## **Merton Council**

# BUSINESS PLAN 2018-22 SAVINGS PROPOSALS CONSULTATION PACK

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

| Healthier Communities & Older People O&S Panel        | 11 January 2018  |
|---|------------------|
| Sustainable Communities Overview and Scrutiny Panel   | 16 January 2018  |
| Children and Young People Overview and Scrutiny Panel | 17 January 2018  |
| Overview and Scrutiny Commission                      | 25 January 2018  |
| Cabinet   | 19 February 2018 |
| Budget Council  | 28 February 2018 |



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#### **CABINET 16 OCTOBER**

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|  |             |                        |
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| NEW DEPARTMENTAL SAVING PROPOSALS<br>(CABINET 11 DECEMBER 2017) | Page<br>No. | Eq. Impact<br>Page No. |
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#### **SUMMARY OF REPLACEMENT SAVINGS**

#### **Cabinet October 2017**

| REPLACEMENT SAVINGS          | 2018/19<br>£000 |   |   |   |   |
|------------------------------|-----------------|---|---|---|---|
| Corporate Services           | -               | - | - | - | - |
| Children, Schools & Families | -               | - | - | - | - |
| Environment & Regeneration   | -               | - | - | - | - |
| Community & Housing          | -               | - | - | - | 1 |
| Total                        | -               | - | - | - | - |
| Net Cumulative total         | -               | - | - | - |   |

#### **Cabinet December 2017**

| REPLACEMENT SAVINGS  | 2018/19<br>£000      |                          |                     |     |                    |
|--|----------------------|--------------------------|---------------------|-----|--------------------|
| Corporate Services Children, Schools and Families Environment and Regeneration Community and Housing | 177<br>-<br>-<br>930 | (103)<br>-<br>-<br>(548) | (74)<br>-<br>-<br>- |     | -<br>-<br>-<br>382 |
| Total  | 1,107                | (651)                    | (74)                | -   | 382                |
| Net Cumulative total   | 1,107                | 456                      | 382                 | 382 |                    |

#### NET EFFECT OF REPLACEMENT SAVINGS: Cabinet October 2017 + Cabinet December 2017

| REPLACEMENT SAVINGS  | 2018/19<br>£000      |                          |                     |         |                    |
|--|----------------------|--------------------------|---------------------|---------|--------------------|
| Corporate Services Children, Schools and Families Environment and Regeneration Community and Housing | 177<br>-<br>-<br>930 | (103)<br>-<br>-<br>(548) | (74)<br>-<br>-<br>- | 1 1 1 1 | -<br>-<br>-<br>382 |
| Total  | 1,107                | (651)                    | (74)                | -       | 382                |
| Net Cumulative total   | 1,107                | 456                      | 382                 | 382     |                    |

#### **SUMMARY OF PROGRESS AGAINST SAVINGS TARGETS 2018-19**

#### **SAVINGS TARGETS: Cabinet September 2017**

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

#### **SAVINGS PROPOSALS: Cabinet October 2017**

| CAVINGS TARGETS BY DEDARTMENT | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Total |
|-------------------------------|---------|---------|---------|---------|-------|
| SAVINGS TARGETS BY DEPARTMENT | £000    | £000    | £000    | £000    | £000  |
| Corporate Services            | -       | 0       | 0       | 0       | 0     |
| Children, Schools & Families  | -       | -       | -       | -       | -     |
| Environment & Regeneration    | -       | 300     | -       | -       | 300   |
| Community & Housing           | -       | -       | -       | -       | -     |
| Total                         | -       | 300     | 1       | -       | 300   |
| Net Cumulative total          | 0       | 300     | 300     | 300     |       |

