total
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	Balance	Balance	Additional	Balance
	2016/17	2017/18	2018/19	Target	Total
	£'000	£'000	£'000	£'000	£'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	2017/18	2018/19	Target	
Corporate Services	0	(157)			(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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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)
		<u>Service</u>	Business Improvement							
	CS2015-01	Service Implication	Reduction in IT support/maintenance contracts Rationalisation of IT systems, removal of support for some systems.	616		0	3	L	L	SP1
		Staffing Implications	•							
		Business Plan implications	In line with IT Strategy							
			Requires procurement support/advice. May affect support arrangements and require more controlled investment through TDA.							
		Implications	None							
		TOM Implications	None							
Page		<u>Service</u>	Business Improvement							
9	CS2015-02		Expiration of salary protection	1124			16	L	L	
(1)		Service Implication	None							
1		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		l •	None							
		TOM Implications	None							

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)
		<u>Service</u>	Infrastructure & Transactions Division Transactional Services							
0&S	CS2015-03	Description	Restructure of Transactional Services team	475			100	L	M	SS2
			Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
			Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.							
		Impact on other	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.							
Page 12		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.							
100		<u>Service</u>	Customer Services Division Programme Management							
		Description	Increase in Registrars income							
O&S	CS2015-04		Achieveable through increase in service provision within existing resource.	-102		25		L	L	SI2
		Staffing Implications	None							
			None							
		implications Impact on other departments	None							
		_ ·	None							
			None							

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)
		<u>Service</u>	Resources Division Staffing Costs and income budgets							
	CS2015-05	Description	There will be a further review of staffing budgets. This will extend across the entire division, Business planning, Accountancy and the remaining business partners. The proposed staffing savings would reduce the net establishment from from 48.9 FTE to 38.7. (NB the major corporate services restructuring had already reduced the establishment by c.14 posts). A contribution from any income budgets not used above will be sought to mitigate the impact	2985			216			
			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							
8	י	Staffing Implications	3 to 4 posts will need to be deleted							
Page		Business Plan implications	It is consistent with the streamlining proposed in the business plan							
G)		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							

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)
			Corporate governance - audit service							
	CS2015-06		delete auditor post and fees				50		L	SS2
		Service Implication	reduced audit resource							
		Staffing Implications	1 possible redundancy							
		Business Plan	none							
		implications								
		Impact on other	None							
		departments								
		Equalities	None							
		Implications								
		Service	Chief Executive's Office							
			Running Costs							
	CS2015-07		Reduction in running cost budgets			28		L	L	SNS1
π	J	Service Implication	A small reduction in the services that can be purchased							
Page		Staffing Implications	None							
4		Business Plan	None							
122	•	implications								
			None							
		departments								
			None							
		Implications								
			None							
			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	<u>Service</u>	<u>Schools</u>							
		Description	Increased income from schools and/or reduced LA	Income		200	200	Medium	Medium	SI1 or
		Service Implication	service offer to schools. 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.	(1,489) Retained budgets 18,553						SS2
Page		Business Plan 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. Should funding not be secured there will be implications for service volumes and outcomes.							
e 15		departments Equalities Implications TOM Implications	Possible impact on child protection services if service reductions result in escalations from schools and others. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. 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)
cayp Page 16	CSF2015-04	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	None specific - the reductions in volumes and outcomes will result from fewer and more targeted commissioned services. CSF will need to work with Public Health to maintain appropriate commissioning capacity. 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 as well as flexible working and the introduction of the SCIS. The rationalisation of	203			60	Medium	Low	SS1
C&YP	CSF2015-05	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	commissioning capacity will be achieved through improved partnership with Public Health and CCG colleagues. Commissioning, Strategy and Performance Property and contracts service review. There will be a lower volume of capital works to expand school provision by 2018-19 enabling a reduction in project management capacity. 1 FTE project manager post ot of 3. None specific 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 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.	451			55	Medium	Medium	SS1

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	Service	Cross Cutting							
		Description	Data review & centralisation.	377		40		Medium	Low	SS2
		·	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.							
		Business Plan	None							
		implications								
		<u>-</u>	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							
99		Implications	for restructuring. An EA will be developed for the service change staffing proposals.							
Page 17		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. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy.							
Total C	otal CSF Savings October 2015					240	315			

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	Service/Section Description Service Implication	Senior Management & Support Reduce the level of PA support to Heads of Service by 0.6fte. None	95		19		Low	Low	SS2
		Staffing Implications	Reduction of 0.6fte [of 2.6fte]							
		Business Plan implications	None							
		Impact on other departments Equalities	None None							
		Implications TOM Implications	Consistent with TOM direction of travel in reducing back office support service costs							
Page 18		Service/Section Description	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.	1,311		190		Medium	Medium	SS2
6 3		Service Implication	Better deployment of enforcement resources.							
Ø		Staffing Implications	Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes							
		Business Plan implications Impact on other	No impact on business plan - allows same outputs with fewer staff None							
		departments Equalities	Will require consultation but no immediate equalities implications							
		Implications TOM 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							
		Service/Section Description Service Implication	Parking Services (CEO team) Reduction number of team leader posts from 4 to 3 Reduced overall management	1,311		45		Low	Medium	SS2
		Staffing Implications	Loss of 1 team leaders post [of 4fte}							
		Business Plan implications	Potential drop in compliance rates.							
		Impact on other departments Equalities	None None							
		Implications TOM Implications	Consistent with direction of travel in reducing management overheads.							

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)
	ENV04	Description Service Implication Staffing Implications Business Plan	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. Improvement in overall enforcement strategy None projected at this stage.	(5,446)		250		Medium	Medium	SI2
Pa	J	departments Equalities Implications	None None This is consistent with TOM direction of travel in better utilisation of data / heat maps to ensure resources deployed effectively.							
ige 19	ENV05	Description Service Implication	Parking Services Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services. Could impact upon the level of service provided To be assessed but could mean the deletion of 2 management posts [of	1,189		70		Medium	Medium	SS2
		Implications	10fte] Reduction in the costs of 2 posts None None Consistent with TOM direction of travel in reducing back office costs							

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)
		Service/Section	Parking Services					_	_	
		Description	Reduction in transport related budgets	140		46		Low	Low	SNS1
		Service Implication	May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement							
		Staffing Implications	some changes in staff travel arrangements to ensure on site as effectively							
		Journal of the state of the sta	and efficiently as possible.							
		Business Plan	None							
		implications	l							
		Impact on other	None							
		departments Equalities	None							
		Implications	TVOTE							
		TOM Implications	consistent with TOM direction of travel							
	ENV07	Service/Section	Parking Services							
		Description	Reduction in supplies & services/third party payment budgets.	571			60	Low	Low	SNS1
Page 20	,	Service Implication	May result in slight reduction in quality of some areas of service.							
ge :		Staffing Implications	None							
	3	Business Plan	None							
		implications								
		Impact on other	None							
		departments	None							
		Equalities Implications	None							
		TOM Implications	consistent with TOM direction of travel							
	ENV08	Service/Section	Regulatory Services							
		Description	Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP .	190			40	Medium	Medium	SG1
		Service Implication	None							
		Staffing Implications	One FTE funded by Public Health							
		Business Plan implications	Not known at this stage							
		Impact on other	None							
		departments Equalities	Not known at this stage							
		Implications TOM Implications	Not known at this stage							

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)
		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.	N/A		50	50	Medium	Low	\$12
		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.							
			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							
		Business Plan	Increase in income							
		implications								
		Impact on other	None							
l &	ľ	departments	News							
96		Equalities	None							
ege		Implications TOM Implications	Consistent with drive to increase commercialization in TOM generally							
	ENV10	Service/Section	Consistent with drive to increase commercialisation in TOM generally Regulatory Services							
···	l .	Description	Reduction in Transport/Supplies and Services budget through greater	123		10		Low	Low	SNS1
		Description	efficiency	120		'0		LOW	LOW	01401
		Service Implication	May result in slight reduction in quality of some areas of service							
		Staffing Implications	None							
		Business Plan	None							
		implications								
		Impact on other	None							
		departments								
		Equalities	None							
		Implications								
		TOM Implications	consistent with TOM direction of travel							

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)
		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 Impact on other	None Potential loss of departmental support on corporate projects							
		departments Equalities Implications TOM Implications	None, objectives would be maintained within the scope of the commissioning brief. In line with the TOM outcomes							
<u> </u>		Service/Section Description Service Implication	Leisure & Culture Loss of head of section/amalgamated with head of Greenspaces 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.	158		70		Low	Low	SS2
		Staffing Implications	Loss of 1 fte [of 2fte]							
		Business Plan implications Impact on other	None None							
		departments Equalities Implications TOM Implications	None Linked to the outsourcing of the greenspaces functions within their TOM.							

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)
	1		Leisure & Culture							
			Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact.	336		70		Low	Low	SS1
			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.							
		Staffing Implications	Reduction of 3 fte [of 9.6fte]							
		Business Plan	None							
		implications								
			None							
		departments								
			None							
		Implications TOM Implications	consistent with TOM direction of travel							
	ENV14		Property Management							
			Increase in income from rent reviews of c60 properties.	(4,022)			100	Medium	Low	SI2
👸	ť	-	none - would be within existing resources	(,, = _ ,						0
Page 2		Staffing Implications	Part of the current team's core work.							
(C)	3	Business Plan	In line with the TOM outcomes							
		implications								
		Impact on other	None							
		departments	L.							
		1	None							
		Implications	consistent with TOM direction of travel							
		TOM Implications	consistent with TOM direction of travel							

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)
		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 Staffing Implications	Would require additional specialist staffing resource - costs contained within the business case that is being prepared. None							
		Business Plan implications Impact on other	In line with the TOM outcomes None							
 - 		departments Equalities Implications TOM Implications	None consistent with TOM direction of travel							
age :		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
1 23	•	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								
		Business Plan implications Impact on other departments Equalities	will almost certainly require specification / service standard changes to deliver required savings levels None None							
		Implications TOM Implications	consistent with TOM direction of travel in maximising procurement savings .							

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)
		Service/Section Description Service Implication Staffing Implications	Traffic & Highways Reduction in reactive works budget Reduction in carriageway and footpath reactive maintenance with possible increase in insurance claims.	650		30	35	Low	Medium	SNS2
		Business Plan implications Impact on other departments Equalities Implications	Reduction in response times and possibly intervention threshold. Increase in corporate services insurance workload None							
Page 28)	Service/Section Description Service Implication	consistent with TOM direction of travel Greenspaces Increased income from events in parks Increased income through a broader range of commercial opportunities - over and above those previously agreed. Some unquantified extra resource likely to be required, linked to the business case for each initiative. In line with the TOM outcomes None In line with the TOM direction of travel			100	100	Medium	Medium	SI2

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)
	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 Impact on other departments Equalities Implications	None None None							
π)	TOM Implications	No TOM implications							
Page 26	ENV20	Service/Section Description Service Implication Staffing Implications	Development & Building Control Increased income from building control services. Increased income through a broader range of commercial opportunities - over and above those previously agreed. None	935		35	35	Medium	Low	SI2
		Business Plan implications Impact on other departments Equalities Implications TOM Implications	In line with the TOM outcomes None None In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting.							
		Service/Section Description Service Implication	Greenspaces Reduction in the grant to Wandle Valley Parks Trust Impact on the core operating budget of the Wandle Valley Parks Trust.	12		6		Low	Medium	SG2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	None None None Consistent with TOM direction of travel							

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	Description Service Implication	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.	48		24		Low	Medium	SG2
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
			Consistent with TOM direction of travel							
	ENV23	Service/Section	Greenspaces							
		Description	Further savings from the phase C procurement of Lot 2.	3,648		160		Medium	Medium	SP1
94	•		Anticipated additional savings through the commercial dialogue that will take place as part of the phase C procurement of Lot 2.							
Page			None; in line with current procurement process							
127		Business Plan implications	None; in line with current procurement process							
1	Г	-	None							
		departments								
		•	None							
		Implications								
			Consistent with TOM direction of travel							

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)
	1	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.	18		10		Low	Low	SNS2
		Service Implication	None							
		Staffing Implications	None							
Page		Business Plan implications Impact on other departments Equalities Implications	None Would require corporate learning and development to prioritise these training opportunities. None Consistent with TOM direction of travel							
ge 28)	Service/Section Description Service Implication Staffing Implications	Waste Department restructure of the waste section Moving from a support function towards a commercialised commissioning and clienting service post Phase C contract award equivalent of c5fte [of 13.19fte] across all levels of staff	514		191		Low	Medium	SS2
		Business Plan implications Impact on other departments Equalities Implications TOM Implications	To be assessed following contract award and SLWP clienting requirements TBC TBC Consistent with TOM direction of travel							

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							
		Service Implication	Re-balancing of rounds 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)	2,568		20		Medium	Medium	SNS1
			Reduction in overtime and agency usage							
		Business Plan implications Impact on other								
		departments Equalities	TBC							
		Implications								
			Consistent with TOM direction of travel							
			Waste Services					_		
——		-	Remove free provision of food waste liners	137		66		Low	Medium	SNS2
	,	Service Implication	Potential reduction in participations levels							
Page		Staffing Implications	None							
6			Potential reduction in recycling / composting performance.							
		implications	Nama							
		1	None							
		departments Equalities	To be completed							
		Implications	To be completed							
			Consistent with TOM direction of travel							

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)
		Service/Section	Waste Services: waste disposal							
		Description	Divert gully waste and mechanical Street sweepings from landfill through pre-	4,360		37		Low	Low	SP1
			treatment and recycling							
		Service Implication	None(assumes tipping at Garth Rd WTS)							
		Staffing Implications	None							
		Business Plan	Increase in waste diversion							
		implications								
		Impact on other	None - procurement will be required							
		departments								
		Equalities	None							
		Implications								
		TOM Implications	Consistent with TOM direction of travel							
		Service/Section	Waste Services: recyclate income					_	_	
<u> </u>	,	Description	Realign budget to reflect actual income achieved through sale of textiles	N/A		20		Low	Low	SP1
Page 30		Service Implication	None							
96		Staffing Implications	None							
		Business Plan	None							
		implications								
		Impact on other	None							
		departments								
		Equalities	None							
		Implications								
	ENIV20	TOM Implications	Consistent with TOM direction of travel		 					
	ENV30	Service/Section	Waste Services: Garden waste service	(220)		30		Low	High	SI1
		Description Service Implication	Increase annual subscription fees by £5 p.a. Possible reduction in subscriptions	(329)		30		Low	nign	311
		Service implication	r ossible reduction in subscriptions							
		Staffing Implications	None							
		Business Plan	Potential reduction in recycling / composting performance.							
		implications Impact on other	None							
		departments								
		Equalities	To be undertaken							
		Implications								
		TOM Implications	Consistent with TOM direction of travel							

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		Waste Operations					_		
		Description	Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection	N/A		102	9	Low	Medium	SI1
		Service Implication	Possible loss of contracts to private sector							
		Staffing Implications	None							
			Potential impact on overall waste diversion							
		implications Impact on other	tbc							
		departments	ibc							
		_ ·	to be completed							
		Implications								
			Consistent with TOM direction of travel							
	ENV32		Transport Services:							
		•	Review of Business Support requirements	311			30			SS2
<u>u</u>	Ţ		Post Phase C there will be a change in the Business Support requirements,							
l ö	1		following the loss of much of the fleet management to the new contractor. It							
Page			is anticipated that this will lead to a reduction in 1FTE							
(CA)	ł	Staffing Implications	Reduction of 1 fte [of 8.33fte]							
_		Business Plan								
		implications								
		'	Saving would result in a reduction in client budgets.							
		departments								
		Equalities								
		Implications								
		TOM Implications	Consistent with TOM direction of travel							
			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 S	Social	Care								
		Service	NHS Income							
HC&OP	CH51		Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.	(£2,596)	£200	£0	0	Н	L	SI2
		Service Implication	This funds the increased volume of work to assess people and arrange packages of support for them.							
			Need to work efficiently and effectively to undertake the higher volume of work.							
		Business Plan implications	This support to ensure prompt discharge is consistent with the business plan commitment to support independence.							
		Impact on other departments	None.							
-10		Equalities	None.							
		Implications TOM Implications	None. This plan achieves a better alignment between funding levels and							
			increased activity levels.							
		Service	Supporting People Contracts							
На де Э З	CH52		Review of remaining Supporting People Expenditure as much of it is a discretionary spending area.	£1,772	£0	£300	0	Н	н	SP2
		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.							
		Staffing Implications	None.							
		Business Plan implications	The risk is that this could increase pressure on the Housing Needs budget.							
		Impact on other departments	There is a potential internal pressure within the department on the Housing Needs and Enabling Service							
		Equalities	There is an equalities implication in terms of service users. An EA would be							
		Implications	undertaken and where appropriate work will be done to mitigate the impact.							
			None. This is consistent with he 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."							

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							
нс&ор	CH53	Description	Use funds from Public Health to fund the prevention strategy which is currently funded from grants.	£839	£0	£600	0	M	М	SG1
		Service Implication	None as the prevention activity will continue to be funded, albeit from a different source.							
		Staffing Implications	None.							
		Business Plan implications Impact on other departments Equalities Implications	None, as the commitment to prevention remains in place and is funded albeit from a different source. Increased pressure on the Public Health (PH) Budget as funds directed from public health will no longer be available to fund other PH activities. 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.							
Page		TOM Implications	None. This is consistent with he 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)
НС&ОР	CH54	Service Implication	Access, Assessment and Commissioning Staffing 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. 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.	£5,286	£0	£0	£150	н	М	SS2
			Redundancies - Some staff would be subject to redundancy Possible impact on our statutory duties under the Care Act 2014. We would							
 - 1 0		implications	attempt to mitigate this by investigating alternative models for quality and performance monitoring and of assessment and care management.							
Page 34		departments Equalities Implications	None - main impact is on service users, carers and providers 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.							
		·	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)
НС&ОР	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	н	н	SNS2
			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							
Page 35		implications Impact on other Equalities	We would continue to follow the appropriate model of promoting independence for the client group. 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.							
<u>ज</u>		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.							
	<u>. </u>		Sub-total Adult Social Care Options		£200	£900	£1,137			
sc		Service Implication	Library & Heritage Service Introduce a coffee shop franchise across 6 libraries Allocated space within certain libraries will be let to a coffee shop franchise to provide refreshments in libraries for customers.	£0	0	0	30	М	L	SI2
		Business Plan implications Impact on other departments Equalities Implications	Supports improving income generation identified in Service Plan and providing additional services in libraries. None identified. None identified.							
	braries	TOM Implications	Additional capacity constraints in order to manage procurement process but will be managed within existing resources. Reduction in library circulation space.		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>	Housing Needs							
SC	CH57	Description	Staff reduction in Housing Services	929	0	50	118	Н	Н	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							
Page 36		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.							
(Ga)		Impact on other	This will have an impact on children's and adult's social care							
	1	departments								
		Equalities	BME communities are over represented in homeless episodes. However, all							
		Implications	groups will be affected by the reduction in front line housing services.							
T (1 - 1 - 1	L	TOM Implications	This is consistent with the exisiting TOM				4.50			
Total H	ousing I	Needs			0	50	118			
Total C8	&H Savir	ngs Proposals October	r 2015		200	950	1,285	2,435		

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2013/14

Pa	anel	Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	
O&S	5	CS46	Service	Resources -Deletion of 3 Posts within the Division	(103)			Medium	Medium	SS1
			Description	Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division.						
			Service Implication	None						
			Staffing Implications	Reduction of 3 Posts						
			Business Plan implications	None						
			Impact on other departments	None						
U			Equalities Implications	None						

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

24	Panel	Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	IREDITATIO	
C	D&S	CS65	Resources 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	(35)	(31)		Low	Low	SNS1

	TOTAL	(138)	(31)	0		

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>	Resources -Deletion of 3 Posts within the Division	(25)	(78)		Medium	Medium	SS1
		Description	Further efficiency reviews and enhancements in systems will						
			result in staff savings in the Resources Division.						
		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

26 38 38	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 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		
		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 - Deliverabili ty	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Service	Customer Services - Support Service							
O&SC	CS12	Description	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.							
		Service	Customer Services - Recovery/Bailiffs							
O&SC	CS13	Description	Reduce 10.6 FTE Debt Recovery Officers/Bailiff Admin to 9.6 FTE -	1,684	31			Low	Low	SS2
o wsc		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							
ע		Impact on other departments	None							
		Equalities Implications	None							

REPLACEMENT SAVING

Panel	Ref		Description of Saving	Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000	2018/19 £000	Deliverabili	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Service	<u>Customer Services</u>							
O&SC	CS1	Description	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			

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 Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS48	<u>Service</u>	Further rationalisation of HR Services					High	High	SS1
		Description	Reduction of HR business partner (HRBP's) posts	543	(130)					
		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,							
9		Equalities Implications	Will impact women in the division as a high number of HR employees are female							
0 0 0 0 0 0 0 0 0	CS51	Service	HR Transactions - including COT	265	(90)			Medium	High	SS1
D		Description	HR Support - centralisation							
<u> </u>		Service Implication	More self service							
>		Staffing Implications	Reduction in staff numbers							
		Business Plan implications	HR transactions review part of long-term HR business plans							
		Impact on other departments	resistance to change							
		Equalities Implications	Will impact women in the division as a high number of HR employees are female							

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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	Anaivsis -		
O&SC	CS49	Service Description Service Implication	Human Resources - Business Partners Further consolidation of HR advisory work	585	(140)			High	High	SS2
		Staffing Implications Business Plan implications	Delete X4 advisor posts							
		Impact on other departments	Some reduction in capacity to support depts but mitigated by the introduction of iTrent							
		Equalities Implications	Significant loss of capacity may affect service provision. Selection of staff for redudancy needs careful handling and EIA							

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

Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverab ility	Reputatio	
	Division	<u>Human Resources</u>							
CSD28	Description	COT review	425	(38)			M	M	SS2
	Service Implication	Reduced business support							
	Staffing Implications	Reduced staffing levels							
	Business Plan implications	Less transactional support							
	Impact on other departments	Less transactional support							
	Equalities Implications	Proposals affect a female workforce							
	Division	Human Resources							
CSD29	Description	Recruitment and DBS review	425	(50)			М	М	SS1
	Service Implication	Reduction in HR managerial support							
	Staffing Implications	Reduction in staffing							
	Business Plan implications	Reduction in transactional support							
	Impact on other departments	Reduction in transactional support							
	Equalities Implications	Impacts on a largely female workforce							
		Total: Human Poscursos Savings to be Deferred		(448)	<u> </u>	l 0			
	CSD28	CSD28 Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications Division CSD29 Description Service Implication Staffing Implications Business Plan implications Impact on other departments	CSD28 Division Description Service Implication Staffing Implications Impact on other departments Equalities Implication Description Service Implications Reduced business support Reduced staffing levels Less transactional support Less transactional support Less transactional support Proposals affect a female workforce Division Human Resources CSD29 Description Service Implication Reduction in HR managerial support Reduction in staffing Business Plan implications Reduction in transactional support Reduction in transactional support Reduction in transactional support Reduction in transactional support	Ref Description of Saving Division Description Division Description Descripti	Ref Description of Saving Division Description Division Description Descripti	Ref Description of Saving Budget 14/15 £000 £000 £000 £000 £000 £000 £000 £0	Ref Division Human Resources CSD28 Description Saving Human Resources Description Reduced business support Staffing Implications Home Resources Impact on other departments Equalities Implications Service Implication Service Implications Division Human Resources COT review Reduced staffing levels Less transactional support Less transactional support Less transactional support Division Human Resources CSD29 Description Service Implications Reduction in HR managerial support Service Implications Reduction in HR managerial support Reduction in staffing Reduction in transactional support Impact on other departments Equalities Implications Impacts on a largely female workforce	Ref Description of Saving Division Description Service Implications Impact on other departments Equalities Implications Service Implication Service Implication Reduction in HR managerial support Staffing Implications Equalities Implications Equalities Implications Service Implications Impact on other departments Equalities Implications Service Implications Reduced business support Less transactional support Less transactional support Proposals affect a female workforce Human Resources Reduction in HR managerial support Staffing Implications Service Implication Service Implication Service Implication Staffing Implications Reduction in HR managerial support Reduction in transactional support Impact on other departments Equalities Implications Impact on other departments Impact on other departments Equalities Implications Impact on other departments Impact	Ref Description of Saving 2016/17 £000 £000 £000 £000 £000 £000 £000 £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 Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS48	Service	Further rationalisation of HR Services					High	High	SS1
		Description	Reduction of HR business partner (HRBP's) posts	543	130		(130)			
		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	HR Transactions - including COT	265	90		(90)	Medium	High	SS1
1		Description	HR Support - centralisation							
		Service Implication	More self service							
		Staffing Implications	Reduction in staff numbers							
		Business Plan implications	HR transactions review part of long-term HR business plans							
		Impact on other departments	resistance to change							
		Equalities Implications	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			
		Service	Human Resources - Business Partners							
O&SC	CS49	Description	Further consolidation of HR advisory work	585	140		(140)	High	High	SS2
		Service Implication								
		Staffing Implications	Delete X4 advisor posts							
		Business Plan implications								
		Impact on other departments	Some reduction in capacity to support depts but mitigated by the introduction of iTrent							
		Equalities Implications	Significant loss of capacity may affect service provision. Selection of staff for redudancy needs careful handling and EIA							

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

CSD28 Description COT review 425 38 (38) M M M Service Implication Reduced business support Staffing Implications Impact on other departments Equalities Implication Reduction in HR managerial support Staffing Implications Reduction in transactional support Staffing Implications Proposals affect a female workforce CSD29 Description Reduction in HR managerial support Staffing Implications Reduction in HR managerial support Reduction in transactional support Impact on other departments Equalities Implications Reduction in transactional support Reduction Reduction in transactional support Reduction Reductio	Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverab ility	Risk Analysis - Reputatio nal Impact	
Service Implication Staffing Implications Reduced staffing levels Business Plan implications Impact on other departments Equalities Implications Proposals affect a female workforce Division CSD29 Description Service Implication Staffing Implications Reduction in HR managerial support Staffing Implications Reduction in staffing Business Plan implications Impact on other departments Equalities Implications Impact on a largely female workforce Service Implication Reduction in transactional support Impacts on a largely female workforce			Division	Human Resources							
Staffing Implications Business Plan implications Impact on other departments Equalities Implications Division CSD29 Description Service Implications Business Plan implications Reduction in HR managerial support Staffing Implications Business Plan implications Impact on other departments Equalities Implications Impact on other departments Equalities Implications Impact on other departments Equalities Implications Impacts on a largely female workforce Reduction in transactional support Impacts on a largely female workforce		CSD28	Description	COT review	425	38		(38)	M	M	SS2
Business Plan implications Impact on other departments Equalities Implications Proposals affect a female workforce Division Human Resources CSD29 Description Recruitment and DBS review Staffing Implications Reduction in HR managerial support Reduction in staffing Business Plan implications Impact on other departments Equalities Implications Impacts on a largely female workforce Business Plan implications Impacts on a largely female workforce			Service Implication	Reduced business support							
Impact on other departments Less transactional support Proposals affect a female workforce Division Human Resources Description Recruitment and DBS review A25 50 M M M Service Implication Reduction in HR managerial support Staffing Implications Reduction in staffing Reduction in transactional support Impact on other departments Reduction in transactional support Reduction in transa			Staffing Implications	Reduced staffing levels							
Equalities Implications Proposals affect a female workforce Division Description Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications Equalities Implications Impacts on a largely female workforce Proposals affect a female workforce 425 50 (50) M M M Service Impact on the M M M Reduction in HR managerial support Reduction in transactional support Impact on other departments Equalities Implications Impacts on a largely female workforce			Business Plan implications	Less transactional support							
CSD29 Description Recruitment and DBS review A25 50 (50) M M M Service Implication Reduction in HR managerial support Staffing Implications Reduction in transactional support Impact on other departments Equalities Implications Impacts on a largely female workforce			Impact on other departments	Less transactional support							
CSD29 Description Recruitment and DBS review 425 50 (50) M M M Service Implication Reduction in HR managerial support Reduction in staffing Business Plan implications Impact on other departments Equalities Implications Impacts on a largely female workforce (50) M M M M M M M M M M M M M M M M M M M			Equalities Implications	Proposals affect a female workforce							
Service Implication Reduction in HR managerial support Reduction in staffing Business Plan implications Impact on other departments Equalities Implications Impacts on a largely female workforce			Division	Human Resources							
Staffing Implications Business Plan implications Impact on other departments Equalities Implications Reduction in transactional support Equalities Implications Reduction in transactional support Impacts on a largely female workforce		CSD29	Description	Recruitment and DBS review	425	50		(50)	M	M	SS1
Business Plan implications Reduction in transactional support Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce			Service Implication	Reduction in HR managerial support							
Impact on other departments			Staffing Implications	Reduction in staffing							
Equalities Implications Impacts on a largely female workforce			Business Plan implications	Reduction in transactional support							
			Impact on other departments	Reduction in transactional support							
Net Change: Human Resources 448 0 (448)			Equalities Implications	Impacts on a largely female workforce							
Net Change: Human Resources 448 0 (448)											
				Net Change: Human Resources		448	0	(448)			

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	<u>Service</u>	Commissioning, Strategy and Performance							
		Description	Reduction in commissioning of early intervention and prevention services.	700	400				Medium	High
		Service Implication	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.							
		Staffing 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.							
		Business Plan	Reduced service offer for children and families in Merton.							
		implications								
		Impact on other	None.							
		departments								
		Equalities Implications	These services are focussed on disadvantaged groups within the community.							
		TOM Implications	Commissioning approach being delivered within reduced budgets available							
Total C	hildren, Schoo	Is and Families Savings			400	0	0	0		

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		Commissioning, Strategy and Performance Reduction in commissioning of early intervention and prevention services.	700	300				Medium	High
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	AS PER THE ABOVE BUT SAVING REDUCED BY £100k.							

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	Service	Children Social Care							
		Description	Remove Serious Case Review.	77	77				Low	Medium
			Any future reviews will be funding from MSCB/CSC learning and development underspends and Health commissioners.							
			N/a							
			N/A							
		implications Impact on other	Request for ad hoc funding for SCR. Possible risk if other agencies will not							
			contribute.							
		Equalities Implications								
		Equanties implications	IVA							
		TOM Implications	None							
C&YP	CSF2015-02	Service	Cross Cutting							
		Description	Service management review across CSF Department	1,171	23				Medium	Medium
		Service Implication	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.							
		5 .	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.							
		1 -	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.							
Total C	hildren, Schoo	ols and Families Savings			400	0	0	0		

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	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.	230		
			Total Environment and Regeneration Savings	230	0	0

Alternative Savings proposals

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

5	Budget Process	Ref		Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
188	2012/15		Service/Section Description	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. 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). N.B. Neither of these proposals will result in an increase to actual fees being charged.	230		
				Total Environment and Regeneration Savings	230	0	0

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	In line with Reg.Services TOM			
		implications				
		Impact on other	None			
		departments				
		Equalities	None			
		Implications				
			Total Environment and Regeneration Savings	100	0	0

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	In line with Reg.Services TOM			
		implications				
		Impact on other	None			
		departments				
		Equalities	None			

DEPARTMENT: COMMUNITY AND HOUSING

PROPOSED SAVINGS FOR DELETION: 2016/17 ELEMENT ONLY

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

DEPAR	KIMENI	COMMUNITY AND HOL	ISING SAVINGS - BUDGET PROCESS 2013/14							
Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2016/17 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Service	Adult Social Care							
нс&ор	CH01	Description	Below inflation uplift to third party suppliers	38,465	500	High	High			SP1
		·		,			Ŭ			
		Service Implication	The proposal aims to continue the below inflation uplift .This will be a total of 7 years at 0% or below inflation							
		Staffing Implications	None							
		Business Plan implications	Contributes to efficiency savings							
		Impact on other departments	None							
		l .								
-	-	Equalities Implications Service	See overall EA			-				
П нс&ор	CH03	Description	Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this	5,357	150	High	High			SP1
5		Description	basis	3,337	130	iligii	iligii			31.1
5		Service Implication	Care and support packages will be negotiated and brokered to deliver the best value solution based on							
5		Cervice implication	assessed need. There is likely to be complaints from some customers who would prefer a different package.							
			acceptance in the control of the con							
11		Staffing Implications	None							
S		Business Plan implications	In line with the aim of delivering cost effective, person centred services.							
		Impact on other departments	None							
		Equalities Implications	See overall EA							
		Service								
нс&ор	CH10	Description	Procurement Opportunities	5,357	250	High	Medium			SP1
		Service Implication	Delivering further efficiencies through contract negotiations.							
		Staffing Implications	None							
		Business Plan implications	In line with the aim of delivering cost effective, person centred services.							
		Impact on other departments	None							
		Equalities Implications	See overall EA							

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

Panel	Ref		Description of Saving	Baseline Budget 2014/15 £000	2016/17 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key
	СН1	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Commissioning 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 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. None identified. None identified. ASC customers are more likely to be older and have disabilities compared with the general population.	36,658	242	High	High			SNS2
	CH2	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Placements Remodelling and re-procuring the domicilary care service, following the end of the 3 year contract starting in 2012 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 None identified. None identified. None identified. ASC customers are more likely to be older and have disabilities compared with the general population.	36,658	242	High	High			SNS2
	СНЗ	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Placements Procurement Opportunities (Placement budget) 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 None identified. None identified. None identified. ASC customers are more likely to be older and have disabilities compared with the general population.	36,658	244	High	High			SNS2

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

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2016/17 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		<u>Service</u>	Assessment and Commissioning							
НС&ОР	CH38	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)	34,392	17	Н	Н			SNS2
		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.							
		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.							
		Business Plan implications	We would continue to follow the appropriate model of promoting independence for the client group.							
		Impact on other departments	None							
		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.							
	1								1	
			TOTAL: Deleted Savings		1,645					



COMMUNITY AND HOUSING DEPARTMENT REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS

Original S	avings			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	Adult Social Care Staff reductions in Assessment and Commissioning teams. (Bring forward staff savings proposals from 2017/18 & 2018/19)	(700)	500	200	0	н	М			SS2	CH58
2015/16	Service Implications	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.										
п	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										
D 0 12 0	Impact on other departments	Redundancy costs and HR, Equalities and project management support										
ח ט	Equalities Implications	See overall EA										
СНЗ	Description	Staffing reductions in Direct Provisions	(100)	100	0	0	Н	М			SS2	CH59
2014/15	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.										
	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										

COMMUNITY AND HOUSING DEPARTMENT REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS

Origi	nal S	avings			Revised	Savings						
R	ef		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 - Reputatio nal Impact	` ,	New Ref
CH	138	Description	CONTRACTS - South Thames Crossroads Caring for Carers	(294)	0	0	0	М	Н		SP1	CH60
201	5/16	Service Implications	Decommission the crossroads service for carers. Replace with domiciliary care service/ Direct Payment offer and commissioned holistic carers support service from voluntary sector.									
		Staffing Implications	None									
		Business Plan Implications	In line with TOM and ASC commissioning and procurement plan									
		Impact on other departments	None									
		Equalities Implications	See EA									
С	H1	Description	CONTRACTS - Meals on Wheels (Sodexo)	(153)	0	0	0	М	Н		SP1	CH61
201 201 201	5/16	Service Implications	Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure									
<u>ا</u> ک		Staffing Implications	None									
5		Business Plan Implications	In line with TOM and ASC commissioning and procurement plan									
5		Impact on other departments	None									
<u>^</u>		Equalities Implications	See EA									
CH	101	Description	CONTRACTS - Supported accommodation mental health -Family Mosiac (Waldemar Road)	(106)	0	0	0	L	М		SP1	CH62
201	3/14	Service Implications	Decommission service as a result of Provider notice to cease service in Merton									
		Staffing Implications	None									
		Business Plan Implications	In line with TOM and ASC commissioning and procurement plan									
		Impact on other departments	None									
		Equalities Implications	See EA									

COMMUNITY AND HOUSING DEPARTMENT REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS

Original S	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 - Reputatio nal Impact	Type of Saving (see key)	New Ref
CH02	Description	CONTRACTS - day support Imagine Independence	(84)	0	0	0	M	Н			SP1	CH63
2013/14	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										
	Description	Staffing savings- Directorate. This position is now funded from Public Health budget and no longer required.	(30)	0	0	0	L	L			SS2	CH64
	Service Implications	None										
_	Staffing Implications	None										
ש	Business Plan Implications	None										
á	Impact on other departments	None										
	Equalities Implications	See EA										
	mmunity and Housing Replacemen		(1,467)	600		0						
	ommunity and Housing Deleted Sav	•	1,645	0	· ·	0						
Net Short	tfall: Community and Housing Savir	igs	178	600	200	0			1			

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Staffing Implications O.5 F.T resource actually Resource staffing Business Plan implications Impact on other None	Business Improvement Fing support savings E.T.E reduction within BI Division. The post is a shared curce with the Resources Division and the saving will ally be delivered by a reduction in running costs within curces Division and the consolidation of the 2 x 0.5 F.T.E ing budget within Resources Division	200	13		L	L	
Service Implication Staffing Implications 0.5 F.T resource actually Resource staffing Business Plan implications Impact on other None	T.T.E reduction within BI Division. The post is a shared curce with the Resources Division and the saving will ally be delivered by a reduction in running costs within burces Division and the consolidation of the 2 x 0.5 F.T.E.	200	13		L	1	' !
Staffing Implications 0.5 F.T resource actually Resoure staffing Business Plan implications Impact on other None	T.T.E reduction within BI Division. The post is a shared curce with the Resources Division and the saving will ally be delivered by a reduction in running costs within burces Division and the consolidation of the 2 x 0.5 F.T.E.					_	SS2
Business Plan implications Impact on other None	urce with the Resources Division and the saving will ally be delivered by a reduction in running costs within burces Division and the consolidation of the 2 x 0.5 F.T.E						
implications Impact on other None	ng baagat within recounces Division						
Impact on other None	e with IT Strategy						
	2						1
Idepartments	•						1
Equalities None Implications							1
Implications							1
TOM Implications None							
Service	Infrastructure & Transactions Division Safety Services & Emergency Planning						
O&S CS2015-09 Description Restruc	ructure of Safety Services & Emergency Planning team.	226	18	30	L	н	SS2
impact	o be fully evaluated at this stage but likely to have an ct on the councils ability to complete statutory ections within required timescales.						
Staffing Implications Up to 2	o 2 FTE posts deleted through voluntary/compulsory ndancy from an establishment of 5.5.						
	ing BP targets will need to be revised to align with						
implications reduced	ced resources						
	provision of specialist health and safety advice and						
	ort that is currently available to council departments and						
	choole will be reduced						
Equalities TBA	chools will be reduced.						1
Implications TOM Implications TBA	CHOOIS WIII DE TEUUCEU.						

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)
		Service	Infrastructure & Transactions Division							
			Facilities Management - Energy 'Invest to Save' Initiatives							
O&S	CS2015-10	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)	2,900			465	L	L	SNS1
		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	None							
		departments								
98		Equalities	None							
Page 58		Implications TOM Implications	ТВА							
CO2		<u>Service</u>	Resources Division							
	CS2015-11	Description		c. £750			19	М	М	
		Service Implication	A small reduction in the services that can be purchased from the 3rd Sector							
		Staffing Implications								
		Business Plan	None							
		implications								
		1 '	None							
		departments								
		Equalities	The process will need to be managed to ensure that it is							
		Implications	carried out with due regard for equalities issues							
		TOM Implications	None significant							

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)
	CS2015-12		Corporate Governance Division							
		<u>Service</u>	Savings across the division arising from further							
		Description	expansion of South London Partnership							
		Description	Reductions in running expenses through lower print costs, share of management overheads and further reduced cost in				41			
			advocacy with larger pool of advocates.							
		Service Implication	advested with larger poor or devested.							
		Staffing Implications								
		Business Plan								
		implications								
		Impact on other								
		departments								
		Equalities								
		Implications								
Page	CS2015-13	Service	Corporate Governance							
(G)		Description	Shared investigation services							
		Service Implication	reduction in investigation capacity and efficiency of service	239		40			L	
99		Staffing Implications	none							
		Business Plan	Housing Benefit fraud investigation work now passed to							
		implications	DWP. Posts reduced to reflect this change							
		Impact on other	reduced investigation resource							
		departments								
		Equalities	none							
		Implications								
		TOM Implications								

Pane	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>	Corporate Governance							
		Description	Shared audit service			33		L	M	
		Service Implication	Efficiency of shared audit service by moving to a 5 borough							
			shared service.							
		Staffing Implications								
		Business Plan	Potential impact on audit assurance for Merton							
		implications								
		Impact on other	Risk based approach to audit across departments and other							
		departments	councils.							
		Equalities	none							
		Implications								
		TOM Implications								
			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	<u>Service</u>	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.							
Page 61		implications	We will prioritise our core statutory education and social care functions. A smaller workforce will reduce our ability to work on cross cutting issues and new developments. 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. The CSF workforce needs to be							
			more highly skilled and flexible.							
Total - 0	CSF Savings D	ecember 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)
		Service/Section	Parking Services						
		Description	Development of emissions based charging policy for resident/business permits recognising the damage particulary from diesel engined motor	N/A	250		Medium	High	SI1
			vehicles						
		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	Will encourage cleaner air quality and contribute to public health agenda						
		implications Impact on other	Potential impact initially on EH (P) team during development of policy.						
		departments	l otential impact initially on Err (i) team during development of policy.						
		Equalities	None anticipated as vehicle emissions has no known correlation with						
Ţ		Implications	equalities groups						
) (2)		TOM Implications	This has not previously been explored in TOM work and is completely new						
Page			area of service development which has been brought forward in light of air						
- S	ENV34	Service/Section	quality management issues across London.						
100		Description	Property Management Increased income from the non-operational portfolio. Undertaken through a	(4,022)	8	40	Low	Low	SI1
		Description	the review of the rent reviews timetabled as part of existing leases.	(4,022)	١	40	LOW	LOW	311
			and review of the forth reviews unlocasion de part of externing readed.						
		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 caputal investment.						
		Staffing Implications	Part of the current team's core work.						
		otaning implications							
		Business Plan	None						
		implications							
		Impact on other	None						
		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	Waste Operations						
		Description	Efficiency measures to reduce domestic residual waste rounds by 1 crew	2,568		150	High	High	SNS1
			following analysis of waste volumes and spread across week						
		Service Implication	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						
		Staffing Implications	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						
		Business Plan	None						
		implications							
		Impact on other	Transport						
		departments							
		Equalities	None anticipated						
		Implications							
	ENV36	Service/Section	Waste Services: Neighbourhood recycling						
36		Description	Review and removal of NRCs	4,360	50		Medium	High	SNS2
Page		Service Implication	Reduction in outlets for residents to recycle domestic waste. Reducing						
		0. 651 1 11 11	ongoing maintenance, cleaning and fly tp removal requirements						
63		Staffing Implications	None						
		Business Plan	Potential reduction in recycling performance partly mitigated by potential						
		implications	reduction in fly-tips at some of these sites						
		Impact on other	None						
		departments							
		Equalities	To be completed - focus on residents in flats						
		Implications							
		TOM Implications	Consistent with TOM direction of travel						

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015

Panel	Ref		Description of Saving		2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV37	Service/Section	Transport: Workshops						
		Description	develop business opportunities to market Tacho Centre to external third parties	N/A		35	Medium	Low	SI2
		Service Implication	Will need to ensure capacity is available to avoid conflict with in-house requirements						
		Staffing Implications	'						
			None though this would be part of Phase C and external contractor work if						
		implications	procurement goes to timetable .						
		Impact on other departments	Saving would result in a reduction in client charges / budgets .						
		Equalities	None anticipated						
		Implications	· ·						
		TOM Implications	Consistent with TOM direction of travel						
98		Total Er	225						

AMENDMENTS TO SAVINGS DECEMBER 2015

PROPOSED DEFERRAL OF SAVING

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e I	Ref	Oriç	jinal 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)
		Division	Infrastructure & Transactions								
O&S	CSD7	Description	Restructure Post & Print section and delete 2 FTE posts.	382		47			L	L	SS2
		Service Implication Staffing Implications	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. Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
Page	D S	Impact on other departments	Reduction in current level of service may impact some time critical processes.								
96		Equalities Implications	None								

DERMARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a e n I	Ref	Proposed Change to	o 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)
		Division	Infrastructure & Transactions								
O&S	CSD7	Description	Restructure Post & Print section and delete 2 FTE	382		(47)	47		L	L	SS2
			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 I	Ref	Des	cription 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	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Corporate Governance Share FOI and information governance policy with another Council. Reduction in management capacity loss of 1FTE none reduction in capacity none	322	0	40	10	0	н	L	SS1
P a e n I	Ref	Des	cription 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)
ନ୍ଷର ବନ୍ଧ		Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Corporate Governance Share FOI and information governance policy with another Council. Reduction in management capacity loss of 1FTE none reduction in capacity none	322	0	(40)	40 (10)	0	н	L	SS1

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	Level 1	Development & Building Control			
	1)	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.	200		
EN09	Service/Section	Building and Development Control			
	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.	40		
	Service Implication	During the implementation period there may be a limited impact on service delivery.			
П	Staffing Implications	reduce 1FTE			
5	3 1				
D 2	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.			
	Impact on other departments	Initially a reduced ability to help coordinate wider council strategies			
7	Equalities Implications	none			
EN11	Service/Section	Building and Development Control			
	Description	Staff reduction. DC deputy area team leader	52		
	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.			
	Staffing Implications	reduce 1FTE			
	Business Plan implications	Impact on ability to meet major applications targets			
	Impact on other departments	reduced ability to help coordinate wider council regen strategies			
	Equalities Implications	none			

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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	Service/Section	Building and Development Control			
	Description	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.		157	
D	Service Implication	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.			
	Staffing Implications Business Plan implications	Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.			
	Impact on other departments	unknown at present			
	Equalities Implications	unknown at present			

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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
	Service/Section	Building & Development Control			
	Description	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	40		
	Service Implication	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.			
	Staffing Implications	No changes although there will be additional pressure on existing staff to deliver.			
	Business Plan implications	Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.			
	Impact on other departments	none			
	Equalities Implications	none			

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref		Description of Saving			
E&R30	Service/Section Description Service Implication Staffing 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.	80		
	Business Plan implications	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			
	Impact on other departments	Joint enforcement investigations will be severely hindered.			
	Equalities Implications	none			
<u>ן</u>		Total Environment and Regeneration Savings	412	157	0

Alternative Savings Proposals

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

Alternative Savings Proposals

Page	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)
36		Service/Section	Future Merton						
14			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	130	214		Medium	Medium	SS2
		Service Implication							
		Staffing Implications	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.						
		Impact on other departments	None.						
		Equalities Implications	None.						
		TOM Implications	In line with the TOM.						
		Service/Section	Property Management						
		•	Restructure of team to provide more focus on property management and resilliance within the team.	52	18		Low	Low	SS2
		Service Implication							
		Staffing Implications	Loss of 1 FTE and the introduction of graduate trainee roles to fill vacant positions.						
		Business Plan implications	None.						
		Impact on other departments	None.						
		Equalities Implications	None.						
		TOM Implications	In line with the TOM						
			Total Environment and Regeneration Savings	182	232	0		•	

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AMENDMENTS TO SAVINGS DECEMBER 2015

DEPARTMENT: Community and Housing

Panel	Ref		Description of Saving			2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult S	Social (Care								
НС&ОР	CH65	Service Description Service Implication	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.	£5,031	£0	£0	£400	н	L	SS2
		Staffing Implications	Possible redundancies.							
Page 72		departments Equalities Implications	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.							
l no		TOM Implications	This is a significant potential change to the "Organisation" Layer of the TOM.							
HC&OP			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.	£3,886	0	£0	£400	н	н	SPRO/SNS1
		implications	None. Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service.							
		Equalities Implications	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							
		TOM Implications	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.							
		S	ub-total Adult Social Care Options		£0	£0	£800			

AMENDMENTS TO SAVINGS DECEMBER 2015

DEPARTMENT: Community and Housing

Panel	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)
Library	& Herita	ge Service								
		<u>Service</u>	Library & Heritage Service							
sc	СН67	Description	Shared Management Structure	£1,074	0	130	0	н	М	SS1
		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.							
		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.							
Page 7		Business Plan implications Impact on other departments Equalities	None. Access to Library & Heritage Service managers may be more limited. These changes impact on staff. A detailed EA would be undertaken at the							
73		Implications TOM Implications	time of the reorganisation. Identified as a key action within the new Library & Heritage Service TOM.							

AMENDMENTS TO SAVINGS DECEMBER 2015

DEPARTMENT: Community and Housing

Panel	Ref	ivi. Community	Description of Saving				2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	CH68		Completion of Shared Library & Heritage Service Management Structure with another borough - £25k	£1,074	0	0	25	Н	М	SS2
		·	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.							
			It will affect 1 FTE post that will be recruited on a fixed term basis.							
		Business Plan implications	None.							
		•	None.							
Page		Equalities Implications	None.							
9			Identified within the new Library & Heritage Service TOM.							
\$C 4	CH69	Service Implication	Full rationalisation of staffing structures and building usage with another borough (phase 2) – Sum to be agreed The saving should enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have	£1,074	0	0	23	н	М	SS2
			minimal impact on the frontline and the customer experience. These changes may impact on staff.							
		implications	None. Access to Library & Heritage Service managers may be more limited.							
			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 (L	ibraries.)			0	130	48			
T () 0						465	0.13			
i otai C8	kH Repla	acement Savings Prop	osais December 2015		0	130	848			



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, eletion 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.
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.

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

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)?

rotected characteristic	Tick whi	ich applies	Tick which	applies	Reason
(equality group)	Positive impact		Potential		Briefly explain what positive or negative impact has been identified
			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

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

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.

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

Stage 4:	Conclusion	of the E	guality	/ Analy	vsis
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Which of the following statements best describe the outcome of the EA (Tick one box only)

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4

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

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:			





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 g. reduction/removal of service, deletion of posts, changing criteria	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.
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

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

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)?

(0)					
rotected characteristic	Tick whi	ich applies	Tick which	applies	Reason
quality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age		Х		X	
Disability		Х		Х	
Gender Reassignment		x		X	
Marriage and Civil		х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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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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
	X		

Stage 5: Sign off by Director/ Head of Service						
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions Signature: Date: 9 th October 201					
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:			



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	Staffing Reductions and potentially generation of additional income
How does this contribute to the council's corporate priorities?	The saving will reduce the need to make savings on frontline services
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.

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 polices 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)?

Trotected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
(Eequality group)	Positive impact		mpact Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	
(CO)	Yes	No	Yes	No	
Ga ge		Х	X		Depending on the staff affected there could be a negative impact in this area
Disability		Х	х		Depending on the staff affected there could be a negative impact in this area
Gender Reassignment		Х		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х	х		Depending on the staff affected there could be a negative impact in this area
Religion/ belief		Х		Х	
Sex (Gender)		Х	X		Depending on the staff affected there could be a negative impact in this area
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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
(35)						

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
	X		

Stage 5: Sign off by Director/ Head of Service									
Assessment completed by	Paul Dale Assistant Director of Resources	Signature:	Date:12/10/2015						
nprovement action plan signed off by Director/ Head of Service	Paul Dale Assistant Director of Resources	Signature:	Date:12/10/2015						



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 opposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria	We are required to make budget reductions in 2018/19. We will be removing a post that is currently vacant. 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. There will be no redundancies as a result of this saving,
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.

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

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	Tick wh	ich applies	Tick which	n applies	Reason
Protected characteristic (application)	Positiv	e impact	Potei	ntial	Briefly explain what positive or negative impact has been identified
41 11 3 3 3 11 11		-	negative	impact	y a p and a game an p a said
	Yes	No	Yes	No	
Age		Х			
Disability		х			
Gender Reassignment		х			
Marriage and Civil		Х			
Partnership					
Pregnancy and Maternity		х			
Race		х			
Religion/ belief		х			
Sex (Gender)		х			
Sexual orientation		Х			
Socio-economic status		Х			

7.	If you have identified a negative impact, how do you plan to mitigate it?
N/A	A
St	age 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
X	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.
निवुद्ध हिंह	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.

tage 6: Reporting outcomes

9

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:					





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
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service,	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.
eletion of posts, changing criteria	This will involve the deletion of 0.5 of a post.
How does this contribute to the uncil'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.

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

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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)?

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

7. 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.	

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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/ He	ad of Service		
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date: 10/11/15

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:			



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.

• • • • • • • • • • • • • • • • • • • •	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 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.
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

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 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

tage 3: Assessing impact and analysis

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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	Tick whi	ich applies	Tick which applies Potential		Reason			
(equality group)	Positiv	e impact			Potential			
. , , , , ,			negative	impact				
	Yes	No	Yes	No				
Age		Х	Х		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		Х		Х				
Gender Reassignment		Х		Х				
Marriage & Civil		Х		Х				
Partnership								
Pregnancy and Maternity		Х		Х				
Race		Х		Х				
Religion/ belief		Х		Х				
Sex (Gender)		Х	Х		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	Х	Х	
Socio-economic status	Х	Х	

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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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
	X		

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:	



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.

• •	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 g.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.
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

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).

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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)?

rotected characteristic	Tick whi	ch applies			Reason
equality group)	Positiv	e impact			Briefly explain what positive or negative impact has been identified
16	Yes	No	Yes	No	
O Obje	Х			Х	All groups will benefit from improved local air quality
Disability	Х			Х	
Gender Reassignment	Х			Х	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	Х			Х	
Pregnancy and Maternity	Х			Х	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	Х			Х	
Religion/ belief	Х			Х	
Sex (Gender)	Х			Х	
Sexual orientation	Х			Х	
Socio-economic status	Х			Х	

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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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
X			

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:	



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	The aim and desired outcome of the proposal is to reduce the level of grant funding available to the Voluntary and Community sector.
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
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)?

		ch applies e impact	Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	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.
ex (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.

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

Negative impact / gap in	Potentially there is a negative impact on all the protected characteristics but particularly Age, Disability, Sex,
information identified in the	Race and Socio-Economic status.
Equality Analysis	
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	Feed back from MVSC and from groups currently funded to assess how they are responding to reduced funding
achieved? e.g.	levels.
performance measure /	
target	
By when	March 2017
Existing or additional	Existing
resources?	

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

he EA has not identified any otential for discrimination or megative impact and all poportunities to promote equality re 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



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?	CS2015-13 Reduction in Investigation capacity £40,000
	CS02015-14 Reduction in audit capacity £33,000
w	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.
Which Department/ Division has the responsibility for this?	Corporate Services/Corporate Governance

age 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)	We are required to make reduce our audit and investigation buy in from the audit and investigation partnerships in 2017/18.
	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.
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?

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 no	t affect	anv	eguality	groups /
					- 9	9.00.00

Stage 3: Assessing impact and analysis

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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)?

rotected characteristic	Positive impact		Tick which applies Potential negative impact		Reason			
(equality group)					Briefly explain what positive or negative impact has been identified			
() () ()					9.00			
	Yes	No	Yes	No				
Age		Х						
Disability		Х						
Gender Reassignment		Х						
Marriage and Civil		Х						
Partnership								
Pregnancy and Maternity		X						
Race		X						
Religion/ belief		Х						
Sex (Gender)		Х						
Sexual orientation		Х						
Socio-economic status		Х						

7.	If you have identified a negative impact, how do you plan to mitigate it?
N/	A
St	age 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
X	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.
Page	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?

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

tage 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: 18 th November 2015						
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:						

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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
What are the aims, objectives and desired outcomes of your	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.
proposal? (Also explain proposals g. reduction/removal of service, changing criteria	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.
(Ptc)	The overall impact of the saving would be the reduction in CSF department's ability to either recommission existing early help services or commission new services.
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.	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.
	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.
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	been longstanding partners in Merton's Children's Trust arrangements.
organisation? If so, who are the	
partners and who has overall	
responsibility?	

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 amilies living in poverty and those with specific protected characteristics.

tage 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	Tick which applies Positive impact		Tick which	applies	Reason
(equality group)			Potential		Briefly explain what positive or negative impact has been identified
			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				no	
Partnership					
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

age age	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
115	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.
V	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?
From April 2016, the range and number of Early Intervention and Prevention services will be significantly	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	
116	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				
on by birector/ flead of bervice	Yvette Stanley	Signature:	Date 07/10/15				
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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
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals)	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.
g. reduction/removal of service, eletion of posts, changing criteria	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.
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.

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	Tick whi	ich applies	Tick which	applies	Reason
equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(6)		-	negative	impact	State Park and State
<u> </u>	Yes	No	Yes	No	
A ge B isability					Not applicable
B isability					Not applicable
Gender Reassignment					Not applicable
Marriage and Civil					Not applicable
Partnership					
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.

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.

tage 6: Reporting outcomes

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→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: Yette Sanley	Date: 15/09/2015			





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 g. reduction/removal of service, deletion of posts, changing criteria	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.
How does this contribute to the wouncil'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

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.

tage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
. , , , , ,			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.	7. If you have identified a negative impact, how do you plan to mitigate it?						
N/A	4						
Sta	age 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.						
Х	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.						
Page	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 EI is not disproportionate	Undertake EAs at key stages of the process: design; implementation	EAs undertaken	To be determin ed as part of program me	Existing	CSF Business partner	
መ ው ው						
D						

on ote 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:	Date:15/09/2015			





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
What are the aims, objectives and desired outcomes of your	Option 1 is to generate the full amount as income from schools through full cost recovery of services currently provided and increased trading.
oposal? (Also explain proposals g. reduction/removal of service, eletion of posts, changing criteria	Option 2 in the event that this is not deliverable would be through deletion of posts and reduction of services.
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.

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

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	Tick wh	ich applies	Tick which	n applies	Reason
quality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age			×		May need to reduce LA support services to primary and secondary schools
Disability			×		May need to reduce support services to special schools
Gender Reassignment					
Marriage and Civil					
Partnership					
Pregnancy and Maternity					
Race			×		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

ote 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
		X	

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: Yeth Stanley	Date: 7/10/2015			





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 poposal? (Also explain proposals g. reduction/removal of service, peletion of posts, changing criteria etc)	Saving in staffing budget through deletion of 1FTE post
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.

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 witill 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)?

W				,	
Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
rotected characteristic (mequality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
			negative	impact	
ധ	Yes	No	Yes	No	
യ്യ ക് _{ge}					
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
TUD TUD						

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
	X		

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: Yeth Stanley	Date: 07/10/2015				





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 oposal? (Also explain proposals g. reduction/removal of service, eletion of posts, changing criteria etc)	Saving in staffing budget through deletion of 1FTE post
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.

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)?

rotected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	Potei	ntial	Briefly explain what positive or negative impact has been identified
A			negative	impact	13. 14 per separation is a separation of the separation of the separation is a separation of the separation
41	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

who te 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	
	X			

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			





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.

W	hat are the proposals being assessed?	CSF2015-06 Data Review and Centralisation – Reduction of 1FTE officer 2017/18
W	hich 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 g. reduction/removal of service, deletion of posts, changing criteria atc)	Saving in staffing budget through deletion of 1FTE post
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.

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

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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)?

					
rotected characteristic	Tick wh	ich applies	Tick which applies		Reason
(equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
, , , , ,			negative impact		
	Yes	No	Yes	No	
Age					N/A
Disability					N/A
Gender Reassignment					N/A
Marriage and Civil					N/A
Partnership					
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

Object 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	
	X			

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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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 g. reduction/removal of service, deletion of posts, changing criteria	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.
How does this contribute to the contribute to the 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

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.

Stage 3: Assessing impact and analysis

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Briefly explain what positive or negative impact has been identified
	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 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

Page 1

- 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.
- X 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 determin ed as part of program me	Existing	CSF Busines s partner	
P age						
(D)						

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:			



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, teletion of posts, changing criteria	To reduce the overheads of the organisation by reducing the back office support costs.
• How does this contribute to the souncil's corporate priorities?	Improved efficiencies due to a reduction in expenditure and more cost effective ways of working
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

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

~					
rotected characteristic	Tick which applies Tick which applies		applies	Reason	
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
			negative	impact	
<u>5</u> 2	Yes	No	Yes	No	
Age		Х	X		
Disability		Х		X	
Gender Reassignment		Χ		X	
Marriage and Civil		X		X	
Partnership					
Pregnancy and Maternity		X		Х	
Race		Χ		Х	
Religion/ belief		X		Χ	
Sex (Gender)		X	X		
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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.

	tage 4: Conclusion of the Equ	uality Analysis		
Page 153	Please refer to the guidance for	ements best describe the outcome carrying out Equality Impact Assessment or your proposal	me of the EA (Tick one box only ments is available on the intranet for	y) further information about these
	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:			



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

What are the proposals being assessed?	The 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.
	The proposal will lead to reduction in resources of 5 FTE Civil Enforcement Officers ENV02 and 1 CEO Team Leader ENV03
	There will be a need to consult with staff as this will be change to their terms and conditions.
which Department/ Division has the responsibility for this?	ER/Public Protection/Parking and CCTV Services

Stage 1: Overview	
ame 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,	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.
deletion of posts, changing criteria etc)	This will lead to a reduction of 5 Civil Enforcement Officers and 1 Civil Enforcement Team Leaders
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



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.

tage 3: Assessing impact and analysis

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

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.

	tage 4: Conclusion of the Equ	uality Analysis		
Page 157	Which of the following state Please refer to the guidance for outcomes and what they mean for	ements best describe the outcome carrying out Equality Impact Assessment for your proposal	of the EA (Tick one box only nts is available on the intranet for	y) further information about these
	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
		X		

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	John Hill Head of Public Protection	Signature:	Date:			
off by Director/ Head of Service						



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	
ame and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals 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

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

Pag

COTI

rotected characteristic	Tick which applies Tick which applies		applies	Reason				
(equality group)	Positive impact Potential		ntial	Briefly explain what positive or negative impact has been identified				
			negative	impact	Parking enforcement generates parking spaces for groups of motorists			
	Yes	No	Yes	No	who are entitled to park			
Age	Χ			X				
Disability	Χ			Х				
Gender Reassignment	Х			Х				
Marriage and Civil	Х			Х				
Partnership								
Pregnancy and Maternity	Х			Х				
Race	Х			Х				
Religion/ belief	Х			Х				
Sex (Gender)	Х			Х				
Sexual orientation	Х			Х				
Socio-economic status	Χ			Х				

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.