#### **SAVINGS PROPOSALS: Cabinet December 2017**

| Net Cumulative total         | 0       | 1,794   | 3,326   | 3,441   |       |
|------------------------------|---------|---------|---------|---------|-------|
| Total                        | 0       | 1,794   | 1,532   | 115     | 3,441 |
| Community & Housing          | 0       | 500     | 1,100   | 0       | 1,600 |
| Environment & Regeneration   | 0       | 280     | 95      | 75      | 450   |
| Children, Schools & Families | 0       | 0       | 150     | 0       | 150   |
| Corporate Services           | 0       | 1,014   | 187     | 40      | 1,241 |
| SAVINGS TARGETS BY DEPARTMEN | £000    | £000    | £000    | £000    | £000  |
| SAVINGS TARGETS BY DEPARTMEN | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Total |

#### **TOTAL SAVINGS PROPOSALS: Cabinet October 2017 + December 2017**

| Net Cumulative total         | 0       | 2,094   | 3,626   | 3,741   |       |
|------------------------------|---------|---------|---------|---------|-------|
| Total                        | 0       | 2,094   | 1,532   | 115     | 3,741 |
| Community & Housing          | 0       | 500     | 1,100   | 0       | 1,600 |
| Environment & Regeneration   | 0       | 580     | 95      | 75      | 750   |
| Children, Schools & Families | 0       | 0       | 150     | 0       | 150   |
| Corporate Services           | 0       | 1,014   | 187     | 40      | 1,241 |
| SAVINGS TARGETS BY DEPARTMEN | £000    | £000    | £000    | £000    | £000  |
| SAVINGS TARGETS BY DEPARTMEN | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Total |

#### **BALANCE OF SAVINGS TARGETS REMAINING**

| Net Cumulative total          | 0       | 3,525   | 17,277  | 17,990  |        |
|-------------------------------|---------|---------|---------|---------|--------|
| Total                         | 0       | 3,525   | 13,752  | 713     | 17,990 |
| Community & Housing           | 0       | (500)   | 5,593   | 265     | 5,358  |
| Environment & Regeneration    | 0       | 2,676   | 3,257   | 187     | 6120   |
| Children, Schools & Families  | 0       | 0       | 3,178   | 132     | 3310   |
| Corporate Services            | 0       | 1,349   | 1,724   | 129     | 3,202  |
| SAVINGS TARGETS BY DEPARTIMEN | £000    | £000    | £000    | £000    | £000   |
| SAVINGS TARGETS BY DEPARTMEN  | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Total  |

#### **CABINET OCTOBER 2017**

## Previously Agreed Savings DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

|        | Ref     |   | Description of Saving   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key) |
|--------|---------|---|---|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|--------------------------------|
|        | E&R10   | Service/Section Description Service Implication Staffing Implications Business Plan Impact on other | Parking Services Back office reorganisation Review the current back office structure Reduction in staff Improve efficiencies by reducing revenue expenditure None   | 80              |                 |                 | Low                             | Low                                  | SS1                            |
| L      | E O DO4 | Equalities Implications   | None  |                 |                 |                 |                                 |                                      |                                |
|        | E&R21   | Service/Section<br>Description  | Waste Services HRRC Site operations procured to external provider. Contractual savings.   | 30              |                 |                 | Low                             | Low                                  | SP1                            |
|        |         | Service Implication   | None - Continuation of externalised service - current procurement in progress   |                 |                 |                 |                                 |                                      |                                |
|        |         | Staffing Implications Business Plan   | TUPE and impact on transfer station.  None  None  |                 |                 |                 |                                 |                                      |                                |
|        |         | Impact on other<br>Equalities Implications  | None  |                 |                 |                 |                                 |                                      |                                |
| H      | E&R33a  | Service/Section   | D&BC Various Budgets - Increase in income from commercialisation  |                 |                 |                 |                                 |                                      |                                |
| Daga   |         | Description   | of services Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed | 75              |                 |                 | High                            | Low                                  | SI1/SI2                        |
| ر<br>د |         | Service Implication   | Will work closely with Business managers in EandR and across Council  |                 |                 |                 |                                 |                                      |                                |
|        |         | Staffing Implications   | 2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager.   |                 |                 |                 |                                 |                                      |                                |
|        |         | Business Plan<br>Impact on other<br>Equalities Implications   | Consistent with transformation Plan Will work with other income generating staff across the council None anticipated  |                 |                 |                 |                                 |                                      |                                |
|        | E&R39   | Service/Section<br>Description  | Traffic & Highways Pre-application income. This is in addition to any previous pre-app savings proposal.  | 50              |                 |                 | Med                             | Med                                  | SI2                            |
|        |         | Service Implication   | Charging for pre-application services inputted from the T&H service as part of the pre application service.   |                 |                 |                 |                                 |                                      |                                |
|        |         | Staffing Implications Business Plan   | Delivered within existing resources Increased income Will require close liaison with DC/BC team   |                 |                 |                 |                                 |                                      |                                |
|        |         | Impact on other<br>Equalities Implications  | None  |                 |                 |                 |                                 |                                      |                                |