Pag	tage 4: Conclusion of the Equality Analysis
0	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 3

OUTCOME 4

_			-	
	X			
			-	

OUTCOME 2

OUTCOME 1

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



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 g.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.
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

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

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

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.

	tage 4: Conclusion of the Equa	ality Analysis		
Page 163	Please refer to the guidance for c	ments best describe the outcom arrying out Equality Impact Assessment or your proposal	ne of the EA (Tick one box only ents is available on the intranet for	r) further information about these
	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 Service Signature: Date:										
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date:							



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 oposal? (Also explain proposals g.g. reduction/removal of service, deletion of posts, changing criteria atc)	Reduction in Transport Related Budgets
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

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

rotected characteristic	Tick whi	ich applies	Tick which	applies	Reason
rotected characteristic equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(0)		-	negative	impact	3. 1 p
	Yes	No	Yes	No	
ge Disability		X		X	
Disability		Х		X	
Gender Reassignment		X		X	
Marriage and Civil		X		X	
Partnership					
Pregnancy and Maternity		X		Х	
Race		X		Χ	
Religion/ belief		X		Χ	
Sex (Gender)		X	•	Χ	
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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.

Pag	age 4: Conclusion of the Equ	uality Analysis		
@				
\$.	Which of the following state	ements best describe the outcom carrying out Equality Impact Assessmo	e of the EA (Tick one box only	<u>()</u>
6	Please refer to the guidance for outcomes and what they mean f	carrying out Equality Impact Assessme	ents is available on the intranet for t	further information about these
	outcomes and what they mean i	ior your proposar		
	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:	



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
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, eletion of posts, changing criteria (cotc)	Reduction in supplies and services
How does this contribute to the puncil's corporate priorities?	Reduces expenditure.
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

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

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

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.

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
X			

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:		



ENV08 ENV09 ENV10. Replacement Saving ER10

What are the proposals being assessed?	ENV08 Funding of EH FTE by Public Health Subsidy
	ENV09 Income Generation Opportunities within Regulatory Services
	ENV10 Efficiency reductions in Transport/Supplies and Services Budgets
	ER10 (Replacement element) Income budget increase to align with expectations
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
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g. reduction/removal of service, deletion of posts, changing criteria etc)	To introduce efficiency savings, utilise alternative funding sources and maximise income opportunites 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.

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

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Tick which applies		Tick which applies		Reason
Positive impact		Potential		Briefly explain what positive or negative impact has been identified
-		negative impact		
Yes	No	Yes	No	
	X		X	
	X		X	
	X		X	
	X		X	
	X		X	
	X		X	
	X	•	X	
	Х		Х	
	Х		Х	
	Х		Х	
	Positiv	Yes No X X X X X X X X X X X X X X X X X X X	Positive impact Poter negative Yes No Yes X X X X X X X X X X X X X X X X X X X	Positive impact Yes No Yes No X X X X X X X X X X X X X X X X X X

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.

tage 4: Conclusion of the Equality Analysis	

\$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
X			

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
What are the aims, objectives and desired outcomes of your	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
proposal? (Also explain proposals	Outcomes: To achieve savings
e.g. reduction/removal of service, deletion of posts, changing criteria	To externalise Arts & Leisure Development function
	Potential reduction in scope of services
etc)	Loss of 3 ftes
How does this contribute to the	Contributes to the council's saving plans.
Council's corporate priorities?	
Who will be affected by this proposal? For example who are	These proposals are set to make savings for the council. Those affected will be:
proposal? For example who are the external/internal customers,	Arts & Leisure Development Officers
communities, partners, stakeholders, the workforce etc.	 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

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

\mathbf{Q}					
rotected characteristic	Tick whi	ch applies	Tick which	applies \	Reason
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
			negative	impact	
74	Yes	No	Yes	No	
Age				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil				X	
Partnership					
Pregnancy and Maternity				Х	
Race			X	7	Some of the staff losses are from an ethnic minority background
Religion/ belief				Х	
Sex (Gender)			X		Some of the staff losses will be women
Sexual orientation				Χ	
Socio-economic status			Χ		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

Page

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	СР	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

Bee

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

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
What are the aims, objectives and desired outcomes of your	Aims: To reduce expenditure and rationalise service provision to complement other service changes within Greenspaces and Leisure & Culture Development
proposal? (Also explain proposals	Outcomes: To achieve savings
e.g. reduction/removal of service, deletion of posts, changing criteria	To rationalise and suitably structure remaining services as part of service transformations
etc) How does this contribute to the	Loss of 1 ftes
M. How does this contribute to the ouncil's corporate priorities?	Contributes to the council's saving plans.
Who will be affected by this	These proposals are set to make savings for the council. Those affected will be:
oposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	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

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	on	e
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Stage 3: Assessing impact and analysis

					
rotected characteristic	Positive impact		Tick which applies Potential negative impact		Reason
equality group)					Briefly explain what positive or negative impact has been identified
(CD) 1					
_ <u></u>	Yes	No	Yes	No	
æge				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil				X	
Partnership					
Pregnancy and Maternity				X	
Race				Х	
Religion/ belief				X	
Sex (Gender)			X		The staff loss could be female
Sexual orientation	·			Х	
Socio-economic status				Х	

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.

X 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.

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).

Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

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

न्त्रि0.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

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

Equality Analysis – ENV13



	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
What are the aims, objectives and desired outcomes of your	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.
proposal? (Also explain proposals	Outcomes: To achieve savings
e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To rationalise and suitably structure contact with customers through the customer contact centre as part of service transformations
How does this contribute to the	Loss of 3 ftes
How does this contribute to the council's corporate priorities?	Contributes to the council's saving plans and service transformations.
Who will be affected by this	These proposals are set to make savings for the council. Those affected will be:
proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	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

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	on	e
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Stage 3: Assessing impact and analysis

TIII					
rotected characteristic	Tick whi	ich applies	Tick which	n applies 🍙	Reason
(Gequality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(CD)			negative	impact	Service Servic
200	Yes	No	Yes	No	
(30) Na)ge				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil				X	
Partnership					
Pregnancy and Maternity				X	
Race			X		Some of the staff losses are from an ethnic minority background
Religion/ belief				Χ	
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.
X Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do

Pag

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

this should be included in the Action Plan.

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact
This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

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

न्त्रि0.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

his 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 and 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:					



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 g. reduction/removal of service, deletion of posts, changing criteria	Increase in income from rent reviews of c60 properties.
How does this contribute to the contribute to th	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.

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

(D)					
Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
quality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(a)			negative	impact	
	Yes	No	Yes	No	
Age		Х		X	
Disability		Х		Х	
Gender Reassignment		х		Х	
Marriage and Civil		х		Х	
Partnership				,	
Pregnancy and Maternity		х		Х	
Race		х		Х	
Religion/ belief		Х	•	Х	
Sex (Gender)		х		Х	
Sexual orientation		Χ		Х	
Socio-economic status		Х		Х	

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.

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	
X				

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



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
What are the aims, objectives and desired outcomes of your	ENV 15: £148k saving in energy and maintenance costs from LED street lighting roll out.
proposal? (Also explain proposals g. reduction/removal of service,	ENV 16: £130k saving in highway maintenance costs from contract re-procurement. ENV 17: £65k saving in highway reactive maintenance works.
deletion of posts, changing criteria	ENV 24: £10k saving by ceasing subscription to Urban Design London training and ceasing support to Open House London
How does this contribute to the wouncil's corporate priorities?	These saving proposals contribute to É&R and LBM savings and efficiencies to achieve a balanced budget.
3. Who will be affected by this proposal? For example who are	ENV 15: community benefit from new lighting but requires capital upfront (invest to save) ENV 16: N/A
the external/internal customers, communities, partners, stakeholders, the workforce etc.	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.

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

((0)					
Protected characteristic	Tick whi	ich applies	Tick which	applies	Reason
(equality group)	Positiv	e impact			Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age				Х	
Disability				X	
Gender Reassignment				Х	
Marriage and Civil				Х	
Partnership					
Pregnancy and Maternity				Х	
Race				Х	
Religion/ belief				Х	
Sex (Gender)				Х	
Sexual orientation				Х	
Socio-economic status				Х	

X

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.

	age 4: Conclusion of the Equ	uality Analysis		
je † 90	Which of the following state Please refer to the guidance for outcomes and what they mean	ements best describe the outcome carrying out Equality Impact Assessment for your proposal	e of the EA (Tick one box only ents is available on the intranet for	/) further information about these
	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:	



ENV18 ENV19 ENV21 ENV 22.

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

Stage 1: Overview	
wame and job title of lead officer	Doug Napier Leisure & Culture Greenspaces Manager
What are the aims, objectives and desired outcomes of your oposal? (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.

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

-1111					
rotected characteristic	Tick whi	ich applies	Tick which	n applies 🍙	Reason
equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(CD)			negative	impact	
16	Yes	No	Yes	No	
X age		Х		X	
Disability		X		X	
Gender Reassignment		Х		X	
Marriage and Civil		Х		X	
Partnership					
Pregnancy and Maternity		X		X	
Race		X		Х	
Religion/ belief		X		Χ	
Sex (Gender)		X		Χ	
Sexual orientation		Х		X	
Socio-economic status		Χ		X	

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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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
	X		

Stage 5: Sign off by Director/ He	ead 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:



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
What are the aims, objectives and desired outcomes of your roposal? (Also explain proposals e.g. reduction/removal of service, eletion of posts, changing criteria	ENV20 Increased income from Building Control Services 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 ontop of those already identified in the commercialisation plans.
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 proving 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.

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

Tick whi	ch applies	Tick which	applies	Reason
Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
		negative	impact	
Yes	No	Yes	No	
	Х		Х	service provision should be enhanced
	Х		X	service provision should be enhanced
	х		Х	service provision should be enhanced
	Х		Х	service provision should be enhanced
			1	·
	Х		Х	service provision should be enhanced
	Х		Х	service provision should be enhanced
	Х		Х	service provision should be enhanced
	Х		Х	service provision should be enhanced
	Х		Х	service provision should be enhanced
	Х		Х	service provision should be enhanced
	Positiv	X X X X X X X	Positive impact Poter negative Yes No Yes X X X X X X X X X X X X X	Positive impact Yes No Yes No X X X X X X X X X X X X X X X X X X

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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BIOR	stage 4: Conclusion of the Equality Analysis		
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Which of the following statements best describe the outcome of the EA (Tick one box only)

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

Stage 5: Sign off by Director/ He	ead 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:



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 roposal? (Also explain proposals .g. reduction/removal of service, eletion of posts, changing criteria	To assist in meeting the savings targets of the Department, whilst maintaining quality of Service, by selecting a service provider with partner boroughs.
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

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

Tick wh	ich applies	Tick which	n applies	Reason
Positiv	e impact			Briefly explain what positive or negative impact has been identified
		negative	impact	
Yes	No	Yes	No	
	X		X	
	X		X	
	X		X	
	X		X	
	X		Х	
	X		Х	
	X	<u> </u>	Х	
	X		Х	
	Х		Х	
	Х		Х	
	Positiv	X X X X X X X	Positive impact Poter negative Yes No Yes X X X X X X X X X X X X X X X X X X X	Positive impact Yes No Yes No X X X X X X X X X X X X X X X X X X

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.

	tage 4: Conclusion of the Equ	uality Analysis		
Pagie 199	Please refer to the guidance for	ements best describe the outcom carrying out Equality Impact Assessme for your proposal	e of the EA (Tick one box only ents is available on the intranet for t	() further information about these
	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:	



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 the desired outcomes of your roposal? (Also explain proposals g. reduction/removal of service,	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
eletion of posts, changing criteria	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 Waste Collection and recycling
	Commercial waste
	Street Cleaning
	Winter Maintenance Vehicle Maintenance
	venicle Maintenance
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.
Who will be affected by this proposal? For example who are	The current proposal is for the procurement to provide the same level of service minimising any impact on residents
the external/internal customers, communities, partners, stakeholders, the workforce etc.	The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations
Stationology, the Worklorde Cto.	The staff that remain with the council will be required to adapt to changing roles and responsibilities.

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



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

N					
Protected characteristic		ich applies	Tick which		Reason
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(equality great)		•	negative	impact	or promise promise or meganical map and the contraction and the co
	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

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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 – 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?

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

tage 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:	





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 g. reduction/removal of service, eletion of posts, changing criteria (ptc)	1) Removal of food waste liners
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.

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

Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
₩ quality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
ω			negative	impact	
96	Yes	No	Yes	No	
‰ ge		✓	✓		Removal of free liners may lead to the food waste being put back into the
0					residual waste stream increasing the weight of the residual sacks which
41					will make these sacks heavier to lift for presentation.
Disability		✓		\checkmark	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.

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	

Mote 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
	\checkmark		

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:			





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, eletion of posts, changing criteria e.g.)	1) Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling
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.

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

Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
₩ quality group)	Positiv	e impact	Poter negative	ntial	Briefly explain what positive or negative impact has been identified
ge	Yes	No	Yes	No	
89 199 199 199 199 199 199 199 199 199 1		X		X	
-D isability		X		X	
Gender Reassignment		X		Х	
Marriage and Civil Partnership		X		Х	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		Х	

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.

tage 4: Conclusion of the Equality Analysis	

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
\checkmark			

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 &b Waste	Signature:	Date:			



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	1) Realign budget to reflect actual income achieved through sale of textiles
P. How does this contribute to the bouncil's corporate priorities?	To deliver potential savings.
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.

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

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

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	y Analy	/sis
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Which of the following statements best describe the outcome of the EA (Tick one box only)

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
\checkmark			

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:		



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 g. reduction/removal of service, eletion of posts, changing criteria (1915)	1) Increase annual subscription fees by £5 p.a.
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.

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	Tick wh	ich applies	Tick which	n applies	Reason
wequality group)	Positiv	ve impact	Poter negative		Briefly explain what positive or negative impact has been identified
age	Yes	No	Yes	No	
x ≥		✓	✓		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

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	

wote that the full impact of the decision may only be known after the	have been	implemented;	therefore it is
mportant 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 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:					





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 opposal? (Also explain proposals g. reduction/removal of service, deletion of posts, changing criteria stc)	1) Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection
P. 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.

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	Tick whi	ich applies	Tick whicl	n applies	Reason
(quality group)		e impact	Poter negative	ntial	Briefly explain what positive or negative impact has been identified
86 6	Yes	No	Yes	No	
κ ≬ ge		✓		~	
ND isability		✓		√	
Gender Reassignment		✓		V	
Marriage and Civil		✓		√	
Partnership					
Pregnancy and Maternity		✓ ✓		V	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓	_	✓	
Socio-economic status		✓		✓	

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.

tage 4: Conclusion of the Equality Analysis	

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
\checkmark			

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:					



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 g. reduction/removal of service, eletion of posts, changing criteria (CC)	To reduce the overheads of the organisation by reducing the back office support costs. This will be possible following the SLWP Phase 3 implementation.
How does this contribute to the puncil'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

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

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)?

				·
Tick whi	ich applies	Tick which	n applies	Reason
Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
		negative	impact	
Yes	No	Yes	No	
	X		X	
	X		X	
	X		X	
	X		X	
			,	
	Х		Х	
	Х		Х	
	Х	Ť	Х	
	Х		Х	
	Х		Х	
	Х		Х	
	Positiv	X X X X X X X	Positive impact Poter negative Yes No Yes X X X X X X X X X X X X X X X X X X X	Positive impact Yes No Yes No X X X X X X X X X X X X X X X X X X

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.

	tage 4: Conclusion of the Equa	ality Analysis		
Pagie 225	Places refer to the guidance for a	ments best describe the outcome carrying out Equality Impact Assessn or 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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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 oposal? (Also explain proposals g. reduction/removal of service, eletion of posts, changing criteria	Increased income from the non-operational portfolio.
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.

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

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)?

Rrotected characteristic			h applies	Reason	
Rrotected characteristic Requality group)			Potential		Briefly explain what positive or negative impact has been identified
OSDO '			negative impact		
	Yes	No	Yes	No	
Age		Х		Х	
Disability		Х		Х	
Gender Reassignment		Х		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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	Stage 4:	Conclusion	of the E	quality	Analy	/sis
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age

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
Х			

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:				



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	
ame and job title of lead officer	Brian McLoughlin
What are the aims, objectives desired outcomes of your opposal? (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
Who will be affected by this proposal? For example who are	This is an efficiency saving; it is envisaged that the customers of the service will not be adversely affected.
the external/internal customers, communities, partners, stakeholders, the workforce etc.	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.

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

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)?

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

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.

	portant the enective monito	ing is in place to assess the in	ipact.			
Páge Báge	tage 4: Conclusion of the Equality Analysis					
16 232	Which of the following state	ements best describe the outco carrying out Equality Impact Assessi	me of the EA (Tick one box only ments is available on the intranet for f			
	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:	



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, eletion of posts, changing criteria (Cotc)	The aim is to remove the borough wide NRC in order to reduce the level of fly tipping associated with these locations.
How does this contribute to the ouncil's corporate priorities?	To identify savings in the services disposal cost.
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 whish 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.

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.

tage 3: Assessing impact and analysis

From the evidence you have consider 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	Tick wh	ich applies	Tick which	h applies	Reason
(equality group)	Positiv	e impact	Pote negative	ntial impact	Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil		✓		✓	
Partnership					
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		
					Residents who live in house of multiple occupancies and or above shops who have restricted access to domestic recycling

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

lok(#	te that the	full impact	of the de	cision may	only be known	after the	proposals	have been	implemented;	therefore it is
d mp	ortant the	e effective m	onitorin	g is in place	to assess the	impact.				

tage 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	Charles Baker – Commissioning Manager	Signature:	Date:	

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:	



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 general genera	Develop business opportunities to market Tacho Centre to external third parties
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

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)?

rotected characteristic	Tick whi	ch applies	Tick which	n applies	Reason
equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
(D)			negative	impact	
N	Yes	No	Yes	No	
₩ ₩ge Disability		X		Х	
Disability		X		Х	
Gender Reassignment		Х		Х	
Marriage and Civil		X		Х	
Partnership					
Pregnancy and Maternity		X		Х	
Race		X		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Χ		Х	

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.

importar	important the effective monitoring is in place to assess the impact.						
tage 4:	Conclusion of the Equality Ana	alysis					
(D) Which		pest describe the outcome of the out Equality Impact Assessments is avoposal	`	ormation about these			
	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:				



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.
How does this contribute to the contribute to th	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

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**

tage 3: Assessing impact and analysis

From the evidence you have consider positive impact on one or more protection 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)		ch applies e impact	Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	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

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	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.
ම මුල්ල	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.
9	An equalities analysis will be undertaken on the specific staffing reductions.
Now will you know this is	Revised structure and self-help tools in place
chieved? e.g.	
performance measure / target	
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

OUTCOME 1

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

OUTCOME 2

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 I	OOTOOME 2	OUTCOME 3	OOTCOME 4	
		✓		
Stage 5: Sign off by Director/ He	ad of Service			
ssessment 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	

OUTCOME 3

OUTCOME 4



	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	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.
etc) W How does this contribute to the	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.
How does this contribute to the souncil'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.

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

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)?

rotected characteristic quality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		\checkmark	✓		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 Wesources?	Existing	
dead Officer	Anthony Hopkins	
Action added to divisional /	Included in the Library & Heritage Service TOM and service plan	

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

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
		\checkmark	

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/ He	ad 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



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)	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. 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.
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.

responsibility?

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) ackgrounds and there were Declined to say or not recorded (4).

n 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)		ich applies e impact			Reason Briefly explain what positive or negative impact has been identified	
	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	
∰arriage and Civil ∰artnership		✓		√	N/A	
regnancy 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.	

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	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.
	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.
Page 252	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.
	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.
	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.
	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.
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	Existing
resources?	D. I. at Abases 184
Lead Officer	Rahat Ahmed-Man

Action added to divisional /	Included in the Adult Social Care re-design programme.
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) Older



tage 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	
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, weletion of posts, changing criteria	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.
Mouncil'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

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	Tick whi	ch applies	Tick which	h applies	Reason
(equality group)	Positiv	e impact		Potential Briefly explain what positive or negative impact has been negative impact	
	Yes	No	Yes	No	
(D) (D) (D) (D)	✓			√	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
প্র্ টাsability টো টো	✓			√	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.

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)

Pag	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
e 256	\checkmark			

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 (C) (C)	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.
How does this contribute to the buncil'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

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 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	Tick whi	ch applies	Tick whic	k which applies Reason	
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
	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		✓		✓	N/A
Partnership					
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

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	Reduced access to services relating to residential and domiciliary care.
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.
Page	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.
Page <u>26</u> 0	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.
	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.
	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.
	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.
How will you know this is	National performance indicators (ASCOF) and local performance monitoring.
achieved? e.g.	
performance measure / target	
By when	March 2018
Existing or additional	Existing

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

OUTCOME 1	OUTCOME 2	OUTCOME	OUTCOME 4
		\checkmark	

tage 5: Sign off by Director/ He	ad of Service		
Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	Date: 12.10.15
Hmprovement 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 tc) (D)	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.
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

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.

tage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick which	h applies	Reason
(equality group)	Positiv	e impact	Potential negative impact		Briefly explain what positive or negative impact has been identified
	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		✓		✓	N/A
Partnership					
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A

N/A

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 How will you know this is achieved? e.g. performance measure /	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. Contract will cease.
target	
OB y when	March 2016
xisting or additional resources?	Existing
resources?	Rahat Ahmed-Man
CAction 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.
How does this contribute to the contribute to th	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

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	Tick which	ch applies	Tick which	h applies	Reason
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
W ge		✓		✓	N/A
Mge Disability		✓		✓	N/A
Bender Reassignment		✓		✓	N/A
Warriage 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

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

Page

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	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



	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, eletion of posts, changing criteria e.g.)	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.
B 270	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.
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.

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.

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	Tick whi	ch applies	Tick which applies		Reason	
(equality group)	Positiv	Positive impact Potential		ntial	Briefly explain what positive or negative impact has been identified	
			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	✓		✓	N/A
Partnership				
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

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.	
ge <u>27</u>	The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.	
NO.	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 from redundancy have been identified.	
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)



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.

त्ता

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.

tage 5: Sign off by Director/ He	ad of Service		
N a ssessment completed by ഡ	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 inhouse 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, eletion of posts, changing criteria	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.
(E)	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.
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.

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.

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	Tick which applies Tick which applies			h applies	Reason					
(equality group)	Positive impact		pact Potential negative impact		Briefly explain what positive or negative impact has been identified					
(* 1 * 3 3 * 1)					3, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,					
	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	✓		✓	N/A
Partnership				
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

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.	
ge 27	The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.	
ത	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 from redundancy have been identified.	
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)



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.

W

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.

tage 5: Sign off by Director/ Head of Service									
Nassessment 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	Environmentand 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	CustomerServices	Future Merton
	Public Health	HumanResources	Leisure & Culture Development
		Infrastructure & Transactions	Parking
		Resources	Parks & Green Spaces
		Shared Legal Services	Property
			Regulatory Service Partnership
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport
			W aste Management

Children Schools & Families

Children's Social Care Cllr Maxi Martin, Cabinet Members for Children Services & Education Enter a brief description of your main activities and objectives below Children's Social Care (CSC) delivers a range of government prescribed & legislated functions

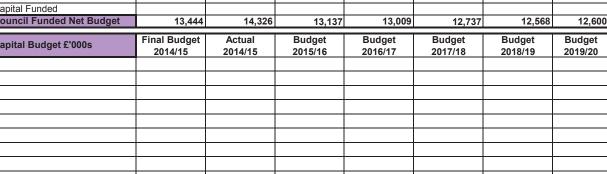
to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own

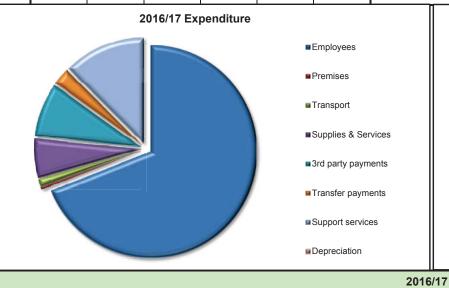
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.

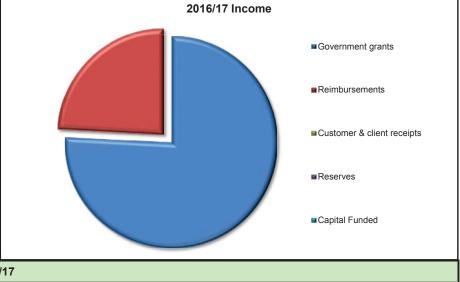
	The Corporate strategies your									
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to			
Population growth - looked after children		15-30								
Population growth - Child Protection Plans		30	-60				Anti Social Behaviour			
Increase in 0-19 population		3180								
Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		Reduced EIP activity may lead to increased need for statutory interventions at a later stage.								
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Community Plan			
Staff (FTE) - reflects transfer of YS to Ed.	207	215	208	203	190		Corp Equality Scheme			
Adoption & fostering		More children to	o be placed for permanenc	y in shorter time			Family Poverty			
							LAC Strategy & Care Leavers			
							Youth Crime			
Performance indicator	Polarity	Paparting cycle	Indicator type	Main impact if indicator not						

Performance indicator	Perfor	rmance Targe	ets (T) & Prov	visional Perf	ormance Tarç	gets (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)				met
% single assessments completed within agreed timescales	92	82	85	85			High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)	35	37	35	33			Low	Monthly	Quality	Safeguarding issues
Children in care adopted or receiving a Special Guardianship Order	13	13	13	13			High	Monthly	Outcome	Reduced customer service
% CYP on Child Protection Plan for 2nd or subsequent time	10	13	16	16			Low	Monthly	Quality	Safeguarding issues
% NEET aged 16-19	6	5	4.7	4.7			Low	Monthly	Outcome	Social exclusion
Number YJS first time entrants	80	80	70	70			Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or more) in same placement for 2 years	n/a	n/a	66	66			High	Monthly	Outcome	Social exclusion
% LAC experiencing 3 or more placements moves	n/a	n/a	12	12			Low	Monthly	Outcome	Social exclusion
		1	1	1	1	1				

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	15,023	16,095	14,544	13,987	13,714	13,546	13,578			
Employees	10,243	10,633	9,841	9,661	9,357	9,157	9,158			
Premises	103	108	93	53	55	56	57			
Transport	201	181	188	165	168	171	173			
Supplies & Services	1,376	1,489	1,084	833	843	853	863			
3rd party payments	954	1,323	1,242	1,161	1,179	1,196	1,214			
Transfer payments	398	510	341	369	369	369	369			
Supportservices	1,738	1,841	1,744	1,744	1,744	1,744	1,744			
Deprezion	11	11	11	0	0	0	0			
Reven £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Incom	1,580	1,769	1,408	978	978	978	978			
Government grants	1,021	1,062	881	741	741	741	741			
Reimbursements	559	707	526	236	236	236	236			
Custom client receipts										
Reserve										
Capital Funded										
Council Funded Net Budget	13,444	14,326	13,137	13,009	12,737	12,568	12,600			
Capital Budget £'000s	Final Budget	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20			

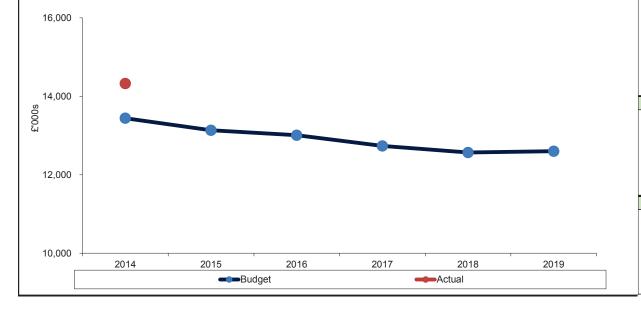






Staff reductions in Family and Adolescent Services stream: £100,000 Serious case reviews: £70.000

Service managent review across the CSF dept: £23,000



Review of CSF staffing structure beneath management level: £189,000

2018/19

2017/18

Review of CSF staffing structure beneath management level: £201,000

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Children's Social Care	TO OVER THE FOUR TEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS		Risk	_
Proi	ect 1	Project Title:	Deliver transforming families year 2 & year 3 programme (CYPWB & TOM)	Select one major benefit	Likelihood	Impact	Score
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.		2	3	6
End date	2016-17		2015-16 - Claim Transforming Families performance by results funding.				
Proj	ect 2	Project Title:	MOSAIC (CYPWB & TOM) Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects;	Select one major benefit			
Start date	2013-14	Project Details:	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		3	3	9
End date	2016-17	,,	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.				
Proj	ect 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 &		4	3	12
End date	2017-18	r rojout Botaile.	associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division. Includes Joint Targeted Inspection Preparation.				
Proj	ect 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	1 Tojout Details.	estate principal to a point of management of regulation and many funding changes.				
Proj	ect 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
En @i te	2015-16						
O Proj	ect 6	Project Title:	CSC & CYPWB/TOM	Select one major benefit			
Sta N (3))e	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;		4	3	12
Enclude	2019-20		Flexible working; Care proceedings as outlined in the relevant TOM; rationalisng access points; raising thresholds; increased targeting and practice.				
Proj	ect 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		4	3	12
End date	2019-20	r Froject Details.	TOM delivery.				
Proj	ect 8	Project Title:		Select one major benefit			
Start date		Project Detaile:					0
End date		Project Details:					
Proje	ect 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Project Details:					

Clirs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education
Enter a brief description of your main activities and objectives below
The Commissioning, Strategy & Performance Division provides strategic services for

Commissioning, Strategy and Performance

the Children, Schools & Families Department (CSF):

- · 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.
- Main activities include:

Other

- 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.

	The Corporate strategies your						
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
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		Com	missioning of a range of	services to support CSF fun	ctions		Local Development Framework
							Performance Management Framework
							Social Inclusion Strategy

											Social inclusion 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(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		

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
Tranger payments	0	0	0	0	0	0	0
Support services	576	601	472	477	477	477	477
Depr es ation							
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Incolor	2,756	3,742	585	557	557	557	557
Government grants	284	309	77	68	68	68	68
Reimbusements	394	426	283	206	206	206	206
Custo & client receipts	2,078	3,007	225	282	282	282	282
Reser des							
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

407

15,412

104

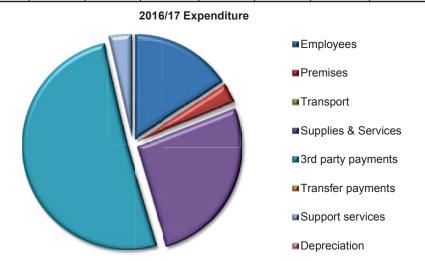
13,943

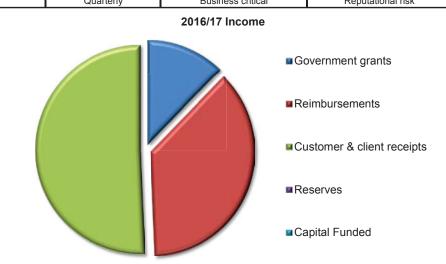
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11,190

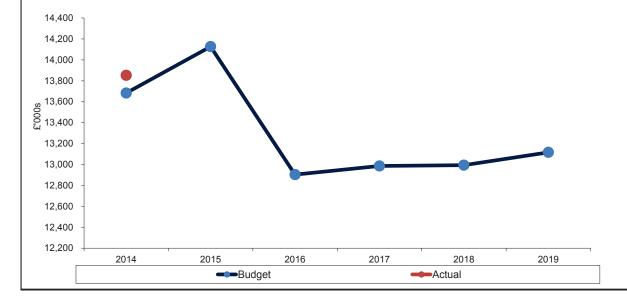
20,297

DEPARTMENTAL BUDGET AND RESOURCES





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



23,495

Data review & centralisation: £40,000

105

4,805

2018/19

2016/17

2017/18

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

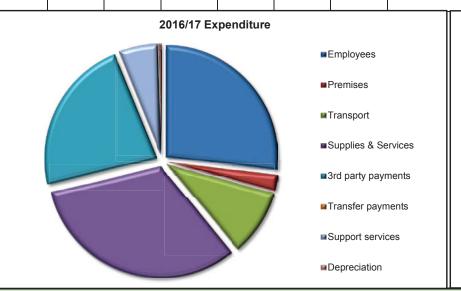
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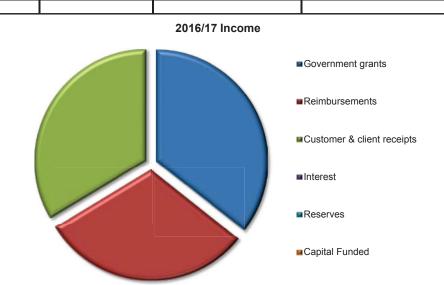
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) -				
			Commissioning, Strategy an	d Performance		Risk	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood		Score
Pro	oject 1	Project Title:	Commissioning (Departmental TOM)	Improved effectiveness			
Start date	2015-16	Project Details:	Further 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		3	2	6
End date 2017-18			future commissioning of services for CYP & families.				
Pro	oject 2	Project Title:	Children's Home Procurement (Departmental TOM)	Improved effectiveness			
Start date	2015-16	Project Details:	Secure mandate from MIB and Procurement Board to tender for provision of a small children's home		3	2	6
End date			in Merton for adolescent LAC. Progress procurement during 2016-17.				
Pro	oject 3	Project Title:	Implementation of Secondary School Places Strategy (EducationTOM)	Infrastructure renewal			
Start date	2014-15	Project Details:	ntinue liaison with Education Funding Agency and Harris Federation to deliver a new secondary ee) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the		4	2	8
End date 2018-19		,	borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts.				
Pre	oject 4	Project Title:	Implementation of Special School (SEN) Places Strategy (Education TOM)	Infrastructure renewal			
Start date	2015-16	Project Details:	Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake		3	2	6
End date	2018-19	,	capital bidding and procure/plan/deliver construction contracts.				
Project 5		Project Title:	Release of Assets (Departmental TOM)	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Implementation of flexible working for CSP services in the Civic Centre; review of asset release		3	1	3
date	2016-17	·	possibilities inc CSF current delivery sites and school caretakers' houses.				
1135	roject 6 Project Title:		Departmental Restructure (Departmental TOM)	Improved efficiency (savings)			
S date	2015-16	Project Details:	Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of CSP Division services.		2	2	4
End date	2017-18						
Pro	oject 7	Project Title:	Frameworki/MOSAIC (Departmental TOM)	Improved effectiveness			
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		2	2	4
End date	2016-17		new system.				
Pro	oject 8	Project Title:	Personal Budgets (Education TOM/C+F Act)	Improved customer experience			
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		3	2	6
End date	2016-17	,	SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.				

Education		The Corporate strategies your						
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19			24	400			Children & Young person's Plan
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Increase in compulsory education to 18							Community Plan
monitoring, analysing & evaluating pupil & school performance	Forecast increase in targeted SEND services	Corp Equality Scheme						
developing skills in planning, teaching, assessment, leadership & management working with schools to reduce inequality & improve achievement for vulnerable groups	Forecast increase in population 0 - 4	Performance Management Framework						
strengthening partnership working and school to school support	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Social Inclusion Strategy
Special Education Needs & Disabilities Integrated Service (SENDIS)will improve outcomes for CYP with SEND by:	Staff (FTE)	253	270	269	257	251		LAC & Care Leavers
building early help capacity in schools & settings, families & the community	School to school support		Youth crime					
focus on safeguarding, early intervention & prevention as well as direct support for families	Voluntary Services		Family poverty					
implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service	Voluntary Services		Health & wellbeing					
Early Years Services will improve outcomes for all children aged 0-5 by: The childcare market to ensure the supply of good quality funded early education provision for	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P) Polarity Reporting cycle Indicate				Indicator type	Main impact if indicator not	

	Early Years Services will improve outcomes for all children aged 0-5 by: managing the childcare market to ensure the supply of good quality funded early education provision for	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
	children aged 2, 3 and 4 in accordance with statutory duties the delivering Children's Centre services through a locality model with a focus on early help & targeted		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	,			met	
services for vulnerable families	% 5 or more GCSE graded A*-C including English & maths	65	64	61	61		ĺ	High	Annual	Outcome	Reputational risk		
	Tusing 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 introducing a more robust performance management framework Youth Inclusion will improve outcomes for Young People by: providing universal & targeted in house & commissioned services for YP & schools	% 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	
	 providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development 	% achieving a good level of development in the Early Years I	65	60	60	60			High	Annual	Outcome	Increased costs	
	· developing alternative education offerings to enable VP to stay in education, training & employment	% Good or Outstanding children's centres per Ofsted	100	100	100	100			High	monthly	Outcome	Inspection outcomes	

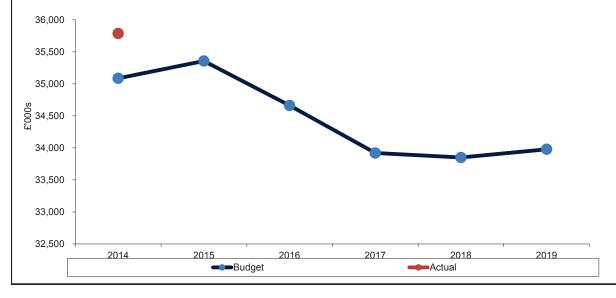
· developing alternative education	•	,	,	ployment	% G000 or C	outstanding child	ren's centre
leading on the council's partners improving attendance and reduce			tion				
			BUDGET AND I	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	41,514	43,290	44,692	42,355	41,762	41,866	41,99
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
Transe 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
Reve £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Incork	6,427	7,503	9,335	7,692	7,842	8,017	8,017
Govelent 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
Custor & client receipts	2,316	2,648	2,800	2,583	2,733	2,908	2,908
Interes							
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		Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	0	0	0	0	0	0	0

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



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

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

2019/20

2016/17

2017/18

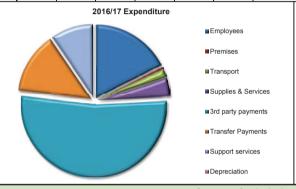
2018/19

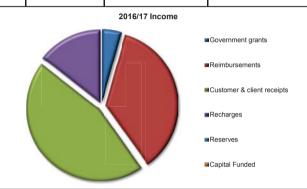
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Education				
						Risk	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood		Score
Pro	oject 1	Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM)	Select one major benefit			
Start date	2013-14	Project Details:	Rigorous 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 amd		2	3	6
End date	2017-18	,	improving teaching. New outstanding teacher courses for primary and secondary teachers.				
Pro	oject 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		3	2	6
End date	2019-20	r roject Details.	Teaching Schools. Parnership with schools on redefining LA functions as part of Education TOM.				
Pro	oject 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		3	2	6
End date	2019-20		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.				
Pro	oject 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		4	3	12
End date	2019-20	·	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.				
Pro	oject 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		3	2	6
date	2016-17		statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
1000	oject 6	Project Title:	Youth transformation phases 3 & 4 (Edn TOM)	Select one major benefit			
Standdate	2013-14	Project Details:	Implementation of new funding models for PB & PH.		4	3	12
End date	2017-18	r roject Details.	implementation of new randing models for 1 B & 1 11.				
Pro	oject 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		4	3	12

Community & Housing

Adult Social Care				PI	anning Assu	mptions					The Corporate strategies your
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health	Anticipated demand	2016/17		2017/18	Ť	2018/19	2019/20		2019/20	2020/21	service contributes to
Enter a brief description of your main activities and objectives below	No. of people requiring services			7012		7105					Voluntary Sector Strategy
	People aged 85-89	2500		2500		2500					Community Plan
Adult Social Care is a statutory service, underpinned by several pieces of legislation,	People aged 95+	1900		2005		2117					Social Inclusion Strategy
whereby the council has a duty to provide or commission support, based on an	No. of people aged 65+ with dementia	2047		2072		2098					Children & Young person's Plan
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.	Anticipated non financial resources			2017/18		2018/19	2019/20		2019/20	2020/21	Corp Procurement Strategy
due to disability of lillness. Office a freed has been defined, there is a duty to freet it.	Staff (FTE)	321.87		319.87		294.87					Customer Services Strategy
There are eligibility criteria to define need and to keep this in line with resources as far	Staff (FTC)	0		0		0					Homelessness Strategy
as possible.		Ţ									Older People's Housing
											Workforce Development Plan
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	Performance indicator					ormance Targets (P) 2019/20(P) 2020/2		larity	Reporting cycle	Indicator type	Main impact if indicator not met
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	No of carers receiving a service	996	1075	1140	1140	1140	1140 H	ligh	Monthly	Business critical	Breach statutory duty
independence, minimises processes if they don't add value for customers or	% Older people still at home following Reablement	85.9	86	86.1	86.1	86.1	86.1 H	ligh	Annual	Outcome	Increased costs
taxpayers, to work in partnership to achieve these goals, and to enable and encourage	% People receiving 'long term' Community Services	72	73	74	75	76		ligh	Monthly	Business critical	Increased costs
everyone to contribute to their own or others' support alongside what is funded by the	% People with 'long term' services receiving Self-Directed	95	95	95	95	95	95 H	ligh	Monthly	Unit cost	Government intervention
taxpayer.	The rate of Delayed Transfers of care from hospital (both NHS and Merton)	5	5	5	5	5	5 L	_ow	Monthly	Business critical	Increased costs
Looking ahead there is a key national policy challenge to incorporate in our redesign,						İ					
namely the integration with health services.						İ					
DEPARTMENTAL BUDGET AND RESOURCES		2016/17 Expenditure 2016/17 Income					2016/17 Income				
Revenue £'000s Final Budget Actual Budget Budget 2014/15 2015/16 2016/17	Budget Budget Budget 2017/18 2018/19 2019/20			2010/17 22	ponditure	= =====================================				2010/11 111001110	

	DE	PARTMENTAL	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	71,65
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	1,21
Supplies & Services	3,282	2,605	4,459	3,050	2,785	2,135	2,17
3rd party payments	40,585	44,524	41,400	38,927	38,894	38,162	38,78
Transfer Familients	9,394	9,393	9,551	10,001	10,001	10,901	10,90
Support se vices	7,187	6,989	6,932	6,932	6,932	6,932	6,93
Depreciate	79	79	59	76	76	59	5
Reven 00s	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	22.40
Government grants	194	348	965	961	961	961	96
Reimbu shahts	6,496	7,570	8,092	8,045	8,045	8,045	8,04
Custom complement receipts	10,125	10,671	10,342	10,157	10,157	10,157	10,15
Recharge	3,265	3,070	3,245	3,245	3,245	3,245	3,24
Recharge Reserve				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					





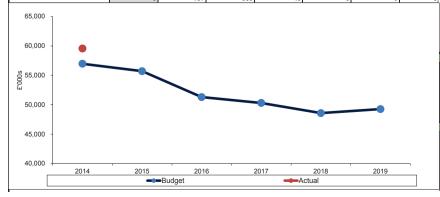
Summary of major budget etc. changes ~ 2016/17

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



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



2018/19

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Adult Social Ca	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD re			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Service redesign	Improved efficiency (savings)	Likelinood	ппрасс	Score
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		2	3	6
End date			other parts of the Council, the Voluntary sector and the Private Sector.				
Pro	oject 2	Project Title:	Grant Funded Prevention Programme	Improved effectiveness			
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.		1	2	2
End date	2017-18						
Pro	oject 3	Project Title:	Reablement	Improved effectiveness			
Start date	2015-16	Project Details:	Review of the new Reablement Service to optimise its cost effectiveness.		4	2	8
End date	2017-18						
Pro	oject 4	Project Title:	Equipment and Adaptations	Improved customer experience			
Start date	2015-16						
		Project Details:	Review of equipment and adaptation pathways to promote/maximise independence within available resources.		3	2	6
End date	2017-18	Desired Tille					
Pro	oject 5	Project Title:	Transition	Improved customer experience			
Start date	2015-16	Project Details:	Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood		3	2	6
date	2017-18						
FIL	oject 6	Project Title:	Challenging Behaviour Offer	Improved customer experience			
S <u>tatt</u> 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.		3	3	9
End date	2016-17						
Pro	oject 7	Project Title:	LD Day Activities	Improved effectiveness			
Start date	01/06/2015	Project Details:	Review and continuous improvement of LD day/evening activities and associated transport		4	2	8
End date	2016-17	-					
Pro	oject 8	Project Title:	MH Accommodation and Support	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Option appraisals of the possible accommodation and support offer identified in review of MH		4	2	8
End date	2016-17	-	Accommodation and Support by Alder.				
Pro	oject 9	Project Title:	Social capital / Access to Universal Services	Improved effectiveness			
Start date	2016-17	Project Details:	Increased use of social capital to meet eligible needs as opposed to funded specialist support services		4	3	12
End date	2016-17						
Pro	ject 10	Project Title:	Good Neighbours/Volunteers Review	Improved effectiveness			
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.		2	3	6
End date	2017-18						

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Adult Social Care	UM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
		Desired Title			Likelihood	Impact	Score
Start date	01/08/2015	Project Title:	Dementia Friendly Community	Improved customer experience	4	2	8
End date	2018-19	Project Details:	Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.				
		Project Title:	Information Portal	Improved customer experience			
Start date	2015-16	Project Details:	Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.		3	3	9
End date	2016-17						
		Project Title:	Face to Face/Telephone Contact	Improved customer experience			
Start date	2015-16	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.		3	3	9
End date	2016-17						
		Project Title:	Developing a workforce fit for the future	Improved effectiveness			
Start date	2015-16	Project Details:	Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to		4	3	12
End date	2016-17	-	close each gap identified.				
ס		Project Title:	Income Generation	Economic outcomes			
Sert date	30/11/2015	Project Details:	Identify current and potential new income sources and maximise income levels.		4	3	12
⊟date	2016-17	.,	Productivity and Efficiency				
29		Project Title:	Assessment & Care Management Processes	Improved effectiveness			
Standate	01/07/2015		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,		2	3	6
End date	2016-17		consistently promote independence and adequately resourced.				
		Project Title:	Financial Assessment and Debt Minimisation	Improved effectiveness			
Start date	30/06/2015	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.		4	3	12
End date	2016-17						
		Project Title:	Shared Services	Improved efficiency (savings)	1		
Start date	2016-17	Project Details:	Generate and evaluate options for a shared service with a neighbouring local authority or NHS organisation		4	3	12
End date	2017-18						
		Project Title:	In-House Organisational Structures	Improved efficiency (savings)	1		
Start date	2016-17	Project Details:	Generate/evaluate options to outsource in-house services into a non-profit making organisational form		5	2	10
End date	2017-18		such as a community trust, LA trading company etc.				
		Project Title:	SCIS	Improved effectiveness	1		
Start date	2014-15	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		3	4	12
End date	2016-17		decisions are made and by having oversight of its implementation for adult social care.				

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Adult Social Care	10 OVER THE FOUR YEAR PERIOD			
				MAJOR PROJECTS BENEFITS		Risk	
		I D : (T)	PROJECT DESCRIPTION		Likelihood	Impact	Score
Start date	2015-16	Project Title:	Use data about the population in Merton and about service users and carers to ensure the right	Improved effectiveness	4	3	12
End date	2017-18	Project Details:	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.				
		Project Title:	Carers Support	Improved customer experience			
Start date	2015-16	- Project Details:	Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.		3	4	12
End date	2016-17						
		Project Title:	Rebalanced Homecare Services Portfolio	Improved efficiency (savings)			
Start date	2015-16	- 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.		3	3	9
End date	2017-18		More coordinated and integrated end-to-end hospital to home system with predictive analytics.				
		Project Title:	Micro-Direct Commissioning System	Improved efficiency (savings)			
Start date	2016-17	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,		3	4	12
End date	2017-18	,	working full or part time, agencies, voluntary and other orgs. The system electronically matches users and providers.				
		Project Title:	Bed based care	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look		3	4	12
date	2017-18	i rojest Betaile.	at potential for hybrid capitalisation, 3rd party management /operator business model.				
(B)		Project Title:	Senior 'AIR BNB' System	Improved efficiency (savings)			
S date	2016-17	Project Details:	For matching homeowners needing care and individuals who can provide it in exchange for		3	4	12
End date	2017-18		accommodation.				
		Project Title:	Shared data/systems/metrics	Improved effectiveness			
Start date	2015-16	Project Details:	With market providers for quality, value and performance. Quality as an integral part of the value		3	4	12
End date	2016-17	,	equation together with customer feedback.				
		Project Title:	Procurement Efficiencies & Savings:	Improved efficiency (savings)			
Start date	2015-16	- Project Details:	More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider		3	4	12
End date	2016-17		range of data for performance, value and quality.				
		Project Title:	Integration	Improved effectiveness			
Start date	2015-16	- 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		3	4	12
End date	2016-17		from Hospital - Increasing the use of Telecare and Telehealth				
		Project Title:		Select one major benefit			
Start date		Project Details:			3	4	12
End date		- 1 - Jose - Joseph					

Housing Needs and Enabling Services	Planning Assumptions									
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000				
To fulfil statutory housing functions to prevent homelessness and avoid the use of	Housing register applicants	8200	8150	8100	8500	8950				
temporary accommodation.	Housing options casework	1000	1000	1000	1000	1000				

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.

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

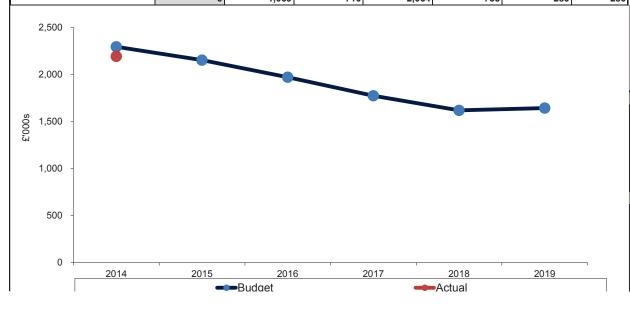
Anticipated demand	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Housing advice, options, private tenants & landlords advice	110	000	11	000	110	000	11000	11000	11000	Homelessness Strategy
Housing register applicants	82	.00	81	150	81	100	8500	8950	9350	Housing Strategy
Housing options casework	1000		1000		1000		1000	1000	1000	
Demand for temporary accommodation	330		380		420		475	475	475	
Anticipated non financial resources	201	2014/15		2015/16		6/17	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	5.82	22.82	19.82	22.03	
Performance indicator			` '	isional Perfo		,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met
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

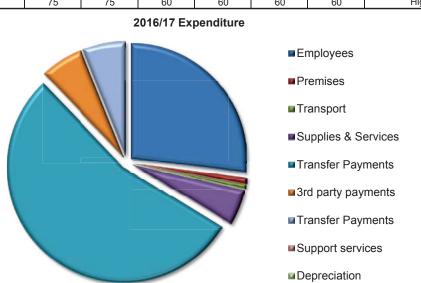
	Performance indicator	Perfor	mance Targe	ets (T) & Prov	visional Perf	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	Performance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met
	No. of homelessness 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
Г	Number of Disabled Facilities Grants approved	75	75	60	60	60	60	High	Quarterly	Outcome	Customer hardship

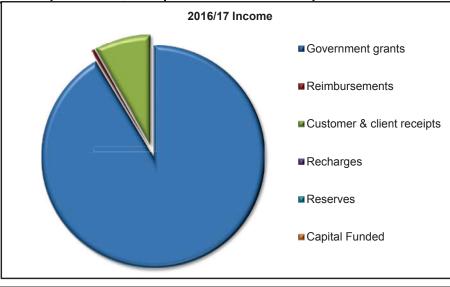
DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20		
Expenditure	3,651	4,196	3,443	4,157	3,960	3,805	3,830		
Employees	1,348	1,326	1,222	1,119	933	753	753		
Premises	38	38	39	39	40	40	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		
Transfe Payments	0	0	0	251	251	251	251		
Support services	277	282	251	0	0	0	0		
Deprestion	0	0	0	0	0	0	0		
Revenue z'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		
Custome & 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		

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
Transfe Payments	0	0	0	251	251	251	251
Supportservices	277	282	251	0	0	0	0
Deprecation	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
			5	5	5 1 1	5 1 4	
Capital Budget £1000c	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget

Capital Funded								ı
Council Funded Net Budget	2,292	2,192	2,151	1,969	1,772	1,617	1,642	
0 1/ 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	F
Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Disabled Facilities		519	650	1,189	755	280	280] ;
8 Wilton Road		550	60] ;
Western Road				875] [
								1.
								1
]
								L
	0	1 060	710	2.064	755	280	280	Ι.







The Corporate strategies your

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

280 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)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Housing Needs and Enab				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Deliver on-line self-assessment tools	Improved effectiveness	Likelinood	Impact	Score
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.		3	1	3
End date	2017-18						
Pro	oject 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		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						
Pro	oject 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		3	1	3
End date	2016-17		(Housing).				
Pro	oject 5	Project Title:	Shared Lives Development	Improved effectiveness			
Start date	2015-16	Project Details:	Explore ways to potentailly 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		3	1	3
date	2017-18		additional funding where necessary				
	oject 6	Project Title:	Technology Review	Improved effectiveness			
Scandate	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		and operating environment. Work with 1177 Earl of 110 production (177 production)				
Pro	oject 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		bolough and progress any actions ansing where necessary.				
Pro	oject 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		accordingly				
Pro	oject 9	Project Title:	Service re-structure	Improved efficiency (savings)			
Start date			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			provide a service with a reduced workforce.				
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		.,					

Libraries				Pla	anning Assur	mptions					The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	14/15	2015/16		2016/17		2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Active users	54	,500	55	,000	56	,000	56,000	56,000	56,000	Community Plan
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues	1,00	00,000	1,00	00,000	950	0,000	950,000	900,000	900,000	Corp Equality Scheme
addressing the 'needs of adults and children' according to the Public Libraries and	Registered members	130	0,000	135	5,000	135	5,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.	Visitor figures	1,15	50,000	1,20	00,000	1,20	00,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutory duty to make provision for a library service but may	Anticipated non financial resources		14/15	201	15/16	201	16/17	2017/18	2018/19	2019/20	Performance Management Framewo
decide on how this is delivered.	Staff (FTE)	4	47	45	5.71	43	3.56	40.56	39.56	39.56	ICT Policy
decide of flow this is delivered.	Accommodation (Libraries)		7		7		7	7	7	7	Performance Management Framewo
Certain aspects of the service must be provided for free:	Equipment (PC's)	1	44	1	44	1	44	144	144	144	Workforce Development Plan
Free lending of books											Asset Management Plan
Free access to information	Performance indicator	Perfor	mance Targe	ets (T) & Pro	visional Perf	ormance Tar	rgets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
Free library membership	Periorillance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polatity	Reporting cycle	mulcator type	met
The Library Service aims to provide a modern, high quality and cost effective service that	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
is responsive to the needs of customers. Our vision is to remain the most efficient library	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
I and the second and the second are the second and the second are second as the second are second as the second	% self service usage for stock transactions	95	95	96	97	97	07	High	Monthly	Outcome	Increased costs
service in London whilst continuing to achieve some of the highest customer satisfaction	// sell service usage for stock transactions	90	55	00	01	01	31	1g	wionting	Outoomo	morcasca costs

£316,000

30

78

£316,000

30

78

£346,000

30

78

£346,000

30

78

£346,000

30

78

£327,000

30

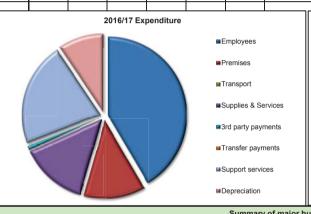
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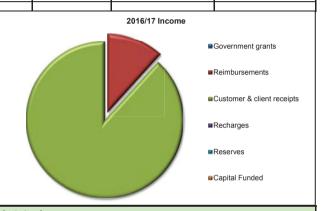
Maintain Income

Partnership numbers

% customer satisfaction (ARS)

	DEP	PARTMENTAL E	BUDGET AND R	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	420
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	(
Support services	689	689	696	696	696	696	690
Depreciațio	480	480	490	303	303	303	303
Revenue 00000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	413	364	316	358	358	388	388
Government grants							(
Reimbursements Custome	86	84		42	42	42	42
	327	280	316	316	316	346	340
Recharge							
Reserves							
Capital Funded							(
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	1		350				
West Barnes Library Re-fit	1				200		
Library Management System	i				100		





Unit cost

Quality

Outcome

Increased costs

Customer hardship

Reduced customer service

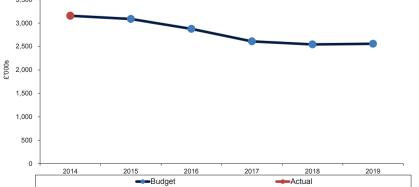
Summary of major budget etc. changes 2016/17

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



200

300



Savings - Introduce self-serve Libraries at off peak times - £90k

Savings - Staffing - £60k

Savings Proposal -Shared Management Structure - £130k(CH67)

2018/19

2017/18

High

High

High

Monthly

Monthly

Annual

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)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Libraries	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	E-communications	Improved customer experience	EIRCIIIIOOU	impact	CCOIC
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		2	1	2
End date	2017-18		part of the Customer Contact project				
Pro	oject 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						
Pro	oject 3	Project Title:	Stock efficiency program	Improved efficiency (savings)			
Start date	Project Deta		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		2010/1/ and consolidate team structure. Maximise usage of a resources.				
Pro	Project 4 Project Tit		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		3	1	3
End date	2017-18		in Merton.				
Project 5		Project Title:	Outreach and Community Engagement plan	Improved customer experience			
Start date			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		2	1	2
date	Production Production		with under represented groups to shape services accordingly.				
	oject 6	Project Title:	IT Projects	Improved efficiency (savings)			
Standdate	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		3	2	6
End date	2017-18		branch libraries.				
Pro	oject 7	Project Title:	Assisted digital support	Improved customer experience	1		
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		2	1	2
End date	2016-17		residents skills.				
Pro	oject 8	Project Title:	Security services contract	Improved efficiency (savings)		1	
Start date	2015-16	- Project Details	Re-tender of contract and on-going monitoring of performance.		3	2	6
End date	2018-19						
Pro	oject 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			Separation of the same southers and partitions.				
Pro	ject 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 Clir Caroline Cooper-Marbiah 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.

Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.

Public Health services comprise

- Mandatory: sexual health, NHS health checks, Healthy Child 0-5 services (from October 2015), National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness
- · Universal: Smoking cessation, drugs and alcohol, obesity
- Other

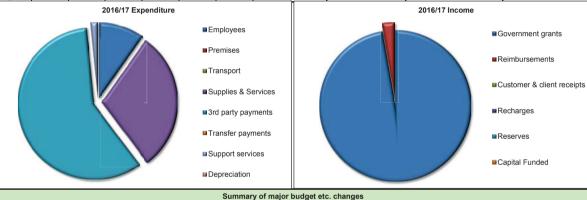
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2014

			Planning Assu	ımptions				The Corporate strategies your
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Т	Sexual health	20,201	20,554	20,913	21,243	21,667	TBC	Health & Wellbeing Strategy
Г	Drugs & alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol	TBC	TBC	TBC	TBC	Adult SMS are currently being re designed
Г	Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity				
Г	NHS Health Checks	5723	6211	6300	6300	TBC	TBC	Based on Practice list sizes which vary
٦Г	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	
٥	NHS Smoking Cessation	1580	1168	TBC	TBC	TBC	TBC	Integrated service currently being procure
Г	Health Visiting New Birth Visits	Estimated new births: 3274	Estimated new births:3237	Estimated new births:3170	Estimated new births:3104	TBC	TBC	
Е	Prevention services	1119	1238	1234	1295	TBC	TBC	
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Г	Staff (FTE)	14.77	14.77	15.43	13.77	TBC	TBC	
Е	Staff (Trainees)	2	1	2	2			
Г	High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a	n/a	n/a	
	·							
	Performance indicator	Performance Targe	Main impact if indicator not					

Performance indicator		mance Targe					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2014/15(T)	15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P)		Reporting cycle	illulcator type	met Failure to meet PHOF target Failure to meet PHOF target Aduit SMS currently being retendered Increased prevalence of cardiovascular diseases, Increased prevalence of long-term conditions Increase prevalence of lung				
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	
% excess weight in children age 4-5 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	Increased prevalence of long-
% excess weight in children age 10 - 11 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	term conditions
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	ĺ		High	Annual	Outcome	

					76 OI participatio	il ili ivational Ci	iliu ivicasulei
DEPARTMENTAL BUDGET AN	D 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
nises	2	1	2	2	2	2	2
sport	2	2	2	2	2	2	2
Supplies & Services	5,317	5,417	4,721	3,438	3,404	3,392	3,392
and 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
apport services	110	110	172	172	172	172	172
epreciation	0	0	0	0	0	0	0
enue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
me	9,727	10,016	9,727	11,481	11,447	11,435	11,435
Vernment 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

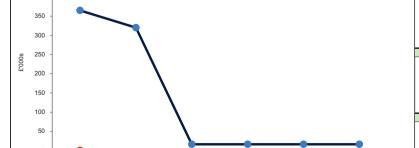


Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	ĺ						
	0	0	0	0	0	0	0

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.



-Budget

2017

Actual

2019

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) - MA Public Health	XIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro			Integrated sexual health service	Improved effectiveness	Likeiiiiood	iiipact	Score
Start date		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		3	3	9
End date	2016-17		basis and allowing for cross-charging of non-Merton residents.				
Pro	oject 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		3	2	6
End date	2015-16		meeting the diagnostic target for Chlamydia which is a PHOF indicator.				
Pro	oject 3	Project Title:	Review of local HIV services	Improved effectiveness			
		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		3	3	9
End date	2015-16		meet the changing needs relating to HIV and late diagnosis.				
Pro	Project 4		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		2	1	2
End date	2017-2018		front line workers. It is currently being procured and will start mobilisation in early 2016.				
Project 5		Project Title:	Prevention Public Health work with a range of partners on the prevention agenda, ranging from the direct	Improved effectiveness			
Start date	Start date 2014-15 Project Details: Commissioning of programmes (e.g. LiveWell, Healthy Workpalce Outreach) to the influencin policy to create an environment that supports healthy choices (e.g. alcohol licensing policy). Very from across the council e.g. the contract to manage the boroughs leisure centres, complement		commissioning of programmes (e.g. LiveWell, Healthy Workpalce Outreach) to the influencing of local policy to create an environment that supports healthy choices (e.g. alcohol licensing policy). Work		2	1	2
date			public health led activity and has an important role to play in reducing the health inequalities between				
NSO Pro	oject 6	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority	Improved effectiveness			
Stodate	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		3	3	9
End date	2016-17		Health Services (including Health Visiting) from April 2016.				
Pro	oject 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		2	2	4
End date	2017-18		recommissioning of Community Health Services.				
Pro	oject 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		2	2	4
End date	2017/18		Health Checks every five years to detect early signs of heart disease and risk factors.				
Pro	oject 9	Project Title:	Substance Misuse Prevention and Treatment	Improved efficiency (savings)			
Start date	P		The substance misuse service is being redesigned in partnership with Merton CCG to cover the entire patheway 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	End date 2017/2016						
Pro	oject 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,		2	2	4
End date	2017/18		providing data analysis, needs assessment and evidence of best practice.				

Corporate Services

- 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.	

Business Improvement

Cllr Mark Allison Cabinet Member for Finance

Enter a brief description of your main activities and objectives below

- successfully.