| Ref   |  | Description of Saving  | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key) |
|-------|--|--|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|--------------------------------|
| D&BC1 | Service/Section Description Service Implication Staffing Implications  | Building and Development Control Fast track of householder planning applications New processes to be implemented and securely embedded None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation. |                 | 55              |                 | Low                             | Low                                  | SI2                            |
|       | Business Plan implications Impact on other departments Equalities Implications TOM Implications                  | None None In line with TOM proposals   |                 |                 |                 |                                 |                                      |                                |
| D&BC2 | Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other | Building and Development Control Growth in PPA and Pre-app income Responsiveness to service requests should not change. As the service/income improves extra staffing will be needed and funded from a proportion of that extra income. Increased income Future Merton could also need to adjust staffing accordingly  |                 | 50              |                 | Med                             | Low                                  | SI2                            |
|       | departments Equalities Implications TOM Implications   | none<br>In line with TOM proposals   |                 |                 |                 |                                 |                                      |                                |
| D&BC3 | Service/Section Description Service Implication Staffing Implications  | Building and Development Control Commercialisation of building control This has so far proven difficult mainly due to recruitment issues Will need an invest to save with any additional staff funded by some of the increased income generation   |                 | 50              |                 | High                            | Low                                  | SI2                            |
|       | Business Plan implications Impact on other departments Equalities Implications TOM Implications                  | Increased income  None . Expanded team could better support other internal users  None Integral part of the TOM for BC   |                 |                 |                 |                                 |                                      |                                |

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|      | Ref   |  | Description of Saving   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key) |
|------|-------|--|---|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|--------------------------------|
|      | D&BC5 | Service/Section<br>Description                         | Building and Development Control Eliminate the Planning Duty service (both face to face and dedicated phone line)   |                 | 35              |                 | Low                             | High                                 | SS2                            |
|      |       | Service Implication                                    | Callers will still try to contact officers by other means in any event, so there will have to be a clear understanding and agreed supported message that such calls will not be dealt with. Web site self service improvements will be required |                 |                 |                 |                                 |                                      |                                |
|      |       | Staffing Implications<br>Business Plan<br>implications | Reduce by 1FTE none   |                 |                 |                 |                                 |                                      |                                |
|      |       | Impact on other departments                            | Less assistance for pre app enquiries (unless charged)  |                 |                 |                 |                                 |                                      |                                |
|      |       | Equalities Implications                                | reduced assistance for all residents in understanding the planning process  |                 |                 |                 |                                 |                                      |                                |
|      | D&BC6 | TOM Implications Service/Section                       | Reduced customer care, contrary to the general aims of TOM <b>Building and Development Control</b>  |                 |                 |                 |                                 |                                      |                                |
|      | Daboo | Description  | Stop sending consultation letters on applications and erect site notices only   |                 | 10              |                 | Low                             | Med                                  | SNS2                           |
|      |       | Service Implication                                    | Site notices will be mandatory so failsafe system to be devised   |                 |                 |                 |                                 |                                      |                                |
|      |       | Staffing Implications                                  | none  |                 |                 |                 |                                 |                                      |                                |
| U    |       | Business Plan  | None  |                 |                 |                 |                                 |                                      |                                |
| ט    |       | implications   |   |                 |                 |                 |                                 |                                      |                                |
| שמפ  |       | Impact on other  | none  |                 |                 |                 |                                 |                                      |                                |
| D    |       | departments Equalities Implications                    | Those without web site connections will find it difficult to search for   |                 |                 |                 |                                 |                                      |                                |
|      |       | Equalities implications                                | application details   |                 |                 |                 |                                 |                                      |                                |
| 7    |       | TOM Implications                                       | None  |                 |                 |                 |                                 |                                      |                                |
| - '- | ENV06 | Service/Section  | Parking Services  |                 |                 |                 |                                 |                                      |                                |
|      |       | Description  | Reduction in transport related budgets  |                 | 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 and efficiently as possible.   |                 |                 |                 |                                 |                                      |                                |
|      |       | Business Plan  | None  |                 |                 |                 |                                 |                                      |                                |
|      |       | implications   |   |                 |                 |                 |                                 |                                      |                                |
|      |       | Impact on other  | None  |                 |                 |                 |                                 |                                      |                                |
|      |       | departments  |   |                 |                 |                 |                                 |                                      |                                |
|      |       | Equalities Implications                                | None  |                 |                 |                 |                                 |                                      |                                |
| L    |       | TOM Implications                                       | consistent with TOM direction of travel   |                 |                 |                 |                                 |                                      |                                |