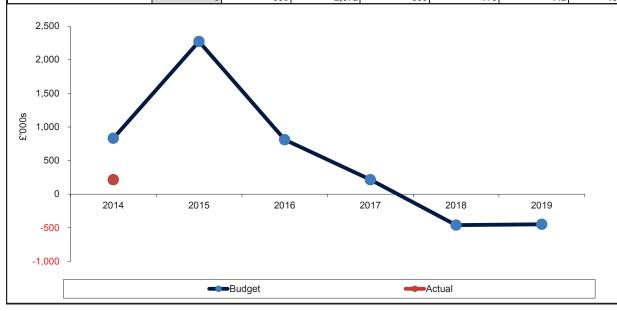
 Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support including but not limited to lean.
- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.
- 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.
- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.
- 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.
- Lead and coordinate the Technical Design Authority (TDÁ), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.
- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.
- 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.

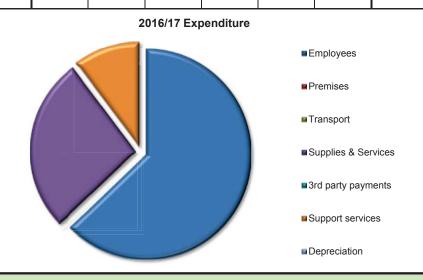
		Planning Assu	mptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Core service request (days)	4493	4023	3555	3355	3355	3355	Customer Services Strategy
Non Core service requests (days)	1800	1620	1450	1450	1350	1350	ICT Policy
Support for continuous/business improvement (days)	880	880	880	880	880	880	Capital Programme
Project/Programmes	11 FTE	21 FTE	19 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	
Danfarran en in diseten	Performance Targe	ets (T) & Provisional Perf	ormance Targets (P)	Delevity	Deposition accele	lu di anton toma	Main impact if indicator not

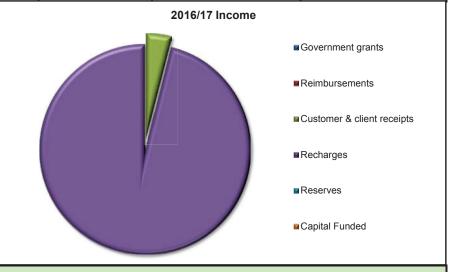
	Apprentices		2	(0	()	0	0	0	
	Performance indicator			ets (T) & Provisional Performance Targets (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	Periorillatice illuicator	2014/15(T) 2015/16(T)		2016/17(P)	016/17(P) 2017/18(P)		2019/20(P)	Polarity	Reporting cycle	indicator type	met
	Systems availability	95%	97%	98%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
Γ,											
а											
u											
ns											

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				
Depre D tion											
Revent 1000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20				
Incom	2,722	3,433	2,924	2,954	2,954	2,954	2,954				
Gover ment 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)				

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		Outstan	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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Business Improv				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pro	oject 1	Project Title:	Customer Contact programme		Likeiiiioou	Шрасі	Score
Start date End date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	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
Pro	oject 2	Project Title:	Electronic document and records management system				
Start date End date	01/04/2013 31/07/2016	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
		5					
Pro	oject 3	Project Title:	Social Care Information System				
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.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
End date	30/03/2016						
Pro	oject 4	Project Title:	Data Labelling System				
Start date	01/06/2014	Project Details:		Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
End date	TBC		going forward.				
Pro	oject 5	Project Title:	SCIS Phase 2				
Start date	01/04/2016						
and date	твс	Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	2	2
con Pro	oject 6	Project Title:	EAMS				
S (Sa) date		Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2
End date	TBC						
Pro	oject 7	Project Title:	MADI				
Start date	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	Customers can access and interact with geospatial data to achieve online reporting.	1	2	2
End date	31/09/16						
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		-					
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		-					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

Corporate Governance			Planning Assu	umptions				The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Residents	208,822	211,569	214,229	216,806			Corp Equality Scheme
Corporate Governance is made up of 7 core services:	Officers	4081	1	1	1			Customer Services Strategy
Information Governance - manages complaints, MP & Member enquiries, Freedom of Information	Councillors	60	60	60	60			Risk Management Strategy
requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges								Information Governance Policy
function.	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
<u>Democracy Services</u> - maintains independent scrutiny function, support to Councillors and Mayor	Staff - Election	900	800	800	800			Select Strategy delivery
& ensures council has robust decision making arrangements.	Staff - Canvas	150	150	150	150			Central Government
Electoral Services - maintains registers of electors whilst managing the move to individual	_				·			

<u>Electoral Services</u> - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.

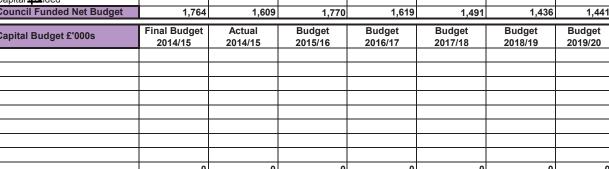
There is also the shared <u>Legal service</u> with the London Borough of Richmond, which has its own Service Plan.

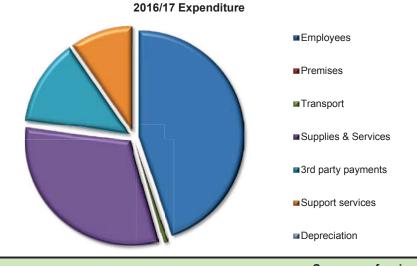
Corporate Governance attends the shared Audit Investigations service hosted by Richmoned and Wandsworth

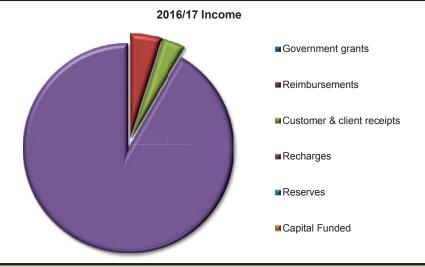
Internal Audit and Investigations- are an outsrourced servcice. Investigaitons covered under SWLFP and Internal Audit by SWLAP (covering Merton, kingston and richmond- & sutton from 1st April 2016) They provide independent, objective appraisal of risk management, governance & internal control processes 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.

Staff - Canvas	150		150		18	00	150			Central Government
Performance indicator		mance Targe	` '			, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Folality	Reporting cycle	indicator type	met
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

	DE	PARIMENIAL	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	(
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							
Revet £'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	·		·		
Reimbusements	59	105	99	99	99	99	99
Custon & client receipts	213	289	54	70	70	70	70
Rechar (s)	2,065	1,843	1,866	1,866	1,866	1,866	1,866
Reserves							
Capital P oded							
Council Funded Net Budget	1,764	1,609	1,770	1,619	1,491	1,436	1,441
	I e		511	5	5 1 4 1	5 1 1	· ·

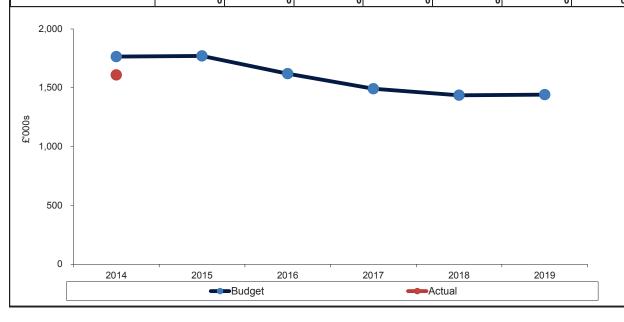






Summary of major budget etc changes 2016/17

CSD44 Stop web casting meetings, remove scrutiny support fund and other supplies 35k CSD45 Share audit and investigation service 60k



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

CSD43 Share FOI and Information Governance policy 10k CS2015-06 Delete auditor post and fees 50k

2018/19

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Corporate Governance				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
		D : (T)			Likelihood	Impact	Scor
Pro	ject 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		3	3	9
nd date	31/12/2016		accuracy and completeness of the register of electors.				
Pro	ject 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		3	3	9
End date	31/03/2017	roject Betails.	Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.				
Pro	ject 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		2	1	2
End date	01/10/2017		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.				
Pro	ject 4	Project Title:	Scrutiny Improvement Programme	Select one major benefit			
tart 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		2	1	2
End date	31/03/2018	-	Overvieww and Scrutiny Commission each year when it receives the Annual Member Survey.				
Pro	ject 5	Project Title:	LLC service delivery	Select one major benefit			
tart date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
d d date	31/03/2016						
യ Pro	ject 6	Project Title:		Select one major benefit			
(i) Pro							
-		Project Details:					0
nd date							
Pro	ject 7	Project Title:		Select one major benefit	i i		
tart date							
+		Project Details:					0
End date							
Pro	ject 8	Project Title:		Select one major benefit			
tart date		Project Details:					0
		Project Details:					

																The Comments stated in
OU. M.	Customer					A 41 - 1 4	d de see a d	1 00	44/45		anning Assu		0047/40	004040	2040/20	The Corporate strategies your
	ark Allison Cabine				D 5110 11	Anticipated			14/15		5/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief desci	ription of your ma	in activities and o	objectives bel	ow	Benefit/Council		imants		5,000		000	15,000	14,000	14,000		Customer Services Strategy
					Telephone calle				0,000		,000	500,000	450,000	400,000		Homelessness Strategy
There are 5 core services:			5		Face to face cus	stomers			0,000		000	85,000	80,000	70,000		Medium Term Financial Strategy
Local Taxation - responsible to Bailiff collection services; - this					Council tax prop	erties		82	2,500	83,	000	83,000	83,000	85,000		Social Inclusion Strategy
Housing Benefit - responsible					Anti	cipated non fir	nancial resources	20	14/15	201	5/16	2016/17	2017/18	2018/19	2019/20	
identification and prevention of	f fraud;	· ·				Staff (FTE)	1	40.4	14	8.3	134	133	133	133	
Merton Link - first point of con						Apprentic	es(FTE)		3							
face or via telephone - also pro Registrars - responsible for re																
citizenship ceremonies & natio		a deaths, marriage	es & civii partii	ici si iips,												
Communications - responsible		d enhancing the re	eputation of Me	erton Council;				Perfe	ormance Tar	gets (T) & Pro	visional Perf	ormance Targets (P)				Main impact if indicator not
promoting Merton as a good pl						Performanc	e indicator	2014/15(T)	2015/16(T	2016/17(P)	2017/18(P)	2018/19(P) 2019/20(P)	Polarity	Reporting cycle	Indicator type	met
have access to services; ensured decisions; and engaging countries.					% of Merton	Bailiff files paid	in full (exc parking & misc de		58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
committed to putting customer			on or the coun	icii aiiu aie	% of		utral coverage tone	92%	92%	92%	92%	92%	High	Monthly	Perception	Reputational risk
Front line service for Univers			esponsible for o	delivering		Business Rat		97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
front line services for universal						Council Tax		97%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income
It is anticipated that this new s					Event inc	First contact	resolution , Civil Partnerships etc)	60%	65% 400,000	70% 415,000	75% 425,000	75% 450,000	High High	Monthly Monthly	Perception Business critical	Reduced customer service Loss of income
are vague due to the uncertain				ow the roll out	LVEIILIIIC	% of on-line t	· · · · · · · · · · · · · · · · · · ·	415,000 N/A	400,000 N/A	30,000	425,000	60,000	High	Monthly	Business critical	Reduced customer service
of Universal Credit will impact	on the Housing Bei	nent caseload and	workload		Cı		tion with website	N/A	N/A	TBC	+3,000	00,000	High	Monthly	Perception	Reduced uptake of service
							Housing Benefit COC	N/A	11 days	11 days	11 days	11 days	Low	Monthly	Business critical	Customer hardship
					Time taker	n to process nev	w Housing Benefit claims	N/A	21 days	21 days	21 days	21 days	Low	Monthly	Business critical	Customer hardship
	DF	PARTMENTAL BI	UDGET AND	RESOURCES						<u> </u>				, ,	0046''= 1	
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			2016/17 Ex	cpenditure				2016/17 Income	
Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20									
Expenditure	9,289	9,662	8,991	8,674	+	8,397						■ Employees				■Government grants
Employees	5,089	5,433	5,113	5,151		4,947	<u> </u>									= covernment grants
Premises	22	10	20	29								■ Premises				
Transport	63	65	64	70		72	2 72					Premises				■ Reimbursements
Supplies & Services	1,448	1,592	1,425	1,089												
3rd party payments	577	449	458	425		438						■Transport				
Support services	2,089	2,113	1,910	1,910	1,910	1,910	1,910							/		■ Customer & client receipts
Depreciation	Final Dudmat	Antural	Dudast	Duda at	Dudast	Dudmet	Dudant					■Supplies & Se	arvices			
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			1		■ Supplies & Se	er vices			■Recharges
Inco 62	2014/15	2014/15 6,948	2015/16 6,597	2016/17 6,394	2017/18 6,419	2018/19 6,419	2019/20 6,419			•						Recharges
Government grants	1,743	1,754	1,519	1,232								■3rd party payr	ments			
Rein sements	930	1,342	930	970		970										■ Reserves
Cust er & client receipts	2,184	1,937	2,184	2,228		2,253										_110001100
Recharges	2,060	1,914	1,964	1,964	1,964	1,964						■Support service	ces			
Reserves Capital unded										1.0						■ Capital Funded
												Depreciation				
Council Funded Net Budget	2,371	2,715	2,394	2,279	2,002	1,978	2,003									
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget					Summan	of major budget et	to change		
Capital Budget 2 000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					Sullillary		ic changes		
													2016/17			
							CS36 R	e-tendering of	cash collec	ction service	s 10k					
								pact of custor								
							Reducti	n in discretior	nary relief p	ayments 81	k (to replac	e CS12 and CS13). CS	D16 reduction in dic	retionary relief payments	231k	
							CSD9,	0 and 11 Savi	ngs from s	ystem saving	gs (E-captu	re, Risk based verificati	on, Experian) 41k			
							CSD14	Reduction in o	ne Revenu	ies Officer po	ost 30k		. , ,			
								ncrease in co								
	n	0	n	n	n	n	0						2017/18			
	<u> </u>	<u> </u>					0000 5	-l-tif A:	ataut Disas	1	01-					
3,000 ¬								eletion of Assi				and radius designer so	oto 701			
3,000												and reduce designer co	SIS / 3K			
							CS2018	-04 Increase i	n registrars	s income 25	K					
2,500 -																
2,000																
	_															
2,000 -																
ω ´													2018/19			
£,000;							CSD19	My Merton sa	vings 49k							
1,500 -								,	5							
<u> </u>																
1,000 -																
													2019/20			
500 -																

──Budget

Actual

Project 1 Project 2 Project Title: Universal Credit Implementation Formula deficiency (savings) Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Universal Credit Implementation Formula deficiency (savings) Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Universal Credit Implementation of U.C. in Menton and provide a support Immework to assist claimants claim U.C. and receive budging across Project Details: Project Details: Project Details: Seek planning permission and implement outside reading Venue at Marcian Park House. Project 3 1/8/32/017 Project 4 Project Title: Council Tax support scheme Economic outdomes During 16/17 options for a revised schema will be reviewed for Council decision and possible implementation for 17/18 Project 4 Project Title: Review Debt Collection Processes Insproved effectiveness Project Details: With the implementation of the new Financial management compute systems a review of the oxiding class of the cystem implementation. Project Details: Project Title: Review Debt Collection Processes Implement the re-design of Menton Link Implement the re-design of Menton Link Implement the re-design of Menton Link area to improve the outstoner experience and increase self services Project 2 Project Title: Select one major benefit Select one major benefit Select one major benefit Select one major benefit	nood	Risk Impact 1 1	Score 2 1
Project 1		1	2
Project 2 Project Title: Implement the rate out of UC in Membrane provide a support framework to assist claimants claim UC and rate-budgeting advise budgeting advise. Project Title: Implement an Outside Wedding Venue Improved efficiency (savings)		1	2
End date 31/03/2019 Improved efficiency (savings)		1	2
Start date 01/04/2015 End date 31/03/2016 Project 7 Froject 8 Start date 01/04/2015 End date 31/03/2017 Project 1 Itle: Council Tax support scheme Economic outcomes During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18 Start date 01/04/2015 End date 31/03/2017 Project 1 Itle: Review Debt Collection Processes 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. 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. Project 5 Start date 01/10/2015 Start date 01/10/2015 The project 6 Project Title: Redesign of Merton Link area to improve the customer experience and increase self service Project Details: Implement the re-design of Merton Link area to improve the customer experience and increase self service Project Title: Select one major benefit Project 7 Froject Title: Project Title: Select one major benefit Project Title: Select one major benefit Project Title: Select one major benefit		1	2
End date 31/03/2016 Project Title: Council Tax support scheme End date 31/03/2017 Project Title: Council Tax support scheme End date 31/03/2017 Project Title: Council Tax support scheme will be reviewed for Council decision and possible implementation for 17/18 End date 31/03/2017 Project Title: Review Debt Collection Processes 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. Project S Project Title: Redesign of Merton Link Start date 01/10/2015 Project Title: Redesign of Merton Link areas to improve the customer experience and increase self service Project Details: Project Title: Select one major benefit End date Project 7 Project Title: Select one major benefit Salart date Project Title: Select one major benefit Select one major benefit		1	2
Project 3			
Start date			
End date 31/03/2017 Project Details: During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18 Project Title: Review Debt Collection Processes Improved effectiveness			
End date 31/03/2017 Project 4 Project Title: Review Debt Collection Processes Start date 01/04/2015 End date 31/03/2017 Project 5 Project Title: Redesign of Merton Link Start date 01/10/2015 Start date 01/10/2015 Project 6 Project Title: Project Title: Redesign of Merton Link area to improve the customer experience and increase self service Project 6 Project Title: Select one major benefit End date Project 7 Project Title: Select one major benefit Start date 01/10/2015 Project 17 Project Title: Select one major benefit Start date 01/10/2015 Project Title: Select one major benefit Start date 01/10/2015 Project Title: Select one major benefit Start date 01/10/2015 Project Title: Select one major benefit		1	2
Start date 01/04/2015 End date 31/03/2017 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. Redesign of Merton Link Start date 01/10/2015 Project Details: Project Details: Project Title: Redesign of Merton Link area to improve the customer experience and increase self service Project Operation Project Title: Select one major benefit End date Project 7 Project Title: Select one major benefit Start date Project 7 Project Title: Select one major benefit		1	2
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. Project 5 Start date 01/10/2015 Project Details: Project Details: Project Title: Redesign of Merton Link Implement the re-design of Merton Link area to improve the customer experience and increase self service Project 6 Start date Project Title: Select one major benefit End date Project 7 Start date Project Title: Select one major benefit		1	2
Project 5 Project Title: Redesign of Merton Link Improved customer experience Start date 01/10/2015 Project Details: Project Details: Implement the re-design of Merton Link area to improve the customer experience and increase self service Project 6 Project Title: Select one major benefit End date Project 7 Project Title: Select one major benefit Start date Start date	\downarrow		
Start date 01/10/2015 Project Details: Implement the re-design of Merton Link area to improve the customer experience and increase self service Select one major benefit Project 7 Project Title: Start date S	\dashv		
Project Details: Implement the re-design of Merton Link area to improve the customer experience and increase self service Project 6 Project Title: End date Project 7 Project Title: Start date Start date Project Title: Select one major benefit Select one major benefit			
Standate 31/03/2017 Project 6 Project Title: End date Project 7 Project Title: Start date Start d		1	2
Project 6 Standdate Project Title: Project Details: End date Project 7 Project Title: Select one major benefit Select one major benefit Select one major benefit		•	
End date Project Details: Project 7 Project Title: Start date Start date Project 7 Project Title:			
Project 7 Project Title: Start date Start date Start date			0
Start date			
			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								Plai	nning Assun	nptions					The Corporate strategies your
Clir Ma	rk Allison Cabinet Member for	Finance			Anticipate	d demand	20	14/15	201	5/16	2016/17	7	2017/18	2018/19	2019/20	service contributes to
Enter a brief descri	iption of your main activities a	and objectives belo	ow	Employees in N	Merton for HR, I	payroll, advice, L&D, EA	P etc 4	,400	4,4	00	4,400		4.200	4.000		Workforce Development Plan
1) Support offective poorle	e management across the	organication thro	ough		New recruits to	o be appointed		160	16	0	160		150	140		Economic Development Strategy
			Jugii			s to be appointed					33		33	33		Workforce Development Plan
development of a workford	e strategy/TOM people lay	er 	and and an			nancial resources	20	14/15	201	116	2016/17	7	2017/18	2018/19	2019/20	vvolkioros Bevelopmont i lan
2) Implement and maintain				Anti			20	14/15	2013	0/10					2019/20	
employee data, payroll, pe	erformance management, a	appraisal, learnir	ng and		Staff ((FIE)					43.5		TBC	TBC		
development																
3) Provide HR business pa	artner support across the C	ouncil														
4) Produce HR metrics, an	nalyse people-related probl	ems and take ap	propriate													
actions		·	· ·				Porfo	rmance Targe	ots (T) & Prov	sional Perfe	ormance Targets	: (P)				Main impact if indicator not
5) Produce HR strategies,	policy frameworks and sys	tems to support	effective		Performanc	ce indicator							Polarity	Reporting cycle	Indicator type	met
people management	, , ,				-· ·						2018/19(P) 20)19/20(P)		N (1)		
6) Support and develop ca	nacity building in Members				Time t		90	90	90	88	86		Low	Monthly	Outcome	Increased costs
o) support and develop sa	chaons banding in mornbore	,		Average number	er of working days l	lost to sickness, excluding sch	ools 8	8	8	7	7		Low	Monthly	Outcome	Increased costs
					% Appraisals	s completed	98%	98%	98%	98%	98%		High	Annual	Outcome	Poor decision making
					% Members L8	&D satisfaction	82%	83%	83%	83%	83%		High	Quarterly	Outcome	Poor decision making
													<u> </u>	,		
																+
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	DEPARTMENT	AL BUDGET AND R	RESOURCES						2040/47 =	a.a.d!4:			Ī		0040471	
				Budget	Dudast	Pudget		2	2016/17 Exp	enditure					2016/17 Income	
Revenue £'000s	Final Budget Actual 2014/15 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget								W		
Evnanditure	= -					2019/20	- 3				■ Emplo	ovees				■Government grants
Expenditure	3,473 3,47		3,297	2,891	2,457						- Lpic	2,000				■ Government grants
Employees	2,455 2,43		2,372	1,958	1,516											
Premises	15 2		15	15	16	16					■ Premi	ises				■ Reimbursements
Transport	5	4 5	0	0	0	0										Reimbursements
Supplies & Services	294 29		207	211	214						_					
3rd party payments	259 34		224	228	232						■Trans	port				Customer & client receipts
Support services	447 37	7 480	480	480	480	480										■Customer & client receipts
Depreciation						 					■ Cuppl	lica 9 Co	nuicoo II			
Reven £'000s	Final Budget Actual	Budget	Budget	Budget	Budget	Budget					■ Suppi	lies & Se	vices			■Recharges
I (C)	2014/15 2014/15	2015/16		2017/18	2018/19	2019/20									_	Recharges
Income	3,128 3,46	9 3,151	3,151	3,303	3,303	3,303					■ 3rd na	arty payn	nents			
Government grants	<u> </u>										= ord pe	arty payri	iciilo			-Danamuss
Reimb ments	7		20	20	20											■Reserves
Custor & client receipts	569 56		569	721	721						■ Suppo	ort servic	es II			
Rechalds Reserved	2,559 2,83	9 2,562	2,562	2,562	2,562	2 2,562										Capital Fundad
Capital ded	+															■Capital Funded
Council Funded Net Budget	345	3 291	146	(412)	(846)	(833)					Depre	eciation				
Councin unded Net Budget	345	3 291		(412)	(846)) (833)										
Capital Budget £'000s	Final Budget Actual	Budget	Budget	Budget	Budget	Budget					Si	ıımmarv	of major budget et	c changes		
- Dudget 2 0000	2014/15 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					0.	aiiiiiai y		o onungeo		
													2016/17			
						CS/10	ntroduction of n	ew annlicati	on tracking s	evetem 10k	,					
							Dccupational He									
		+				C550	occupational He	ailli & ⊏MPI	oyee Assist	ance progr	aiiiiie 40K					
		+					Review of L&D									
	+	+					Review of HR		pport 5k,							
						CSD3	L&D Budget 18	3K								
						HR sta	ffing savings de	ferred to 20	18/19 due to	HR redes	ign programme	e.				
					<u> </u>						-					
	0	0 0	0	0	0	0							2017/18			
	•	<u>.</u>	,			C975	Review of COT	staffing 584								
600 ¬										ole huy ha	ok centica) C1	52k				
							Schools COT		very or scho	เบเร มนั้ง-มืล	ick service) £1	J∠K				
							L&D Admin Su									
400 -						CSD3	L&D Budget 1	34K								
200 -		_														
													2018/19			
0 0	2045	140	1047	2040	0040								2010/13			
2014	2015 20)16 2	2017	2018	2019		Further rationali			Uk						
-200 -						CS51	HR Transaction	s including (COT 90k							
							HR Business Pa		ther consolid	lation of H	R advisory wor	rk 140k				
-400 -							COT Review 3				-					
-400							Recruitment a		ew 50k							
						3332			- *							
-600 -													2040/00			
													2019/20			
-800 -																,
1																
						1										

-1,000 -

──Budget

----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUN Human Resources	M OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Libeliheed	Risk	0.000
Pr	oject 1	Project Title:	Workforce Strategy	Improved staff skills and development	Likelihood	Impact	Score
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2017		organisational change				
Pr	oject 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						
Pr	oject 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		managonom dovolopmom				
Pr	oject 4	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Pr	oject 5	Project Title:		Select one major benefit			
Start date							0
date CO							
	oject 6	Project Title:		Select one major benefit			
Standate		Project Details:					0
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Detaile:					0
End date		Project Details:					
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Project Details:					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		-					

Infrastructure and Transactions			Planning Assur	mptions			
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	Repairs & Maintenance of Corporate Buildings (Revenue)	800,00	780,000	740,000	740,000	700,00	700,00
Infrastructure & Transactions Division (I&T) is a support service made up of five	IT Service Calls	25,700	27,800	26,500	25,000	22,500	22,500
functions which are:-	Health & Safety Statutory Inspections	60	60	60	60	60	60
IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure,	Transactions requested by departments	130,000	120,000	115,000	110,00	105,00	105,00
desktop equipment and associated software. Fixed and mobile telecommunications, Service	Number of Client Affairs cases being managed	N/A	220	250	250	250	250
Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT							
governance and data security.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Facilities Management - FM provides the infrastructure to deliver services through	FM (FTE)	36.9	31.9	30.9	28.9	28.9	28.9

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

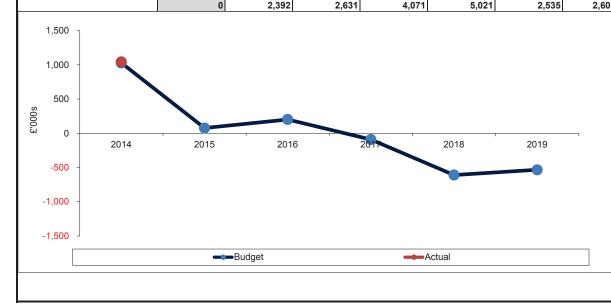
Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.

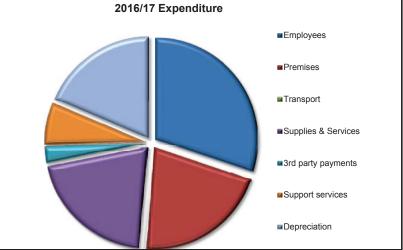
Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in 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.

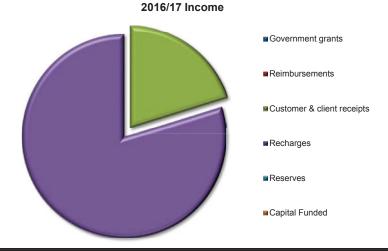
Transactional Services (FTE)	14	4.7	13	3.3	1	3.3	13.3		10.3	10.3		
IT Service Delivery (FTE)	3:	2.8	3	2	(30	30		30	30		
Safety Services (FTE)	5	5.5	5	.5	5	5.5	4.5		3.5	3.5		
Client Financial Affairs (FTE)	N	I/A	(6		7	7		7	7		
Management		2	:	2		2	2		2	2		
Performance indicator	Perfo	rmance Targe	ets (T) & Prov	isional Perfo	rmance Tar	gets (P)	Polarity		Departing avale	Indicator true		Main impact if indicator not
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity		Reporting cycle	Indicator type		met
CO2 emissions corporate buildings (tonnes)	4,100	4,000	3,900	3,800	3,800		Low	Ī	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
						·			•		,	•

	DE	PARTMENTAL	BUDGET AND I	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
Services & Services	2,914	3,098	2,812	2,547	2,552	2,590	2,628
Steparty payments	206	40	210	326	330	333	336
Support services	875	1,631	837	837	837	837	837
De eciation	2,236	2,236	2,045	2,322	2,322	2,322	2,322
Recenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Ineone	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

		,			V- /	/	/
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	2 202	2 624	4 074	E 024	2 535	2 605







The Corporate strategies your service contributes to Asset Management Plan Customer Services Strategy Risk Management Strategy Customer Services Strategy Customer Services Strategy

Summary of major budget etc changes

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 genereration at Chaucer Centre 40k

CSD6 Vehicle reduction 5k

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Infrastructure and Tra				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)	Likeiiiioou	impact	Score
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						
Pro	oject 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		1	2	2
End date	31/03/2018		Management System (EDRMS).				
Pro	oject 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		2	3	6
End date	31/03/2016	,	potential loss of service in the event of a major incident or IT equipment failure.				
Pro	oject 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		2	2	4
End date	31/03/2016		manner possible.				
Pro	oject 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		1	2	2
date	30/06/2016		statutory requirements.				
(a) Pro	oject 6	Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)			
S tall 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		1	1	1
End date	01/04/2018	,	financial pay back of between 7 and 10 years.				
Pro	oject 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		1	2	2
End date	31/03/2017		development and use of E-Billing and electronic invoicing.				
Pro	oject 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		2	2	4
End date	31/03/2016	,	longer term strategic management of property and assets across the authority.				
Pro	oject 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		integration directly into a back office system to reduce the double flatfulling of data.				
Pro	ect 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		-					

Resources Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below Resources is made up of five major areas of activity:

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.

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

<u>Commercial & procurement</u> - 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

<u>Policy and strategy</u> - 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.

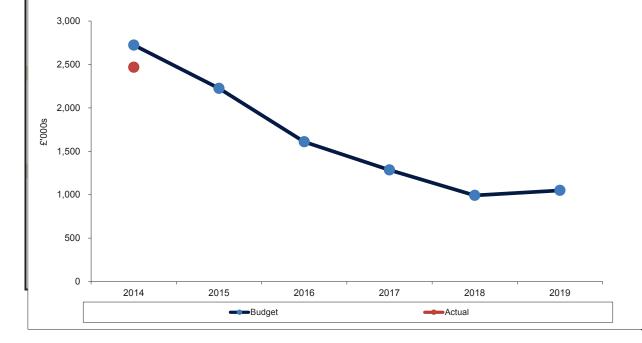
<u>Treasury and pensions</u> - to manage the Council's treasury (including the day to day cashflow, banking

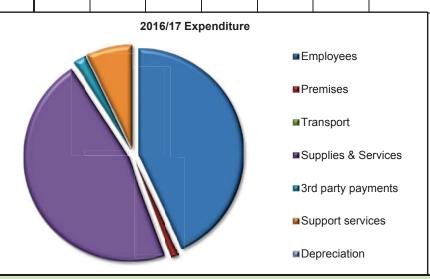
			Pla	nning Assur	nptions					The Corporate strategies your
Anticipated demand	2014	1/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Revenue/Capital Budget Managers	147	/23	147	7/23	147	7/23	147/23	147/23	147/23	Asset Management Plan
Voluntary Sector Organisations Supported	150)+	15	50+	15	50+	150+	150+	150+	Capital Programme
Budget, Service, Performance & Risk Setting	8 Rep	oorts	8 Re	ports	8 Re	eports	8 Reports	8 Reports	8 Reports	Central Government
Budget, Service, Performance & Risk Monitoring	8 Re	oorts	8 Re	ports	8 Re	eports	8 Reports	8 Reports	8 Reports	Corp Equality Scheme
Budget, Service, Performance & Risk Closing	2 Rep	oorts	2 Re	ports	2 Re	eports	2 Reports	2 Reports	2 Reports	Corp Procurement Strategy
Anticipated non financial resources	2014	1/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	Medium Term Financial Strategy
Staff (FTE)	64	.2	60	3.3	54	4.6	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	Perform	nance Targe	ts (T) & Prov	isional Perfo	ormance Tarç	gets (P)	Polarity	Reporting cycle	e Indicator type	Main impact if indicator not
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)	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

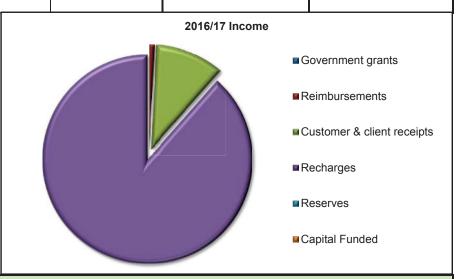
		. ,				Polarity	Reporting cycle	Indicator type	Main impact if indicator not
2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	1 Oldrity	reporting cycle	maleutor type	met
90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
0	0	0	0			Low	Annual	Business critical	Government intervention
80%	80%	80%	80%			High	Quarterly	Quality	Poor decision making
90%	90%	90%	90%			High	Quarterly	Outcome	Poor decision making
	2014/15(T) 90% 90% 0 0 80%	2014/15(T) 2015/16(T) 90% 90% 90% 90% 0 0 80% 80%	2014/15(T) 2015/16(T) 2016/17(P) 90% 90% 90% 90% 90% 90% 0 0 0 80% 80% 80%	2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 90% 90% 90% 90% 90% 90% 90% 90% 0 0 0 0 80% 80% 80% 80%	2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 90% 90% 90% 90% 90% 90% 90% 90% 0 0 0 0 80% 80% 80% 80%	90% 90% 90% 90% 90% 90% 0 0 0 80% 80% 80%	2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P) Polarity	2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P) Polarity Reporting cycle	2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P) Polarity Reporting cycle Indicator type

	DE	PARTMENTAL	BUDGET AND F	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		
Reveaue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
<u>Q</u>	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Incom	6,021	6,448	6,843	6,816	6,832	6,848	6,848
Gove@nent grants		9		0	0	0	0
Reimutesements	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

Obdition I diluca Net Budget	2,127	2,700	2,223	1,010	1,200	332	1,030
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	3 524	1 000	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.

<u>Savings</u>: 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 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)

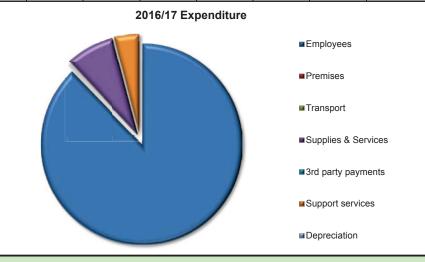
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Resources					
				I		Risk		
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Impact	Score	
Pr Start date	oject 1 01/04/2015	Project Title:	Evaluation of future funding levels Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Courtment This information is incorporated into the	Risk reduction and compliance Requires considerable horizon spotting activity a performance indicator would be developed comparing	2	2	4	
End date	31/03/2020	Project Details:	NNDR system will be undertaken along with sensitivity analysis.	the estimated grant levels compared to those actually received.				
Pr	oject 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	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		neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2016 - project length allows for post implementation review	ns is currently being investigated. Current estimates of the Go live date are ct length allows for post implementation review				
Pr	oject 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	2	6	
End date	31/03/2016		Amend the template Apply the temple to selected schemes					
Pr	oject 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		2	2	4	
End date	31/03/2020	-	information following the implementation of the new performance and risk management system					
Pr	oject 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,	A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that caneasily be understood and increase the funding streams. The performance of this work will be	2	2	4	
date	31/03/2016		renting and borrowing or any other suitable methods of funding capital expenditure.	judged directly by the AD Resources and Director of Corporate Services.				
Project 7		Project Title:	Capital Review					
S W date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to	Improved effectiveness	2	2	4	
End date	31/03/2015		the production of an action plan. It would be appropriate to undertake a follow-up review now.					
Project 8		Project Title:	Recharge Review					
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	Select one major benefit	3	2	6	
End date	31/03/2016	,	develop and implement the new financial system.					
Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness				
Start date	31/03/2014	Project Details:		The computer systems used to record incormation will be reviewed by Internal Audit and assessed for the	, 1	2	2	
End date	31/03/2016	,	Environment and Regeneration to gather the required information for account closure and presentation.	adequacy asap.				
Pro	oject 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	Current performance indicators will be adjusted for this.	1	3	3	
End date	31/07/2018	. rojest Betails.	authority is piloting earlier account closure over the next two financial years in preparation for 2017/18	2 and particular to an action of the control of the				

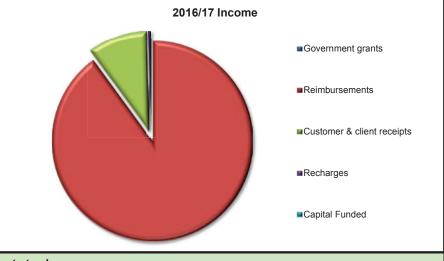
Legal Services			Planning Assur	mptions				The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Chargeable hours for Merton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

Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)						Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting Cycle	illulcator type	met
Chargeable hours	76,429	78,707	78,707				High	Monthly	Business critical	Increased costs

	DE	PARTMENTAL	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					
Supposservices	190	189	188	188	188	188	188
Depresizion							
Revenie £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Incom	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)

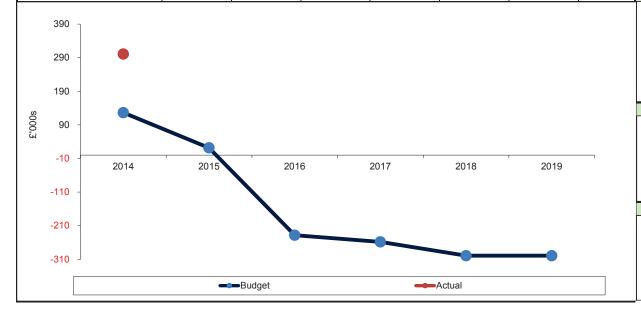
	120	001		(200)	(=00)	(200)	(200)
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	2014/13	2014/13	2013/10	2010/17	2017/10	2010/13	2013/20
	0	0	0	0	0	0	0





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.



 ${\tt CS73~£20k~savings~for~Merton~are~required.} \ {\tt Further~savings~for~Sutton}, \ {\tt Kingston~and~Richmond~may~be~required}.$

2018/19

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OI Legal Services	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Shared service	Improved customer experience	Elikolillood	impuot	00010
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						
Pr	oject 2	Project Title:	Smarter Working	Improved effectiveness			
Start date	01/04/2014 31/03/2016	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							
Pr	oject 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						
Pr	oject 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						
Pr	oject 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		3	2	6
date	31/03/2017	,	Legal Services. If approved to deliver the expanded shared service with Wandsworth				
	oject 6	Project Title:	Future Model	Improved effectiveness			
S © Idate	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						
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		-					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

Environment & Regeneration

C	nercial Services (Waste Operations)							DI	anning Assu	mntions					The Corporate strategies your
	mercial Services (Waste Operations) Cabinet Member for Performance & Implementation		Anticina	ted demand		201	14/15	2015/16			16/17	2017/18	2018/19	2019/20	service contributes to
	ption of your main activities and objectives below			al contracts			183		000		100	1200	1300	1300	Waste Management Plan
				ling contracts			93	1	00		700	800	800	800	Climate Change Strategy
	ng, Collection & Disposal directly from local busines	ses.	2.,.00,0	3		†		† Ť		<u> </u>				- 220	Medium Term Financial Strategy
	e council has a duty to arrange for the collection of ted to do so. The Act defines commercial waste as:	wasta				1				1					
	ted to do so. The Act defines commercial waste as: lainly for the purposes of a trade or business or the p		Anticipated non	financial resou	rces	201	14/15	201	5/16	20	16/17	2017/18	2018/19	2019/20	
of sport, recreation or entertainm				ff (FTE)			3.2		3.2		3.2	13.2	13.2	13.2	
Objectives			Tra	ansport			4		4		4	4	4	4	-
	ficient, cost effective and competitive in the commerce	al													
market															
- be more reactive to seasonal de			Performa	nce indicator			mance Targe					Polarity	Reporting cycle	Indicator type	Main impact if indicator no
 become competitive in both con pricing structure. 	mmercial waste , looking at the marketing of the serv	ces and				2014/15(T)		2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				met
TOM - to be completed			Total Income fro	sfaction survey		£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m	High High	Monthly Annual	Business critical Outcome	Loss of income Reputational risk
		-	Customer sati	staction survey	/0	85	87	89	91	91	91	nigii	Allitudi	Outcome	Reputational risk
		-											+		
						+	—	—		 	†		+		
						1	t	t	1		1		<u> </u>		
						1				1			1		
						1			İ	1			1		
	DEPARTMENTAL BUDGET AND RES	URCES						2016/17 Ex	penditure					2016/17 Income	
Revenue £'000s	Final Budget Actual Budget E	udget Budge	t Budget	Budget				_J.U/1/ LA	Panaitaie					2010/1/ 111001118	
	2014/15 2014/15 2015/16 2	16/17 2017/1	8 2018/19	2019/20						w F	mployees				
Expenditure Employees	997 1,023 987 360 240 367		,122 1,1												■ Government grants
Premises	360 240 367 6 6	313 6	313 3	13 313		4				■P	remises				
Transport	126 97 126	124	126 1	28 131											■ Reimbursements
Supplies & Services	75 71 62	42		44 44						ωT	ransport				
Brd party payments Fransfer payments	258 439 262	474	481 4	89 496					- 1						=0
Support services	172 176 153	153	153 1	53 153	/				- 1	■S	upplies & S	ervices			■ Customer & client receipts
Depreciation	0 0 11	0	0	0 0	- 4		-						1		
Revenue 300s		udget Budge		Budget					_	■3	rd party pay	ments			■ Recharges
Income	2014/15 2014/15 2015/16 2 1,975 1,277 1,332	1,250 2017/1	8 2018/19 ,250 1,2		\ \		1				- 1 - 5 1 - 5				-
Government grants	1,575	1,200	,200	1,200	A	\				ωT	ransfer payr	ments			= December
Reimbursements Custome Control receipts	0 0 7	0	0	0 0											■Reserves
Recharge	1,975 1,277 1,325	1,250	,250 1,2	1250						■S	upport servi	ces			
Reserve											арроп ооп				■ Capital Funded
Reserve Capital Funded										■ D	epreciation				
Council Funded Net Budget	(978) (254) (345)	(138)	128) (1:	17) (107)											
Capital Budget £'000s		udget Budge		Budget							Summary	of major budget e	tc. changes		
.,	2014/15 2014/15 2015/16 2	16/17 2017/1	8 2018/19	2019/20							· ·····,	2016/17			
				+	E&R33 = (£	751/						2010/17			
				+	Earlos - (£	/5K)									
	0 0 0	0	0	0 0								2017/18			
2014	2015 2016 2017	2018	2019												
2014	2013 2010 2017	2010	2013												
-200 -															
•															
-400 -												2018/19			
£,000															
-600 -															
-000	/														
	7														
-800 -															
1,000												2019/20			
-1,000 -															
-1,200															
	── Budget	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Commercial Services (Was	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD te Operations)			
			PROJECT DESCRIPTION	MA IOD DDO IECT BENEFIT	Likelihood	Risk	Score
Pr	roject 1	Project Title:	Introduce timed commercial waste collections in town centre Colliers Wood	Improved effectiveness	Likeiiiiood	impuot	00010
Start date	01/04/2015	Project Details:	To improve the appearance of the Town centre area following on from the successful implementation into Wimbledon Town Centre.		0	0	0
End date	01/04/2016		Into Wimbledon Town Centre.				
Pr	roject 2	Project Title:	Sales and marketing plan	Economic outcomes			
Start date	01/04/2015	Project Details:	To increase the income within the Commercial waste area and improve the Branding of this important service area.		0	0	0
End date	01/04/2016		Service area.				
Pr	roject 3	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date							
Pr	roject 4	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		1 Tojout Dotalio.					
Pr	roject 5	Project Title:		Select one major benefit			
Start date							0
En @) te		Project Details:					
OD Pr	roject 6	Project Title:		Select one major benefit			
Sta ((a)) e		Project Details:					0
En							
Pr	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		r rojout Botaile.					
Pr	roject 8	Project Title:		Select one major outcome			
Start date		Drain at Dataila					0
End date		Project Details:					
Pr	roject 9	Project Title:		Select one major outcome			
Start date		Project Patalla					0
End date		Project Details:					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details					0
End date		Project Details:					
<u> </u>	l		l l	I			

Development and Building Control			The Corporate strategies your								
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand		2014/15		2015/16		16/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Enforcement cases		50	7	80	8	00	800	800	800	Local Development Framework
Building Control	Planning applications (economy dependant)	25	500	2	600	27	700	2800	2800	2850	Local Development Framework
Building Control competes with approved Inspectors.(AIS). We provide a Building Control Service	BC applications (economy dependant)	17	700	1	750	1750		1800	1800	1800	Economic Development Strategy
in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds.	Tree applications	6	20	640		660		670	670	670	Local Development Framework
Development control	Pre applications	105		110		115		120	125	130	Housing Strategy
Promote regeneration by assessing and determining planning applications against the adopted	Planning performance agreements	3		7		1	12	14	16	18	Local Development Framework
policies for the built environment contained within the council's Core Strategy. Continue to impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Prior approvals (permitted development)	580		6		6	20	640	640	640	Local Development Framework
impliment the mayoral, community inhabitation bety (one) onarging regime.	Anticipated non financial resources	201	4/15	2015/16		2016/17		2017/18	2018/19	2019/20	
Objectives	Staff (FTE)	3	37	36		3	38	25	25	25	
- continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share	Performance indicator	Perfor	mance Targe	ts (T) & Pro	isional Perf	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
- review the pre-application charging regime for Development Control (DC) and to investigate	Performance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	mulcator type	met
whether additional income generation is possible especially through PPA's.	% Major applications processed within 13 weeks	60	55	55	55	55	55	High	Monthly	Quality	Reduced customer service
- impliment mobile/flexible working to improve efficiency	% Minor applications processed within 8 weeks	65	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
-as part of sustainable communitiies to enable a comprehensive development management process to encourage regeneration.	% Other applications processed within 8 weeks	81	81	82	82	82	82	High	Monthly	Quality	Reduced customer service

4350

35

£2.05m

60

75

600

750

4300

35

£2.01m

65

75

600

775

4400

35

£2.11m

60

50

300

900

4450

35

£2.11m

60

300

1200

4500

35

£2.11

60

30

300

1500

4560

35

£2.11

60

300

1800

High

Low

High

High

High

High

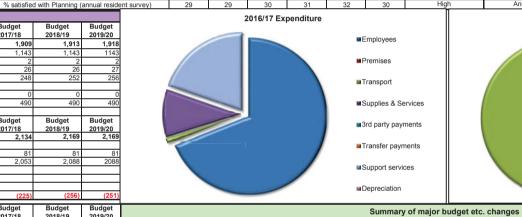
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DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Expenditure	2,428	2,569	2,371	2,470	1,909	1,913	1,918					
Employees	1,594	1,794	1,564	1,708	1,143	1,143	1143					
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 ray rients												
Transfer parments	2		2	0	0	0	C					
Support	431	454	490	490	490	490	490					
Depred (C)												
Revenue 3000s	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					
Governing												
Reimbu	96	112	49	81	81	81	81					
Customer slient receipts	1,859	1,905	1,862	1,928	2,053	2,088	2088					
Recharge												
Reserves												
Capital Funded		,				_	•					
Council Funded Net Budget	473	552	460	461	(225)	(256)	(251)					
	Eigen Denderst	A - to - 1	Donal and	Don't seek	Donal and	Donatores	Donal and					

process to encourage regeneration.

re-procure the M3 database

-review the possibility of shared services with neighbouring boroughs.





Quality

Perception

Business critical

Perception

Quality

Reduced customer service

Reputational risk

Loss of income

Loss of income

Reduced service delivery

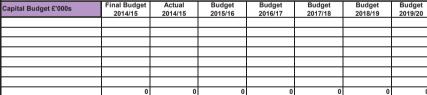
Monthly

Quarterly

Monthly

Monthly

Quarterly



2017/18

2018/19



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

ENV20 = (£35k)

E&R33 = (£75k)

Volume of Planning applications Total

% appeals lost

Income (Development and Building Control)

% Market share retained by LA (BC)

% enforcement site visits within 15 days

Number of enforcement cases closed

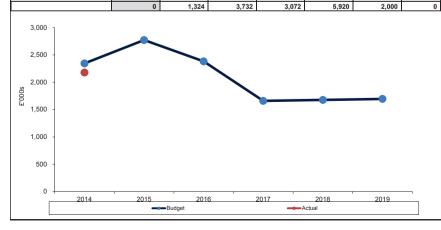
Backlog of enforcement cases

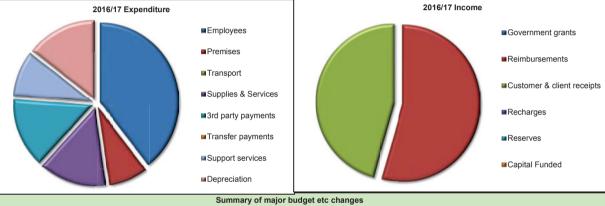
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Development and Buil				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Commercialisation of Building Control	Improved efficiency (savings)	Likeiiilood	impuot	00010
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	2	12
End date	2016-17						
Pro	ject 2	Project Title:	Mobile/Home working	Improved efficiency (savings)			
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4
End date	2016-17						
Pro	ject 3	Project Title:	Improving the development management processes	Improved effectiveness			
Start date	Project Details: As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.			Improve regeneration opportunities	2	2	4
End date							
Pro	ject 4	Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			
Start date	2014-5	Project Details:	Enforcement eforms , BC eforms and DC e-payments	Channel shift	4	1	4
End date	2016-17						
Pro	oject 5 Project Title: Section review		Section review	Improved efficiency (savings)			
Start date	t date 2014-15						
En @} te	2016-17	Project Details:	Section review looking the structure and interaction with other services	Efficiencies and savings	3	2	6
O Pro	ject 6	Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)			
Sta r(a) e	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4
	2016-17						
Pro	ject 7	Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness			
Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6
End date	2016-17						
Pro	ject 8	Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby	savings through contract negotiation.	3	1	3
End date	2016-17		authorities				
Pro	ject 9	Project Title:	Further develop Planning Performance agreements potential	Economic outcomes			
Start date	2014/15						
End date	2016/17	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2
Proj	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		-					

Future Merton			The Corporate strategies your									
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2014/15		201	2015/16		16/17	2017/18	2018/19	2019/20	service contributes to	
Enter a brief description of your main activities and objectives below	Population	208,822		211	211,569		1,229	216,806	218,100	218,101	Asset Management Plan	
futureMerton is tasked with delivering development, regeneration, economic growth and	Actual businesses in borough	77	700	79	900	8,	100	8,150	8,200	8,201	Road Safety Plan	
accomodating population growth for the long-term sustainability of the borough.		1				1					Local Implementation Plan	
[to be merged with Traffic & Highways in 2015/16]		1									Local Transport Plan	
Develop new Local Plan policies and site assembly strategies to support regeneration,	Anticipated non financial resources	201	4/15	201	5/16	2016/17		2017/18	2018/19	2019/20	Community Plan	
economic development and growth objectives • Develop sustainable development policies to support Merton's commitment to carbon reduction	Staff (FTE)	2	27	25	5.54	27.04		17.04	17.04	17.04	Climate Change Strategy	
Develop sustainable development policies to support Merton's commitment to carbon reduction Develop urban design / planning frameworks to support regeneration and growth and increase	Staff (Apprentices)	i e	1		2	2		0	0	0	Core Planning Strategy	
design quality in the borough	, , ,					1					Economic Development Strategy	
Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan (future Growth Strategy 2015)		i e				i e					Local Development Framework	
Attract developer interest, external funding and inward investment, public sector funding and		Perfor	Performance Targets		ts (T) & Provisional Perfo		aets (P)		Reporting cycle	In all and an decorate	Main impact if indicator not	
support to deliver our regeneration and growth objectives.	Performance indicator			. ,	2016/17(P) 2017/18(P)		U ()	Polarity		Indicator type	met	
To develop transport policies and secure external funding from Transport for London (TfL) to	New homes target (number per year)	320	411	411	411	411	411	High	Annual	Outcome	Loss of Government grant	
deliver improvements to Merton's public realm, transport infrastructuire and sustainable travel. • Lead on Major Planning developments (Wimbledon Stadium / YMCA / Rainbow Yards / Colliers	Reduction in KSI's: road traffic accidents (Number of incidents)	55	50	45	42	40	40	Low	Annual	Perception	Reputational risk	
Wood Tower, St Georges Quarter, Morden town centre, Wimbledon Station, RediscoverMitcham)	% 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	
LBM lead on planning and design quality for emerging estate regeneration proposals in	Number of new jobs created through EDS E&SAP	300	450	600	300.0	400.0	300.0	High	Annual	Outcome	Social exclusion	
partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill) • LBM lead on non-operational property assets decisions for growth and regeneration	% of new jobs created; number that are apprentices	60	80	100	100	100	100	High	Annual	Outcome	Social exclusion	
investment purposes.	Number of new businesses created as part of EDS MBSS	100	200	300	300	300	300	High	Annual	Outcome	Reduced Business Rates	
LBM lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external funding						1						
opportunities		İ				1						
DEPARTMENTAL BUDGET AND RESOURCES Final Budget Actual Budget												

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 300s	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						
Custom Client receipts	302	341	342	481	481	481	481						
Recharge													
Reserve	T I												
Capital Funded													
Council Funded Net Budget	2,343	2,176	2,771	2,382	1,658	1,676	1,695						
Conital Budget 5'000c	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						

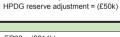
Capital Funded							
Council Funded Net Budget	2,343	2,176	2,771	2,382	1,658	1,676	1,695
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Town Centre Investment			1,488	1,037			
Mitcham Schemes		598	778	1,000	700		
Colliers Wood Schemes		359	1,199				
Industrial Estate Investment			100	450			
Morden TfL				120	220	2,000	
Transportation Enhancements					5,000		
Other		367	167	465			





2016/17

2017/18



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

EDS reserve adjustment = (£75k)

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

EDS2 reserve adjustment = (£364k)

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Future Mertoi				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal	Likeiiiiood	impaot	00010
Start date End date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.		3	2	6
	oject 2	Project Title:	Rediscover Mitcham	Infrastructure renewal			
Pro		Project fille.		inirastructure renewar			
Start date End 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)		2	2	4
Pro	oject 3	Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal			
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		4	1	4
End date	2019-20	,	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+				
Pro	oject 4	Project Title:	Wimbledon Stadium	Infrastructure renewal			
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the Sites and Policies Plan		3	1	3
End date	2016-17						
Pro	oject 5	Project Title:	Climate Change Strategy & Action Plan	Improved sustainability			
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		2	2	4
E (CO)te	2018-19		Businesses, PV roll-out and District Heat & Power feasibility				
(CD) Pro	oject 6	Project Title:	futureWimbledon & Crossrail 2	Economic outcomes			
Sta Mobile	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure, design and placemaking. Conference (2013) Ideas Competition (2014) Inward		2	2	4
End date	2022-23		investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
Pro	oject 7	Project Title:	Morden Town Centre Regeneration	Improved reputation			
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016)		3	2	6
End date	2019/2020		Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18				
Pro	oject 8	Project Title:	Economic Development Strategy and Action Plans	Improved reputation			
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton		2	1	2
End date	2016-17	,	Business Support Service. Merton Micro Loan and Business Loan Fund.				
Pro	oject 9	Project Title:	Smarter travel: road safety	Improved reputation			
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport		2	2	4
End date	2016-17		Strategy.				
Pro	ject 10	Project Title:	Borough Cycling Initiatives	Improved reputation			
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)		2	1	2
End date	2024-26						

Leisure & Cultural Development Planning Assumptions The Corporate strategies your 2016/17 2018/19 2019/20 Cllr Nick Draper Cabinet Member for Community & Culture Anticipated demand 2014/15 2015/16 2017/18 service contributes to 208.822 214.229 216.806 219.316 213.497 Asset Management Plan Enter a brief description of your main activities and objectives below Population 211 560 Engage local people in healthy living and lifestyle changes through increased 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 nvolvement and participation in sports, arts, cultural and physical activities and events, Population of most disadvantaged wards 126,100 126,850 127,540 128,100 104,155 100,768 Cultural Strategy by working with partners to increase the number, scope and quality of facilities, Users of Merton's Leisure Centres 824 433 832677 841004 878105 942,592 970,026 Community Plan rogrammes, activities and events on offer in the borough - thus creating a universal 2016/17 2018/19 2014/15 2015/16 2017/18 2019/20 Anticipated non financial resources Open Spaces Strategy Staff (FTE) 14.25 13.6 6.60 6.6 Social Inclusion Strategy 13.6 6.6 Accommodation Voluntary Sector Strategy - Build a replacement Morden Park Pool & vary the contract to take account of the Volunteers 20 20 20 20 20 20 - Produce a Masterplan & fully-costed implementation plan for Wimbledon Park & Staff seasonal _ake, 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 coprporate 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.

culture and sport offer.

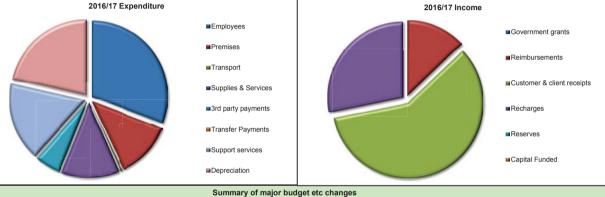
Specifically:

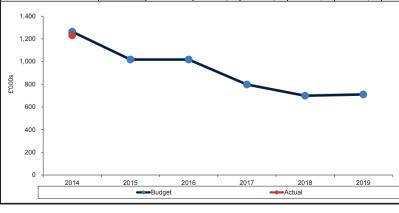
changes

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).

	Performance indicator	Pei	rformance Ta	argets (T) & Pr	ovisional Perf	ormance Targe	ets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
1	renormance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Folarity	Reporting cycle	illulcator type	met
1	Income £ from Merton Active Plus	50,000	55,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
١,	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
- 1											

programmes, pavillons, mail, s	treet tree admin	istration, etc).						
	DE	PARTMENTAL	BUDGET AND I	RESOURCES				2016/17 Expend
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 servoes	361	408	383	383	383	383	383	
Depreciation	519	519	409	488	488	488	488	
Revenue 000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Income Government grants	1,069	1,138	1,095	1,244	1,254	1,259	1,259	
	10	1	0					
Reimbursements Customa Scrient receipts	128	123	244	160	160	160	160	
Custom Custom 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		EN35 = (£14k)
Other		628	353	300	300	300	300	
								EN37 = (£5k)
								E&R1 = (£5k)
								E&R2 = (£10k)
								E&R33 = (£30k)
								BMX Track reserve adjustment = (£22k)
		252	4 000		4.000	4 000	200	
	0	652	1,329	9,300	1,300	1,800	300	





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

2018/19

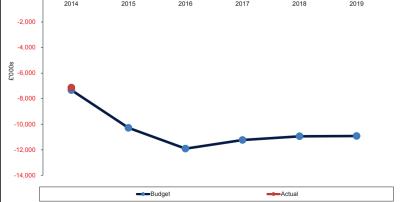
2016/17

2017/18

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Leisure & Cultural Developme				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Pro	oject 1	Project Title:	Morden Leisure Centre	Improved customer experience	Likelihood	Impact	Score
Start date	2014	- Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. 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		iana to item with the intorder i archanoscape				
Pro	oject 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						
Pro	oject 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,		2	2	4
End date	2017		culture, leisure, play facilities and ancilliary facilities, etc. within the park.				
Pro	oject 4	Project Title:	Implement the Wimbledon Park Lake De-silting Plans	Improved sustainability	<u> </u>		
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						
Pro	oject 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		2	2	4
date	2016-17		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.				
NSO Pro	oject 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		2	2	4
End date	2016-17		cover two distinct strands of commercial and community activities.				
Pro	oject 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		2	2	4
End date	2017		Programme				
Pro	oject 8	Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity	Improved customer experience			
Start date	2014	Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east		2	2	4
End date	2017	Froject Details.	of the borough in accordance with the Culture & Sport Framework				
Pro	oject 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		2	2	4
End date	2018-19		required				
Pro	ject 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		2	2	4
End date	2018-19		Wimbledon Park, etc.				

	Parki	ng								Pla	nning Assu	mptions						The Corporate strategies your
Cllr Judy Saunders	Cabinet Member	for Performan	ce & Implementa	ation		Anticipated	d demand	20	14/15	201	5/16	201	6/17	2017	7/18	2018/19	2019/20	service contributes to
Enter a brief descr	ription of your ma	in activities an	d objectives bel	ow	N	lumber of reside	nt permits issued	14	1,481	Not	known	Not	known	Not kr	nown	Not known	Not known	Road Safety Plan
ne service is required to enforce					1	Number of visitor	s permits issued	28	0,600	Not	known	Not	known	Not kr	nown	Not known	Not known	Medium Term Financial Strategy
e maintained and ensuring resi ave a permit or badge for. Surp																		Local Transport Plan
nsport related areas.					Ant	ticipated non fir	nancial resources	20	14/15	20	5/16	201	6/17	2017	7/18	2018/19	2019/20	
ojectives						Staff (7	1.50	86	5.20	93	3.27	85.3	27	85.27	85.27	
enforce parking regulations ac	ross the borough ir	cluding Contro	lled Parking Zone	es and bus					15		15	Not knowr	dependant	Not known	dependant	Not known dependant	Not known dependant	
es o implement measures to imp	rove traffic enforce	ment efficiency	specifically the	introduction of	l	Trans	sport		15		15		PR needs	upon ANP	'R needs	upon ANPR needs	upon ANPR needs	
tomatic Number Plate Recogn	nition (ANPR) came	eras at bus lan	e and moving traf	ffic locations.														
is will improve compliance and o maintain a survey of parking	d ease congestion	at key points a	cross the boroug	ing enaces and														
e charging structure	g riceus, riours or o	perauori, ure a	valiability of park	ing spaces and		Performanc	e indicator					formance Tar		Pola	rity	Reporting cycle	Indicator type	Main impact if indicator
o monitor the borough 's park	ing infrastructure to	ensure that lo	cations subject to	o regulatory		1 1 1 1		2014/15(T)			2017/18(P	, , ,	2019/20(P)					met
ntrols can be effectively enfo o take account in business pl						rmits issued with		90%	90%	90%	90%	90%	90%	Hig		Monthly	Outcome	Loss of income
islation allowing business pre	mises to be change	ed to residentia	l use which coul	d result in an			2 month rolling average)	11	10	9	8	8	8	Lo	W	Quarterly	Quality	Loss of income
crease in demand for parking sarking to introduce CPZ's.	spaces in existing (CPZ's and pres	sure in areas with	n no controlled	Percentage of ca years data	ases won at PA	FAS compared to previou	50%	52%	54%	54%	54%	54%	Hig	h	Monthly	Business critical	Loss of income
January 2015 Public Space (CCTV camera team	was amalgam	ated with Parking	Services and	Percentage of ca years data	ases lost at PAT	FAS compared to the pre	ious 23%	22%	21%	21%	21%	21%	Lo	w	Monthly	Business critical	Loss of income
nanged the sections title to Par he core activity is to review the ameras throughout the boroug	operational struct	ure , processes	and the number	r of CCTV			ncil does not contest at Pa to the previous year	TAS 27%	26%	25%	25%	25%	25%	Lo	w	Monthly	Business critical	Loss of income
f service to the residents, custo			ncies without rec	ducing the level	Percentage of P	ublic Space CC	TV cameras working	95%	95%	95%	95%	95%	95%	Hig	h	Monthly	Business critical	Reduced service deliver
	DE	PARTMENTAL	BUDGET AND	RESOURCES					:	2016/17 Ex	penditure						2016/17 Income	
evenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						nployees					
penditure	2014/15 4.745	2014/15 4,796	2015/16	2016/17 5,311	2017/18	2018/19 4,937	2019/20 4,956					- CI	Tiployees					■Government grants
nployees	2,501	2,523	5,195 2,788	2,945		2,640	2,640					- D	emises					· ·
remises	637	658	641	619		632			N N			■PI	emises					
ransport	140	145	140	124	80	82			N N			-т	ansport					■Reimbursements
upplies & Services d party payments	298 260	290 229	370 264	377 265	383 269	389 213			N N				ansport					
payments user services	200	229	204	200	209	213	217				- 1	- S	upplies & Ser	vices				■Customer & client receipts
	832	874		905		905	905				- 3		applies & Sei	vices				
ciation	77	77	87	76	76	76	76	F.				■3r	d party paym	ente				=Decharges
w ue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20				- 1	=31	u party payrii	icito				■Recharges
∰ e	12,077	11,930	15,480	17,220		15,881	15,881					■ Tr	ansfer paym	ente				
overnment grants													anoici payin	CINO				■Reserves
impresements Stomer & client receipts	12,077	11,930	15,480	17,220	16,218	15,881	15,881					■Si	upport service	95				
ges	12,077	11,930	15,460	17,220	10,210	13,001	15,001						apport scrato	55				■Capital Funded
polial Funded												■D ₁	epreciation					Capital Fullded
pital Funded	(7.000)	(= 40.0)		(44.000)		(10.011)	(40.005)						prediction					
ouncil Funded Net Budget	(7,332)	(7,134)	(10,285)	(11,909)	(11,239)	(10,944)	(10,925)											
apital 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 b	udget etc	. changes		
ackling Traffic Congestion		11	43	533										2016	/17			
CTV Matchfunding			300	300			EN02 =											
ther		217	294	305	156	175												
							E&R7 =	£260k) £1,700k)										
							E&R9 =											
					↓		E&R10 =	(£80k)										
							E&R11 =											
			80-		 	4	E&R12 =	(£14k)										
	0	228	637	1,138	156	175	175							2017	/18			
							EV/44	C125k)						2017	110			
0 +	-	201		2017	2018	2019	EV11 = E&R7 =											
2014	2015																	



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

2018/19

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parking) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pro	oject 1	Project Title:	Tackling Traffic Congestion	Improved effectiveness	Likeimood	impuot	00010
Start date End 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
Pro	oject 2	Project Title:	Cashless parking	Improved customer experience			
Start date End 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
	oject 3	Project Title:		Select one major benefit			
Start date	oject 3			Select one major benefit			
End date		Project Details:					
Pro	oject 4	Project Title:		Select one major benefit			
Start date End date		Project Details:					
Pro	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					
(D) Pro	oject 6	Project Title:		Select one major benefit			
Sta () e End She		Project Details:					
Pro	oject 7	Project Title:		Select one major benefit			
Start date End date		Project Details:					
Pro	oject 8	Project Title:		Select one major benefit			
Start date End date		Project Details:					
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							

Parks and Green Spaces				Pla	ınning Assur	mptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	4/15		5/16		6/17	2017/18	2018/19	2019/20	service contributes to
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	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
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	Number of funerals at LBM cemeteries	2	05	2	10	2	15	220	240	260	Cultural Strategy
manages allotments and works with allotment societies to assist them self-manage wherever											Capital Programme
possible. The service is becoming increasingly efficient and commercial in the way it manages its	Anticipated non financial resources	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	
sports and other lettings and is moving to a position where community groups and organisations	Staff (FTE)	70	1.75	71	.85	67	'.45	62.45	62.45	62.45	
contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.	Staff accommodation units (No. of mess rooms/depots)	1	12		12	1	12	10	10	10	
adiotomator process will emphasize and ratifier emped alone principles.	Transport vehicles	1	19		19	1	19	18	17	16	
Objectives:											
The team's primary objectives in the forthcoming years include the following principal tasks:	Performance indicator	Perfor	mance Targe	ets (T) & Pro	isional Perf	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
increasing income	renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Folanty	Reporting cycle	mulcator type	met
reducing operational expenditure	Residents % satisfaction with parks & green spaces	72	73	74	75	76	77	High	Annual	Perception	Reputational risk
maintaining and improving service standards and performance securing investment and delivering improvements to open space facilities	Young peoples % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Biennial	Perception	Reputational risk
securing investment and delivering improvements to open space racinities encouraging and facilitating community self-management of sites and facilities	Total LBM cemeteries income £	536,000	553,000	569,000	586,000	604,000	622,000	High	Monthly	Business critical	Loss of income
	Total autilian to the control of the			011000	0 = 1 0 0 0			1.12 mls	Manadala	Description of the set	1 (1

328,000

130

341,000

130

316,000

130

		PARTMENTAL					
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	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	2045
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 0000s	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	2,55
Government grants	60	22	60	8	8	8	
Reimbursements	97	257	81	94	184	184	184
Custom Client receipts	1,792	1,713	1,831	2,159	2,259	2,359	2,359
Recharge							
Reserve							

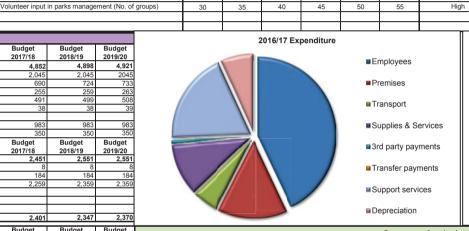
providing project management, support and/or advice on the development and delivery of major

open space construction and redevelopment projects

• implementation of agreed TOM transformation process outcomes

Council Funded Net Budget	3,051	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
	0	857	1,116	423	250	350	385

		0	857	1,116	423	250	350	385
3,600 3,400 3,200 3,000 2,600 2,400 2,200 2,200 1,800 1,600 1,200 1,200 1,000		0	857	1,116	423	250	350	385
600 -								
400 -								
200 -								
0 +		,	-	-	-			_
l	2014	2015	201	6	2017	2018	2019	
		-	≔ Budget		-	Actual		



351,000

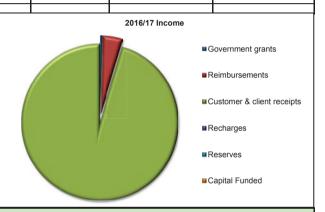
130

362,000

130

373,000

130



Business critical

Quality

Perception

Perception

Loss of income

Reputational risk

Reputational risk

Reduced service delivery

Monthly

Annual

Monthly

Quarterly

Summary of major budget etc. changes 2016/17

High

High

High

2017/18

ENV18 = (£100k)

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

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

Total outdoor events income £

Number of Green Flags

Number of outdoor events in parks

Tennis Courts reserve adjustment = £25k

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Parks and Green S	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
						Risk	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood		Score
Pro	oject 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		2	2	4
End date	2017-18	,	community groups. Increase volunteering in parks				
Pro	oject 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	1 Toject Detaile.	To the final and the second of the second provided in mention				
Pro	oject 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		2	2	4
End date	2018-19	1 Toject Betaile.	outdoor events				
Pro	oject 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						
Pro	oject 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
En @ te	2017-18	i reject Betaile.					
OD Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec	Improved reputation			
Sta (Cob) e	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)		2	2	4
En	2016-17	Toject Details.	Desires y or new payment and amed facilities at Dundonald Nee (with Cor.)				
Pro	ject 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	Froject Details:	invesurent in new water play lacinues.				

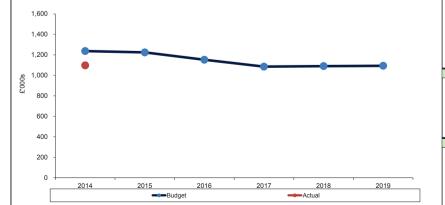
Property					Dlan	ning Assum	ntions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	I	201	14/15	201			16/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	The number of proposed dispo	osals		12	20.			TBC	TBC	TBC	TBC	Capital Programme
To ensure that all property transactions provide value for money and comply with statute .To	The number of proposed letting			9				8	8	8	8	Economic Development Strategy
maintain an accurate record of the property assets of the council and to provide asset valuations	The number of proposed rent re	•		25	2			21	21	21	21	Housing Strategy
to support the council's accounts.(Section 151) To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation	The number of commercial prop			394	3			394	394	394	394	Medium Term Financial Strategy
necessary to support its services at a standard it can afford. To support regeneration, deal with	Anticipated non financial reso			14/15	201			16/17	2017/18	2018/19	2019/20	Asset Management Plan
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	Staff (FTE)			6	5.			1.85	3.60	3.60	3.60	
I 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.			Perfor	mance Target	s (T) & Provi	ional Perfor	mance Targ	gets (P)				Main impact if indicator not
	Performance indicator		2014/15(T)			2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	met
Objectives complete Asset Valuations to timetable agreed with Director of Corporate Services drive programme of property disposals to maximise capital receipts and exceed target ortitically examine operational property to ensure the council has the minimum necessary	Capital receipts (is this still requ	uired)	£1m	£5m	TBC	TBC	TBC	TBC	High	Quarterly	Business critical	Loss of income
oritically examine operational property to ensure the council has the minimum necessary	% 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
I to support the business plan	% 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
maximise revenue income by letting vacant property provide timely advice to inform regeneration projects ensure team is arranged to support objectives.	Asset Valuations		150	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty
ensure team is arranged to support objectives.												
										1		
												<u> </u>
				i				1		1		1
				i				1		1		1
DEPARTMENTAL BUDGET AND RESOURCES	<u>. </u>		•		046/47 =				П	•	004047:	•
Finel Budget Astual Budget Budget	Budget Budget Budget			2	016/17 Exp	enditure					2016/17 Income	
Revenue £'000s Final Budget Actual Budget Budget Budget 2014/15 2015/16 2016/17	2017/18 2018/19 2019/20											
Expenditure 2,140 2,205 2,068 1,95					1		■ 8	Employees				■Government grants
Employees 272 256 274 22						A						granto
Premises 343 375 283 17					- 4		= [Premises				
Transport 1 1 1	1 1 1	1	15									■Reimbursements
Supplies & Services 156 213 158 15 3rd party payments 0 2 0		0	//					Transport				
Transfer payments 0 0 0		0										=Customer 9 elient receipte
Support services 444 434 471 47	471 471 47	1 /					S	Supplies & Se	vices			■Customer & client receipts
Depreciation 924 924 881 92	923 923 923	3										
Revenue 200s Final Budget Actual Budget Budget	Budget Budget Budget			11			m2	3rd party paym	ents			■ Recharges
2014/15 2014/15 2015/16 2016/17	2017/18 2018/19 2019/20				1			ora party payri				g
Income 4,530 4,721 4,549 4,56 Government grants	7 4,610 4,750 4,750	4		1/		1		Transfer paym				
	5 5 5	5		11				rransier payiri	ents			■Reserves
Reimbursements 5 17 5 Custome Chent receipts 4,042 4,223 4,042 4,062	4,103 4,243 4,243	3		1/								
Recharge 483 481 502 50				1/			■ \$	Support servic	es			
Reserves Capital Funed		4			-							■Capital Funded
Council Funded Net Budget (2,390) (2,516) (2,481) (2,611) (2.714) (2.866) (2.861	N .					■ [Depreciation				
	1 1 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	<u>, , , , , , , , , , , , , , , , , , , </u>										
Capital Budget £'000s Final Budget Actual Budget Budget	Budget Budget Budget							Summary of	of major budget etc	. changes		
2014/15 2015/16 2016/17 Wimbledon Scouts 25	2017/18 2018/19 2019/20	-							2016/17	·		
Willibledon Scouts 25	 	ED00 - (050)	- \						2010/17			
	 	ER23 = (£52k E&R6 = (£39k										
		- Larto - (255h	\)									
		┥										
	 	+										
	 	+										
	 	+										
0 0 25		0							2017/18			
	ا ا ا	ER23 = (£18k	k)						2011/10			
-2,100		E&R5 = (£18k										
2014 2015 2016 2017	2018 2019	ENV34 = (£8)										
. I		1										
-2,200 -												
-2,200												
-2,200 - -2,300 -												
-2,300 - -2,400 -									2018/19			
-2,300 - -2,400 -		E9 D6 - (040)	k)						2018/19			
-2,300 -		E&R6 = (£18) FNV14 = (£1	k) 00k)						2018/19			
-2,300 - -2,400 - gg -2,500 -		ENV14 = (£10	00k)						2018/19			
-2,300 - -2,400 -		E&R6 = (£18) ENV14 = (£10) ENV34 = (£40)	00k)						2018/19			
-2,300 - -2,400 - 80 -2,500 - -2,600 -		ENV14 = (£10	00k)						2018/19			
-2,300 - -2,400 - 80 -2,500 -		ENV14 = (£10	00k)						2018/19			
-2,300 - -2,400 - 80 -2,500 - -2,600 - -2,700 -		ENV14 = (£10	00k)									
-2,300 - -2,400 - 800 -2,500 - -2,600 -		ENV14 = (£10	00k)						2018/19			
-2,300 - -2,400 - 90 -2,500 - -2,600 - -2,700 -		ENV14 = (£10	00k)									
-2,300 - -2,400 - 800 - 2,500 - -2,600 - -2,700 - -2,800 -		ENV14 = (£10	00k)									
-2,300 - -2,400 - 800 -2,500 - -2,600 - -2,700 - -2,800 -		ENV14 = (£10	00k)									
-2,300 - -2,400 - -2,600 - -2,600 - -2,700 - -2,800 - -2,900 - -3,000	Actual	ENV14 = (£10	00k)									

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Property	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pro	oject 1	Project Title:	West Barnes Library	Infrastructure renewal		mpaot	555.5
Start date	2012-13	Project Details:	Reprovision of library within larger redevelopment		2	2	4
End date	on going						
Pro	oject 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						
Pro	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					
O Pro	oject 6	Project Title:		Select one major benefit			
Sta (60) e (60) En d dal te		Project Details:					
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					
End date	ningt O	Decies Title		Calculana			
Start date	oject 9	Project Title:		Select one major benefit			
End date		Project Details:					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							

Contract of large claims in females and policies becomes and displaced becomes and dis	
Maintained and processes and squared services and squared color services and squared color services and squared color services and squared color services and s	orate strategies your
Total united control beautiful particulars and particulars and particulars and particulars and particulars and particulars and particulars and particulars and particulars and particulars and particular and particulars and particulars and particulars and particulars and particulars and particulars and particulars and particular and p	ice contributes to Quality Action Plan
Temporary Section 100 10	
Additional contents Additional contents	ntral Government Ite Change Strategy
April Apri	Trading Standards Deliv
Control of the cont	sorder (partnership plan)
Professional Professional Costs Professional Region Professi	
## Performance Indicators	
## Performance Indicators	
Successing ICT systems Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Successing Section Succession Successi	
Married Married Programme Security Sec	n impact if indicator no
Process Proc	met educed customer service
Manual Colons Manual Colon	Loss of income
Secretary Secr	Sovernment intervention
Exercise processors Post of Control Post o	Anti social behaviour
Security Continues Securit	Reduced enforcement
Commonweal Com	Reputational risk
Contract Contract	Reputational risk
Part Budget Part Budget Part Budget	Reputational risk
Final Budget	
Expenditive	
Employees 1,899 1,989 2,949 1,972 1,973 1,993 1,993	oment grante
Premises	michi grants
Temport 48 32 52 52 40 40 40 40 40 40 40 4	
Triplet payments	ursements
Transfer payments	
Signor S	mer & client receipts
Second Parish Sudget Actual Sudget Sud	ioi a ciioni roccipio
2014/15 2014	
Covered Superior Covered Sup	rges
Reimbursdements 748 791 1.115 1.003 1.103 1.103 1.103 1.002 1.003	
Capital Budget €000s	/es
Capital Budget 1,559 1,558 1,120 1,073 917 830 834	
Capital Budget E000s Final Budget 1,556 1,526	Funded
Capital Budget £000s Final Budget Actual 2014/15 2014/	
2014/15 2014/15 2015/16 2015/16 2016/17 2017/18 2019/20 2019/20 2019/20 2016/17 2016/1	
45	
E8R15 = (E50k) 1,800	
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1,400 - 1,200 - 800 - 600 -	
1,400 - 1,200 - 800 - 600 -	
1,200 - 2018/19 ENV08 = (£40k) ENV09 = (£50k)	
1,200 - 2018/19 ENV08 = (£40k) ENV09 = (£50k)	
ENV08 = (£40k) ENV09 = (£50k)	
ENV08 = (£40k) ENV09 = (£50k)	
800 - 600 -	
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600 -	
400 -	
200 -	
2014 2015 2016 2017 2018 2019 BudgetActual	

Project 5 End date 2016-17 Finged 15 Finged 2016-17 Finged 2016-17 Finged 3 Finged 3 Finged 4 Finged 5 Finged 5 Finged 5 Finged 5 Finged 6 Finged 6 Finged 6 Finged 7							
				MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
		Project Title:		Economic outcomes	3	2	6
End date	2017-18	Project Details:				_	
Pro	oject 2	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'	Improved effectiveness			
Start date	2015-16	Project Details:	Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project		2	1	2
Pro	oject 3	Project Title:	Rationalisation of administration and licensing teams	Improved effectiveness			
Start date	2015-16	Project Details:			2	1	2
End date	2016-17						
Pro	oject 4	Project Title:		Improved efficiency (savings)			
Start date	2014-15	Project Details:			3	2	6
End date	2016-17						
Pro	oject 5	Project Title:	Investigation of contaminated land at Marlowe Square	Risk reduction and compliance			
	2013-14	Project Details:			5	2	10
Efr60D ite	2016-17		the flot of flatfill to local foliation				
Pr	oject 6	Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes			
Sta(64) te	2014-15	Project Details:	Design and implement a joint revenue (income & expenditure)budget on a 50/50 costs apportionment model		2	1	2
End date	2016-17						
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major benefit			
Start date							0
End date							
Pro	oject 9	Project Title:		Select one major benefit	+		
Start date		Project Details:					0
End date		1 Tojour Details.					
Pro	ject 10	Project Title:		Select one major benefit	†		
Start date		Project Details:					0
End date		,					

Safer Merton			Planning Assu	umptions				The Corporate strategies your
Cllr Edith Joan Macauley Cabinet Member for Engagement & Equality	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Number of new ASB cases	609	620	640	640	600	600	Adult Treatment Plan
Safer Merton is a partnership of the statutory, voluntary and business sector	Population	208,822	211,569	214,229	216,806	216,806	216,806	Anti Social Behaviour
partners who work together to combat crime & disorder and increase safety & the	No. Multi Agency Risk Assessment cases (domestic abuse	e) 158	160	162	162	162	162	Central Government
perceptions of safety, within the borough. The team consists of Voluntary Sector	Clients presenting at the One Stop Shop	230	260	280	280	230	230	Children & Young person's Plan
and Police and Health funded staff. The delivery of Crime and Disorder reduction is	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Community Plan
achieved through a range of interventions such as • Tackling anti social behaviour and domestic violence	Staff (FTE)	21.97	18.83	9.10	7.10	7.10	7.10	Crime & Disorder (partnership plan)
Managing Neighbourhood Watch								E Merton & Mitcham N'bourhood Renewal
Other support and commissioned services are part of the teams remit as well as								
ensuring that the council is compliant with legislation.								
The service is managed through the council, and delivered in partnership with	Performance indicator	Performance Targe	ets (T) & Provisional Perl	formance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Police, Probation and other stakeholder services The Statutory duty of the council consists of:	Performance mulcator	2014/15(T) 2015/16(T)	2016/17(P) 2017/18(P)	2018/19(P) 2019/20(P)	Polarity			met
A duty to establish a crime and disorder partnership	% of residents worried about drunk & rowdy behaviour (ARS)		39 39	38 38	Low	Annual	Perception	Reputational risk
Complete an annual strategic assessment and agree a plan with partners in	% of residents worried about ASB (ARS)	43 43	42 42	41 41	Low	Annual	Perception	Reputational risk
response	% of residents worried about crime (ARS)	50 50	49 49	48 48	Low	Annual	Perception	Reputational risk
Respond to and deal with crime and disorder through evidence based analytical	Multi Agency Risk Assessment cases - domestic abuse	129 141	153 153	153 153	High	Monthly	Business critical	Breach statutory duty
work							Select indicator type	
Delivering Anti-Social Behaviour actions and interventions Specific duties around Domestic Violence.							Select indicator type	
opecine duties around bornestic violence.							Select indicator type	3
								
DEPARTMENTAL BUDGET AND RESOURCES Revenue £'000s Final Budget Actual Budget Budget	Budget Budget Budget	:	2016/17 Expenditure				2016/17 Income	
2014/15 2014/15 2015/16 2016/17 Expenditure 1,632 1,456 1,502 1,43°	2017/18 2018/19 2019/20 1 1,364 1,369 1,372			■Employees				■Government grants
Employees 848 758 741 743								- covernment grants
Premises 2 5 2 2				■Premises				
Transport 7 1 7	7 7 7 7							■Reimbursements
Supplies & Services 179 164 142 133 3rd party payments 272 194 251 252				■Transport				
Transfer payments 0 0 0 0								■Customer & client receipts
Support serges 230 240 234 234	4 234 234 234		1	■Supplies & S	Services			Customer & client receipts
Depreciation 94 94 125 56	0 00 00							
Revenue 90s Final Budget Actual Budget Budget 2014/15 2014/15 2015/16 2016/17 2016/17 395 359 278 278	Budget Budget Budget 2017/18 2018/19 2019/20 9 279 279 279 279		1	■3rd party pay	yments			■Recharges
Government grants 226 203 108 108	8 108 108 108			■Transfer pay	ments			■Reserves
Reimburgements 163 154 164 165 Custome Whiter receipts 6 2 6 6 Recharge - - 6 6 6	5 6 6 6			■Support serv	vices			■Capital Funded
Reserves				■Depreciation	,			Capital Funded
Capital Budget £'000s Final Budget 2014/15 Actual 2014/15 Budget 2015/16 Budget 2016/17	Budget Budget Budget 2017/18 2018/19 2019/20			Summary	of major budget etc 2016/17	. changes		
	+ + + + + + + + + + + + + + + + + + + +				2010/1/			
	+ + + + + + + + + + + + + + + + + + + +							
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	+ + + + + + + + + + + + + + + + + + + +							
	 							
0 0 0 0	0 0 0				2017/18			
	F0D40 (6							



E&R43 = (£70k)

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Safer Merton	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MA IOD DDO IFCT DENIFFITS	1 11111	Risk	0
Pr	oject 1	Project Title:	Restructure of Safer Merton	Improved efficiency (savings)	Likelihood	Impact	Score
Start date	01/04/2015	Project Details:	Comprehensive restructure of entire service incluing priorities, location etc,		4	1	4
End date	31/12/2015	Project Details.	comprehensive restructure or entire service including priorities, location etc.				
Pr	oject 2	Project Title:	Review of IOM partnership working	Improved effectiveness			
Start date	01/01/2016	Project Details:	Comprehensive review of stakeholder relationship		4	1	4
End date	31/03/2016						
Pr	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 5	Project Title:		Select one major benefit			
Start date En 10 te		Project Details:					
O Pr	oject 6	Project Title:		Select one major benefit			
Staff(a))e En(Ca)		Project Details:					
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
	oject 8	Project Title:		Select one major benefit			
Start date	9,000.0	Project Details:					
End date							
Pr Start date	oject 9	Project Title:		Select one major benefit			
End date		Project Details:					
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:		, and the second			
End date		.,					

	Street C	leaning										nning Assur						The Corporate strategies your
Cllr Judy Saunders	Cabinet Membe	for Performan	ce & Implement	ation		Anticipated	d demand		2014	l/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descri	iption of your m	ain activities an	d objectives be	low		Popul	ation		208,8	822	211	,569	214	,229	216,806	218,000	220,000	Anti Social Behaviour
Street Cleaning: to improve	the street scene	by maintaining	the public hial	nway,		Housing P	roperties		81,0	000	81	400	81,	,800	82,100	82400	85000	Performance Management Framewo
collecting fly tips, removing li	tter, detritus, gra	affiti, fly posting	and keeping g	ullies clean.		Kilometers	of Roads		37	5	3	75	3	75	375	375	375	Waste Management Plan
Enforcement: to improve the																		Community Plan
reducing fly tipping, litter, dog	g fouling, aband	oned vehicles,	graffiti and fly p	osting; and	Antio	ipated non fir	nancial resou	ırces	2014	1/15	201	5/16	2016/17		2017/18	2018/19	2019/20	
collecting stray dogs. Winter Gritting: delivering an	officient convic	o in accordance	with Highway	conting		Staff (FTE)		127.	.00	12	7.00	116.00		100.00	100.00	100.00	
priorities.	i enicient servic	e iii accordance	with riighways	s section		Trans	port		26	ĵ	:	26	2	26	26	26	26	
Objectives																		
	fulfil the council's statutory responsibilities in respect of street cleansing maximise efficiencies through co-ordinated and partnership working																	
 maximise efficiencies throu provide value for money se 						Performanc	o indicator		Perform	nance Targe	ets (T) & Pro	risional Perfo	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
champion the needs of the		t the needs of i	esidents and b	usinesses					2014/15(T)	2015/16(T)		2017/18(P)	2018/19(P)					met
improve our customer infor		rove feedback				nts satisfied			60	56	57	58	59	59	High	Annual	Perception	Reputational risk
 protect and care for the we 						surveyed bel			7.5	9.5	9	8.5	8	8	Low	Quarterly	Perception	Reputational risk
environment, our customers						urveyed below			12	15	14.5	14	13.5	13.5	Low	Quarterly	Perception	Reputational risk
provide a safe and support		for all our emp	loyees and stri	ve for		surveyed belo		. 5	5.0	5.5	5.5	5.5	5.5	5.5	Low	Quarterly	Perception	Reputational risk
	anding health and safety performance % Sites surveyed below wide a customer focussed approach to service design and improvement Number of the								14.00	13.50	13.00	12.5	12	12	Low	Quarterly	Perception	Reputational risk
improve levels of satisfaction			and improveme			Number of fly			3200	3700	3600	3500	3400	3400	Low	Monthly	Outcome	Reputational risk
						lost through			10	15	14	13	12	12	Low	Quarterly	Outcome	Increased costs
						rveyed below			1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
		EDADTMENTAL	BUDGET AND	BESOURCES	% of F	PNs issued th	nat have bee	en paid	New	65%	68%	70%	72%	72%	High	Monthly	Output	Loss of income
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	1		:	2016/17 Ex	penditure					2016/17 Income	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						_	Employees				
Expenditure	5,535	5,580	5,944			4,996					-			pioyees				■Government grants
Employees Premises	3,270 27	3,351 35	3,289			2,599 31							_	Di				
Transport	482		37 482	469		404	411							Premises				■Reimbursements
Supplies & Services	160		160	115		99	101	/										Reimbulsements
3rd party payments	428	365	435	404	410	416	423	//				- 3		Transport		//	A	
Transfer payments	4.400	1 107	4 4 4 7	4 447	4 447	4 4 4 4		//				10	١		.			■Customer & client receipts
Support services Depreciation	1,168 1,197 1,447 1,447 1,447 1,447 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0						1,447							Supplies & Serv	ices			
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	-										
Revenue 000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				A			3rd party payme	nts		,	■Recharges
Government grants	452	587	452	472	469	467	467	N N				- 5						
Poimbureaments								· ·						Transfer payme	nts			■Reserves
Reimburgements Custome Scient receipts	452	587	452	472	469	467	467											
Recharge							1	1					100	Support service	s			
Reserve Capital Finded																		■Capital Funded
Capital Funded Council Funded Net Budget	5,083	4,993	F 400	5,094	4.513	4,529	4,546				_			Depreciation				
Council Fullded Net Budget	•		5,492															
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 et	c. changes		
	201.11.0	2011110	2010/10	2010/11	2011710	2010/10	2010/20								2016/17			
								EN14 = (£100k)										
								E&R17 = (£134										
	_						ļ	E&R20 = (£20k) E&R22 = (£42k)										
	+							LUINZZ - (242K	' /									
								-										
	+							-										
	0	0	0	0	0	0	0								2017/18			
	•					-		E&R16 = (£600	0k)									
6,000]								E&R20 = £3k										
5,000			_															
5,000 -																		
				•	-													
4,000 -															2040/40			
3,000 -								E0.004							2018/19			
ξ,0(E&R20 = £2k										
3,000																		
2,000 -																		
1,000 -															2019/20			

2015 Budget

2018
——Actual

		DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUI Street Cleaning	W OF 10 OVEK THE FOUR TEAK PERIOD			
		PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Coore
Project 1	Project Title:	Introduce mobile working	Improved effectiveness	Likelillood	ппрасі	Score
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		2	2	4
End date 2016-17		borough.				
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		3	1	3
End date 2016-17	-	enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.				
Project 5	Project Title:		Select one major benefit			
Start date	Project Details:			0	0	
Project 6	Project Title:		Select one major benefit	İ		
Staffane End She	Project Details:					
Project 7	Project Title:		Select one major benefit	İ		
Start date End date	Project Details:					
Project 8	Project Title:		Select one major benefit			
Start date	Project Details:		We see a			
End date						
Project 9	Project Title:		Select one major benefit			
Start date	Project Details:					
End date						

Traffic & Highways Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below

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.

The main aims of the service are to:

- Ensure the safe and expeditious movement of all traffic on the Highway Network.
- · Improve the condition of the higway network
- . Improve the Public Realm. Improve the Street Scene.
- Improve the quality of life of local residents

Objectives

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.

Specific Objectives:

11,000

10.000

9,000

8,000

7,000

6,000

5,000 4,000 3.000

2,000 1,000

2014

2015

---Budget

2016

2017

2018

----Actual

2019

Introduce Mobile working

Channel shift and move to on-line self service system

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	Local Transport Plan
Network Maintenance and Improvement	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	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	6.60	24	1.00	23.00	23.00	23.00	
Performance indicator					ormance Targets (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	rolanty	Reporting cycle	mulcator type	met
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
	J2 /0									
Carriageway Condition - Unclassified Roads non principal Defectivenes Condition Indicator	21%	20%	19%	19% 19%	19%	19%	Low	Annual	Quality	Increased costs

2016/17

2017/18

Planning Assumptions

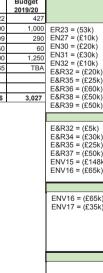
2015/16

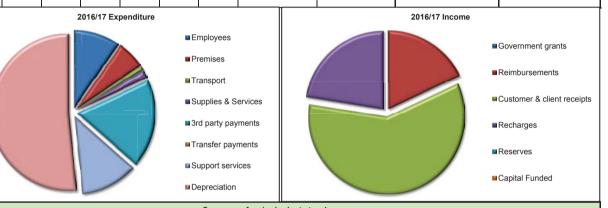
2014/15

Anticipated demand

Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
10101100 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	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
Depreciati	5,915	5,915	5,651	6,046	6,046	6,046	6,046
Revenue 000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
(0)	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Government grants	3,104	2,140	2,307	2,211	2,266	2,266	2,266
	280	243	219	0	0	0	0
Reimbursements	834	389	362	400	400	400	400
Custom emergent receipts	1,493	1,477	1,229	1,314	1,369	1,369	1369
Recharges	497	31	497	497	497	497	497
Reserve Capital Capital							
Council Funded Net Budget	9,259	9,726	9,588	9,497	9,194	9,143	9,192
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	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

DEPARTMENTAL BUDGET AND RESOURCES



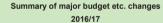


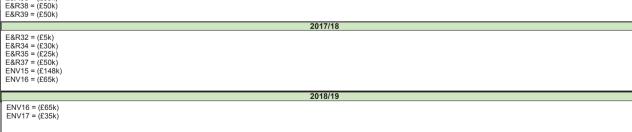
2018/19

2019/20

The Corporate strategies your

service contributes to



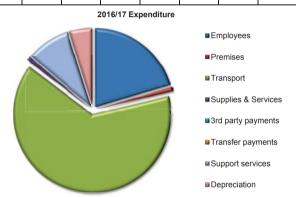


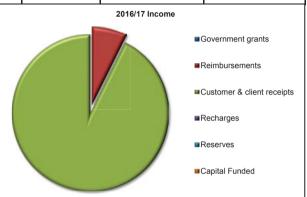
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Traffic & Highways												
			PROJECT DESCRIPTION	MA JOR PRO JECT PENEELT	Likelihood	Risk Impact	Score					
Pro	oject 1	Project Title:	Flood and Water Management Schemes	Improved reputation								
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy.		1	1	1					
End date	2016-17											
Pro	oject 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											
Pro	oject 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											
Pro	oject 4	Project Title:	4 Year work Programme	Improved reputation								
Start date	2015-16				2	1	2					
End date	2019-20	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		_							
Pro	oject 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					
En ga te	2018-19											
O Pro	oject 6	Project Title:		Select one major benefit								
Sta (Con)e En (COn)e		Project Details:										
Pro	oject 7	Project Title:		Select one major benefit								
Start date		Project Details:										
End date		,										
Pro	oject 8	Project Title:		Select one major benefit								
Start date												
End date		Project Details:										
Pro	oject 9	Project Title:		Select one major benefit								
Start date		Project Details:										
End date		Froject Details:										
Pro	ject 10	Project Title:		Select one major benefit								
Start date		Project Details:										
End date		Froject Details:										

	Trans	port									Pla	nning Assur	nptions					The Corporate strategies your
Clir Andrew Judge C	abinet Member	for Sustainal	bility & Re	generatio	n		Anticipated demand		2014/	15	201	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descrip	tion of your m	in activities a	and object	ives belo	w	CSF Pa	ssenger Journeys - Contractors		9500	00	950	00	95	000	95000	95000	95000	Capital Programme
To provide a comprehensive and						CSF P	assenger Journeys - In-House		7000	00	700	100	70	000	70000	70000	70000	Children & Young person's Plan
service, in support of the user de				milies an	d	C&H Pa	assenger Journeys - Contractors		5000	00	500	100	50	000	50000	50000	50000	Adult Treatment Plan
Community & Housing using the	in-nouse fleet a	ia taxi providei	rs.			C&H P	Passenger Journeys - In-House		85000		700	100	70	000	70000	70000	70000	Customer Services Strategy
Providing self drive vehicles for the	ne in-house dep	artments (Was	te Operatio	ns, Leisu	re, Parking	Anticip	pated non financial resources		2014/15		201	5/16	201	6/17	2017/18	2018/19	2019/20	
etc.) who require vehicles to carry	yout their servic	es.				No. of Comm	issioned Taxi Framework contracto	ors	34		3	4	3	34	34	34	34	
Full fleet management is provided	d to support the	council fleet of	fyahiolas T	hie inclu	الد عما		Staff		63		62	75	62	75	62.75	61.75	61.75	
servicing, repairs maintenance a				TIIS ITICIU	ics all	No	o.Transport Fleet vehicles		192	2	19	12	1	92	192	192	192	
1																		
Providing health & safety and vel organisations	nicle related in-h	ouse training t	o all counci	I staff and	l external	Performance indicator				-	ts (T) & Prov 2016/17(P)			· ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Procurement of vehicles for the a		depts get the	vehicles to	suit their	services,	S	pot checks on contractors		50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
and provide assistance on vehicle	e specifications.					Parents/ca	arers satisfaction with taxi journeys	7	5%	TBD	TBD	TBD	TBD	TBD	High	Annual	Perception	Reduced customer service
Objectives						%	MOT vehicle pass rates		95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
Ensuring that the service provid	ed by Transport	is effective ,va	alue for mor	ney while	still meeting	Averag	ge % passnger vehicles in use		65	85	85	85	85	85	High	Quarterly	Unit cost	Increased costs
customers expectations.	, ,	-		•		% in-hou	use journey that meet timescales		85	85	85	85	85	85	High	Quarterly	Outcome	Incresed costs
Procurement of goods & service compiling with authorities standing		op area. Ensu	iring value f	or money	and	9	% Client user satisfaction	9	97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
Procurement of replacement vel		ole of the auth	ority.			Sickr	ness - average days per FTE		12	12.5	11.5	11	10.5	10	High	Monthly	Unit cost	Increased costs
We will ensure legal compliance			quiréments	for road t	anport													
services including operators licen	ice requiements																	
		PARTMENTA					<u> </u>			2	016/17 Ex	enditure					2016/17 Income	
Revenue £'000s Expenditure Employees Premises	Final Budget 2014/15 9,970 2,102	Actual 2014/15 9,94 2,00)7		9,72 1,98	9,820 3 1,983	Budget 2018/19 2019/20 9,887 9,983 1,953 1,953 88 88							mployees				■Government grants

	DE	PARTMENTAL	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	9,970	9,943	9,766	9,724	9,820	9,887	9,983
Employees	2,102	2,007	1,996	1,983	1,983	1,953	1,953
Premises	90	78	93	87	87	88	88
Transport	6,396	6,440	6,316	6,233	6,327	6,422	6,517
Supplies & Services	96	97	98	84	86	87	88
3rd party payments							
Transfer payments							
Support services	752	787	876	876	876	876	876
Depreciation	534	534	387	461	461	461	461
Revenue 6000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	9,868	10,107	9,766	9,646	9,646	9,681	9,681
Government grants			· ·				
Reimburgements	911	729	911	703	703	703	703
Custom Client receipts	8,957	9,372	8,855	8,943	8,943	8,978	8,978
Recharge		6					
Reserve							
Capital Funded							
Council Funded Net Budget	102	(164)	0	78	174	206	302
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
Replacement Fleet Vehicles		289	802	500	500	500	350
Other			76				

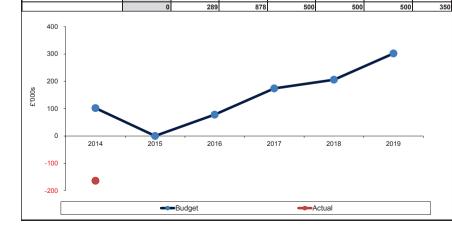
At present there is no provision for the implementation of the South London Partnership





Summary of major budget etc. changes 2016/17

2017/18





2019/20

Popular Technological Sections (1997) Popular Technological Section (DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Transport								
Project Proj			·	MAJOR PROJECT BENEFIT	Likelihood		Score			
### Code 291-39 Project Title Beachmarking sections of find alternative options, value for montey 2 2 4	Project 1	Project Title:	New Joint Passenger Transport Framework	Improved efficiency (savings)		mpact	000.0			
Project 3 Project Title Dennimentary of mineral Services Improved efficiently (servings) 2 2 4	Start date 2015-		Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.		2	2	4			
Sort con	End date 2019- 2	0								
End date 2014-17 Project Details To correct constraints express to find afternance epitors, value for money and provides surveys to clean departments 2	Project 2	Project Title:	Benchmarking - Internal Services	Improved efficiency (savings)						
For date Project Title Project Title Project Title Project Title Project Title Project Title Project Title Project Details: Proj	Start date 2014-				2	2	4			
End date Project Details Project Details Project Details End date Project Details Project Details Project Details End date Project Details Project Det	End date 2016-	7	and possible samings to short aspartitions							
Froject Details: Project Tide: Project Tide: Bind date Project Tide: Froject Details: Froject Tide: Select one major benefit O Bill date Froject Tide: Select one major benefit O Bill date Froject Tide: Select one major benefit O Bill date Froject Tide: Select one major benefit O Bill date Froject Tide: Select one major benefit O Bill date Froject Tide: Select one major benefit O Bill date Froject Tide: Select one major benefit O D D D D D D D D D D D D	Project 3	Project Title:		Select one major benefit						
Project 4 Project Title Sant date Project Details: End date Project Details: End date Project Details: Project Title Sant date Project Title Solict one major benefit 0 Project Details: Project Details: Project Details: Project Details: Project Details: Project Title Solict one major benefit 0 Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit 0 Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit Solict one major benefit	Start date	Project Details:					0			
Start date Project 6 Project Title: Start date Project 7 Project 7 Project Title: Start date Project 8 Project 10 Proj	End date									
Project Details: Project Details: Start date Project Details: Select one major benefit Project Details: Solict one major benefit Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Select one major benefit Details: Project Details: Project Details: Project Details: Project Details: Project Title: Select one major benefit Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Obelits: Project Obelits: Project Title: Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit Select one major benefit O Select one major benefit	Project 4	Project Title:		Select one major benefit	1					
End date Project 5 Start date Project 6 Project 7 Project 11tic: Select one major benefit Project 12 Project 12 Select one major benefit Project 12 Select one major benefit Select one major benefit Project 12 Select one major benefit Project 13 Select one major benefit Select one major benefit Project 15 Select one major benefit Select one major benefit Project 15 Select one major benefit Select one major benefit Select one major benefit Project 15 Select one major benefit Select one major benefit Project 15 Select one major benefit Select one major benefit Select one major benefit Project 15 Select one major benefit Select one major benefit Select one major benefit Project 15 Select one major benefit Select one major benefit Project 16 Select one major benefit Select one major benefit Project 10	Start date	Project Details:					0			
Start date Project Details: Project Title: Project Title: Select one major benefit Project Details: Project Detail	End date									
Project 6 Project 17 Project 17tile: Select one major benefit Project 7 Project 7 Project 17tile: Start date Project 8 Project 17tile: Select one major benefit Project 18tile: Project 18tile: Project 18tile: Project 18tile: Project 18tile: Project 19 Project 17tile: Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit	Project 5	Project Title:		Select one major benefit						
Project Title: Select one major benefit Project Details: Project Details: End date Project 8 Project Details: End date Project 9 Project Title: Select one major benefit Project 9 Project Title: Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Select one major benefit O Project 10 Project Title: Select one major benefit O O Project 10 Project Title: Select one major benefit		Desired Detailer					0			
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Project 7 Project Title: Select one major benefit Project Details: Project Details: Project Details: Project Details: Select one major benefit Project Details: Select one major benefit Project Details: End date Project Details: End date Project 19 Project Title: Select one major benefit Project Operation Project Details: Select one major benefit O Select one major benefit Select one major benefit Select one major benefit Project Details: Project Title: Select one major benefit O Project Title: Select one major benefit	Project 6	Project Title:		Select one major benefit						
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End date Project 9 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Details: Project Details: O	Start date	5 5					0			
Start date Project Details: End date Project 10 Project Title: Start date Project Details: O Project Details: O O	End date	Project Details:								
Project Details: Project 10 Start date Project Details: Project Title: Select one major benefit Project Details:	Project 9	Project Title:		Select one major benefit						
End date Project 10 Project Title: Select one major benefit Project Details:	Start date	Drainet Detaile					0			
Start date Project Details:	End date	Project Details:								
Project Details:	Project 10	Project Title:		Select one major benefit			\Box			
	Start date	Project Details:					0			
	End date	Froject Details:								

	Waste Management								Dla	nning Assur	nptions					The Corporate strategies your
Cllr Judy Saunders (Cabinet Member for Performa	nce & Implementation		Anticinate	d demand		201	14/15	201			16/17	2017/18	2018/19	2019/20	service contributes to
	iption of your main activities			Popu			-	3,822	211,			4,229	216,806	218000	220000	Waste Management Plan
	n is responsible for both hous		d Anticir	ated free bulky w		er annum		0000	156			5900	16000	16100	+	Performance Management Framework
lisposal.	•			Total household				,000	71,0			,000	71,000	71,000	71000	London wide strategy
lousehold Reuse and Recy	ycling Centres - Merton is req	uired to provide facilities	or Antici	ated number of (+ ''	,	60			312	6612	6912	7000	Climate Change Strategy
ne disposal of excess nouse Objectives	ehold and garden waste free	or cnarge.		nticipated non fi			201	14/15	201			16/17	2017/18	2018/19	2019/20	Climate Change Chategy
	ssible services to all of our cu	stomers, including those	vith	Staff		ices		0.79	112			4.19	94.19	90.19	90.19	
pecific needs.	- 45		⊨		sport			31	2			29	29	29	29	
line with customer needs.	n the services provided and to	keep improving our serv	ices	ITUIT	эрогт		· ·		-				20	20		
	of waste minimisation and e	ncourage re-use and					+		†							
ecycling through information	n, education and empowerme	nt.					Perfor	mance Targe	ets (T) & Prov	isional Perfo	ormance Tai	raets (P)				Main impact if indicator no
				Performand	ce indicator		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	met
				% Household v	waste recycled		42	38	TBC	TBC	TBC	TBC	High	Monthly	Business critical	Reputational risk
			% F	esidents satisfied	,	llection	74	72	74	76	77	77		Annual	Perception	Reputational risk
				Residual waste ko			504	580	TBC	TBC	TBC	TBC	Low	Monthly	Outcome	Increased costs
				% Municipal soli			47	60	59	57	57	56	Low	Monthly	Outcome	Increased costs
			-	Number of missed			55	55	TBC	TBC	TBC	TBC	Low	Monthly	Outcome	Reduced customer service
				otal waste arising			873	910	TBC	TBC	TBC	TBC	Low	Monthly	Outcome	Reputational risk
				Days lost from s			10	15	14	13	12	12		Quarterly	Outcome	Increased costs
			% R	esidents satisfied			75	73	74	75	76	76		Annual	Perception	Reputational risk
			/° K	Jordonio Salisiieu	recycling i	aominos	10	13	74	10	70	/6	High	Annual	Output	Reduced customer service
	DEDADTMENT	AL BUDGET AND RESOUR	res					1					- il	, amudi		. ISSUESS GUSTOTTOT SETVICE
				D	Ductoot			20)16/17 Expe	nditure					2016/17 Income	
venue £'000s	Final Budget Actual 2014/15 2014/15	Budget Budg 2015/16 2016		Budget 2018/19	Budget 2019/20									_		
penditure	14,221 15,05		13,475 12,0									mployees				■Government grants
penditure	3,743 4,09		3,961 3,1													= Covernment grants
emises	141 11	4 139	129 1	24 12	4 125		1				■P	remises				
ansport	1,354 1,23	5 1,306	1,268 1,0	73 1,09	3 1112											Reimbursements
pplies & Services	843 68			24 33							■ T	ransport				
I party payments ansfer payments	6,077 6,86	5,977	5,665 5,4	22 5,51	6 5610	4				1						-0
pport services	1,360 1,36	3 1,355	1,355 1,3	55 1,35	5 1355						■S	Supplies & S	ervices			■ Customer & client receipts
preciation	701 70		643 6					4	and the second			арриос а с				
venue (3000s	Final Budget Actual	Budget Bud		Budget	Budget						3	rd party pay	ments			■Recharges
	2014/15 2014/15	2015/16 2016		2018/19	2019/20	\ \		Λ.			-3	iu paity pay	IIICIII3		,	
overnme (grants	1,779 1,78 265 24		1,523 1,6	75 1,68	1,684											
eimbus nents	236 21		233 2	33 23	3 233		(ransfer payı	ments			Reserves
	640 67			82 79							_		.			
ustomer & client receipts echarge	638 64			66							■S	Support servi	ices			-0 "15 11
eserves 📞																■ Capital Funded
ouncil Funded Net Budget	12,442 13,27	4 40 505	14.000	08 10,37	10 100						■ D	epreciation				
dunci Parded Net Budget		7	11,952 10,4													
apital Budget £'000s	Final Budget Actual	Budget Bud		Budget	Budget							Summary	of major budget et	c changes		
aste Management Schemes	2014/15 2014/15	2015/16 2016		2018/19 46 4	2019/20								2016/17	· ·		
aste Management Schemes	*	5 368	40	+0 4	40	E0D47 (0)	201.)						2010/17			
		+			+	E&R17 = (£2 E&R18 = (£7										
		+			+	E&R19 = (£5										
		+ + + + + + + + + + + + + + + + + + + +	+	+	+	E&R21 = (£3										
		+ +		+	+											
		+ +		+	+	WCSS reser	rve adjustme	nt = (£275k)								
		+ + + -	_	+	+											
	0 9	368	46 4	6 46	40								2017/18			
	J	, 300	40 4	- 40	40		EOI/)						2011/10			
44.000						EV08 = (£25 E&R16 = (£9										
14,000						ENV25 = (£										
						ENV26 = (£										
12,000 -						ENV27 = (£6										
,	,					ENV28 = (£:										
						ENV29 = (£2										
10,000 -						ENV30 = (£3 ENV31 = (£3	30K)									
						ENV31 = (£	50k)									
8,000 -						2.11700 (2.1							2018/19			
3 0,000						END/04 /0	01.)						2010/19			
						ENV31 = (£	9K)									
6,000 -						ENV35 = (£	IJUK)									
4 000																
4,000 -																
													2019/20			
2,000													2019/20			
1																
_	1	116 2017	2018	2019												
0 2014	2015			2019		l										
2014	2015 20	710 2017														
	2015 20 Budget	2017	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Waste Managen						
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Risk Likelihood Impact Sc				
Pro	ject 1	Project Title:	South London waste partnership (phase B)	Improved efficiency (savings)	Likelihood	Impact	Score		
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,	to ensure sustainable and affordable waste disposal solutions mitigating the need for Landfill	2	4	8		
End date	2016-17		Construction and Operational plans for the construction period and commissioning of new facility.						
Pro	ject 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		3	2	6		
End date	2016-17		requirements amended.						
Pro	ject 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.		2	2	4		
End date	2016-17		lating in the confidence to agree it no more to that a man phase 2.						
Pro	ject 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		3	2	6		
End date	2017-18	r roject Betaile.	as well as commercial waste collection On schedule for contract award December 2016 with contract start date of April 17.						
Pro	ject 5	Project Title:		Select one major benefit	+				
Start date	2014-15								
	2017-18	Project Details:							
Pro	ject 6	Project Title:		Select one major benefit					
Start date		Project Details:					0		
End date									
Pro	ject 7	Project Title:		Select one major benefit					
Start date							0		
		Project Details:					0		
End date									
Pro	ject 8	Project Title:		Select one major benefit	1				
Start date					1				
		Project Details:					0		
End date									
Proj	ject 10	Project Title:		Select one major benefit	1				
Start date									
		Project Details:					0		
End date					1				

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Draft Departmental Budget Summaries 2016-17

SUMMARY - SUBJECTIVE ANALYSIS FULL TIME EQUIVALENTS 2015/16 2016/17 Total FTE Staff 2,173.5 1,697.8 2015/16 2016/17 SUBJECTIVE ANALYSIS OF ESTIMATES Other Estimate Inflation Variations Estimate £000 £000 £000 £000 Expenditure Employees 95,328 91,676 23 (3,675)Premises 8,196 44 8,339 13,598 14,528 Transport 34 896 186,924 162,353 Supplies and Services 260 (24,832)85,029 Third Party Payments 372 (4,279)81.122 103,934 Transfer Payments 415 104,350 1 Support Services 30,127 30.127 0 Depreciation and Impairment Losses 16,506 0 1,133 17,638 **GROSS EXPENDITURE** 539,643 734 510,133 (30,243)Income (255, 101)Government Grants (274,532)19,431 Other Reimbursements and Contributions (25, 190)4,130 (21,060)Customer and Client Receipts (58,363)(4,388)(62,751)(46) Interest (44)0 (2) Recharges (30,944)(30,944)Reserves (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** 0 (34,820)388 (34,432)0 **New Homes Bonus** (2.642)(262)(2,904)Council Tax (76,758)0 (384)(77,142)Council Tax Freeze Grant 2015/16 0 (861)861 Council Tax Freeze Grant 2014/15 0 0 0 WPCC Levy (293)0 (293)(0)0 Collection Fund (4,420)5,986 1,566 PFI Grant (4,797)0 (4,797)(155,016)13,853 (141, 163)NET 0 733 0 (735)Other Variations: Contingency/Other Major Items: Corporate Provisions £000 fte 0.0 Corporate borrowing and Investment Further provision for revenuisation/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 0.0 (78)Transport - Additional provision (1,272)0.0 Levies 0.0

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0

(3,338)

TOTAL

SUMMARY							
FULL TIME EQUIVALENTS				2015/16	2016/17		
Total FTE Staff				2,173.5	1,697.8		
SERVICE AREA ANALYSIS		2015/16		Other	2016/17		
		Estimate	Inflation	Variations	Estimate		
		£000	£000	£000	£000		
Cornerate Continue		14,024	7.4	(2.694)	44 444		
Corporate Services		14,024	74	(2,684)	11,414		
Education Services]						
Children's Services] CSF]	50,894	293	(1,217)	49,970		
Environment and Regeneration		23,985	125	(3,336)	20,774		
Adult Social Care	1						
Cultural Services] C&H	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		
Corporate Provisions/Appropriation	ons	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 Council Tax Freeze Grant 2015/16		(76,758) (861)	0 0	(384) 861	(77,142) 0		
Council Tax Freeze Grant 2014/15		(801)	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		(133,010)	734	(735)	(0)		
		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 revenuisation/R				(1,847)	0.0		
Pension Fund and Auto-enrolment				190	0.0		
Contingency and centrally held provis	sions			29	0.0		
Change in Grants				172	0.0		
Appropriation to/from Reserves				2,653	0.0		
Depreciation and impairment CHAS - dividend				(1,132)	0.0		
				(1,123)	0.0		
Redundancy/Pension Strain Pay provision not yet allocated				(1,000) (78)	0.0		
Change in departmental NNDR				(78) 86	0.0		
Transport - Additional provision				(1,272)	0.0		
Levies				0	0.0		
TOTAL				(3,252)	0		

CORPORATE ITEMS ANALYSIS

	0045/46			004045
	2015/16		Other	2016/17
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	14,117	0	141	14,258
Further provision for revenuisation/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	Ó	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)
	(11.7)		(1,120)	(1,201)
GROSS INCOME	(22,230)	0	328	(21,902)
		0		
NET EXPENDITURE	4,423	0	(3,252)	1,17



2016/2017 ESTIMATES

CORPORATE SERVICES DEPARTMENT

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		Other	2016/17
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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

	С	HANGE BET	WEEN YEAR	S
SERVICE AREA ANALYSIS	2015/16		Other	2016/17
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Customer Services	2,394	8	(123)	2,279
Infrastructure & Transactions	77	25	100	202
Business Improvement	2,272	4	(1,466)	0 810 0
Corporate Governance	1,793	2	(412)	1,383
Resources	2,225	19	(634)	1,610 0
HR	291	5	(149)	147 0
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		Other	2016/17
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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	, , ,		,	Ó
Recharges	(9,755)			(9,755)
Reserves	0			0
GROSS INCOME	(12,161)	0	(63)	(12,224)
NET EXPENDITURE	77	25	100	202

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		Other	2016/17
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Francistra	2000	2000	2000	2000
Expenditure	5 440		20	E 4 E 4
Employees	5,113	0	38	5,151
Premises	20	0	8	29
Transport	64	0	(2.12)	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	11 = 15)			(4.555)
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

Major Items	£000	fte
	(=00)	(0.0)
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		Other	2016/17
	2015/16	Inflation	Variations	Estimate
	£000	£000	£000	£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

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 Reengineering, Business Improvement and Programme Office.

FULL TIME EQUIVALENTS Number of Permanent Staff Number of Fixed term contracts Total FTE

	2015/16	2016/17
	31.5	29.0
Γ	13.0	20.0
Γ	44.5	49.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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

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		Other	2016/17
	Original Estimate	ladiatia.	Variations	Fatimata
		Inflation		Estimate
	£000	£000	£000	£000
Expenditure	4.074		(100)	0.045
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
In a second				
Income	0			
Government Grants	0			0
Other Reimbursements and Contributions	(54)		07	(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

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		Other	2016/17
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure	2000	2000		
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	(0.500)			(0.500)
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)

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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		Other	2016/17
	Estimate	Inflation	Variations	Estimate
	2015/16	£000	£000	£000
Expenditure	2013/10	2000	2000	2000
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
lucano.				
Income	(00 047)			(00.047)
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 Overheads adjustments	0	
TOTAL	0	0.0

^{*} The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items

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2016/2017 ESTIMATES

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

Number of Permanent Staff

Number of DSG Staff

Number of Fixed term contracts

Total FTE

2015/16	2016/17
445.0	448.8
66.4	57.2
24.5	22.5
535.9	528.4

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16 Estimate £000	Inflation £000	Other Variations	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

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)

SERVICE AREA ANALYSIS	2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate £000	Inflation £000	Variations £000	Estimate £000	Estimate £000	Estimate £000
Senior Management	1,505	2	(41)	1,466	0	1,46
Childrens Social Care	13,137	10	(138)	13,009	110	12,89
Commissioning, Strategy and Performance	14,128	41	(1,265)	12,904	3,658	9,24
Education	35,356	43	(975)	34,424	23,505	10,91
Schools	(20,872)	0	(1,266)	(22,138)	(27,273)	5,13
Other Childrens, Schools and Families	7,640	197	2,468	10,305	0	10,30
TOTAL NET EXPENDITURE	50,894	293	(1,217)	49,970	0	49,97



Senior Management

This budget contains provision for the Senior Management of Children, Schools and Familes 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	Ô	1	0	1
Supplies and Services	864	2	(10)	856	0	856
Third Party Payments	7	0	ó	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	` o	Ó	0	Ó
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

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's Social Care

This budget contains the funding for central sosial work; family and adolescent servicee; 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		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£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

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)

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		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£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	o	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

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

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		Other	2016/17	2016/17	2016/17
	Fatherste	lasti a di a sa	Maniations	F - 41 4 -	DSG	LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£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

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)

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		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	654	0	0	654	654	0
Premises	46	0	0	46	46	0
Transport	0	0	Ô	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

Major Items	£000	fte
Depreciation adjustments	81	
Technical adjustments	(1,347)	
TOTAL	(1,266)	0.0

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		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£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

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

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

С	CHANGE BETWEEN YEARS					
2015/2016		Other	2016/2017			
Original Estimate	Inflation	Variations	Estimate			
£000	£000	£000	£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			

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		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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

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)

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		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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	0	0	0	0
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

Major Items	£000	fte
Sovings	(5.4.4)	(44.0)
Savings Depreciation adjustments	(544) (88)	(11.0)
Overheads adjustments	0	
Technical adjustments	89	
Use of reserves adjustments	(275)	(1.0)
TOTAL	(818)	(12.0)

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		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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)

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)

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		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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	(070)			(0)
Government Grants	(373)		365	(8)
Other Reimbursements and Contributions	(1,363)		53	(1,310)
Customer and Client Receipts	(9,804)		(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

Major Items	£000	fte
Savings Depreciation adjustments Overheads adjustments Transfer between departments	(1,092) 1,125 0 (18)	
Technical adjustments Use of Reserves adjustments	95 (686)	0.4
TOTAL	(576)	(5.8)

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		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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)

Major Items	£000	fte
Savings Overheads adjustments Technical adjustments Use of Reserves adjustments	(70) 0 26 (150)	(1.6)
TOTAL	(194)	(3.6)



2016/2017 ESTIMATES

COMMUNITY AND HOUSING **DEPARTMENT**

SUMMARY: COMMUNITY AND HOUSING

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term contract **Total FTE**

2015/16	2016/17
466.32	394.33
22.74	22.18
2.00	2.00
491.06	418.51

SERVICE AREA ANALYSIS	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term contract **Total FTE**

2015/16	2016/17
466.32	394.33
22.74	22.18
2.00	2.00
491.06	418.51

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure
Employees
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Support Services
Depreciation and Impairment Losses

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Recharges
Reserves

GROSS INCOME

NET EXPENDITURE

2015/16			2016/17
Original		Other	
Estimate	Inflation	Variations	Estimate
£000	£000	£000	£000
19,019	2	(1,708)	17,313
978	5	(9)	974
1,223	4	172	1,399
6,486	19	(2,308)	4,197
42,824	211	(1,819)	41,216
9,855	1	394	10,250
8,256	0	0	8,256
641	0	(176)	465
89,282	242	(5,454)	84,070
(4,060)	0	(364)	(4,424)
(8,674)	0	577	(8,097)
(11,903)	0	449	(11,454)
0	0	0	0
(3,245)	0	0	(3,245)
0	0	0	0
	_		(27.220)
(27,882)	0	662	(27,220)

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, Mictham's Canons house, Pollards Hill and Morden libraries. (Cabinet have approved decision to move the Adult Education model to a Commissioing model)

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

Total FTE

2015/16	2016/17
27.29	24.26
0.00	0.00
27.29	24.26

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
			Other	
	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	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
Other Reimbursements and Contributions Customer and Client Receipts	(1,955) 0 (803)	0	0	(1,463) 0 (803)
Other Reimbursements and Contributions Customer and Client Receipts Interest	0	0 0	0	0
Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	0 (803)	0 0 0	0 0 0 0	0
Other Reimbursements and Contributions Customer and Client Receipts Interest	0 (803) 0	0 0	0 0 0	0
Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges Reserves	(803) 0 0 0	0 0 0 0	0 0 0 0	0 (803) 0 0
Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	0 (803) 0 0	0 0 0	0 0 0 0	0 (803) 0 0

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)

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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	2015/16	2016/17
Number of FTE Staff	45.71	42.56
Number of Fixed Term Contract	1.00	1.00
Total FTE	46.71	43.56

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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 (40)	0 (40)
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)

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COMMUNITY AND HOUSING DEPARTMENT Housing General Fund

Housing Needs and Enabling Service

Number of FTE Staff 30.53	
N 1 (F) 17 0 1 1	3 26.82
Number of Fixed Term Contract 0.00	0.00
Total FTE 30.53	3 26.82

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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
luccius.				
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

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

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			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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

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			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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

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			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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

£000	fte
0	
0	
0	
0	
0	
(1,112)	
0	
1,945	
16	
(1,153)	
(304)	0.00
	0 0 0 0 (1,112) 0 1,945 16 (1,153)

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