age 1

| Ref   |                                | Description of Saving  | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of Saving (see key |
|-------|--------------------------------|--|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|-------------------------|
| ENV18 | Service/Section<br>Description | Greenspaces Increased income from events in parks  |                 | 100             |                 | Med                             | Med                                  | SI2                     |
|       | Service Implication            | Increased income through a broader range of commercial opportunities - over and above those previously agreed. |                 |                 |                 |                                 |                                      |                         |
|       | Staffing Implications          | Some unquantified extra resource likely to be required, linked to the business case for each initiative.       |                 |                 |                 |                                 |                                      |                         |
|       | Business Plan                  | In line with the TOM outcomes  |                 |                 |                 |                                 |                                      |                         |
|       | implications                   |  |                 |                 |                 |                                 |                                      |                         |
|       | Impact on other                | None   |                 |                 |                 |                                 |                                      |                         |
|       | departments                    |  |                 |                 |                 |                                 |                                      |                         |
|       | Equalities Implications        | None   |                 |                 |                 |                                 |                                      |                         |
|       | TOM Implications               | In line with the TOM direction of travel   |                 |                 |                 |                                 |                                      |                         |
| ENV20 | Service/Section                | Development & Building Control   |                 |                 |                 |                                 |                                      |                         |
|       | Description                    | Increased income from building control services.   |                 | 35              |                 | Med                             | Low                                  | SI                      |
|       | Service Implication            | Increased income through a broader range of commercial opportunities - over and above those previously agreed. |                 |                 |                 |                                 |                                      |                         |
|       | Staffing Implications          | None   |                 |                 |                 |                                 |                                      |                         |
|       | Business Plan                  | In line with the TOM outcomes  |                 |                 |                 |                                 |                                      |                         |
|       | implications                   |  |                 |                 |                 |                                 |                                      |                         |
|       | Impact on other                | None   |                 |                 |                 |                                 |                                      |                         |
|       | departments                    |  |                 |                 |                 |                                 |                                      |                         |
|       | Equalities Implications        | None   |                 |                 |                 |                                 |                                      |                         |
|       | TOM Implications               | In line with the TOM outcomes however care will be needed to ensure there                                      |                 |                 |                 |                                 |                                      |                         |
|       |                                | is no duplication of commercial income counting .  |                 |                 |                 |                                 |                                      |                         |
| D&BC7 | Service/Section                | Building and Development Control   |                 |                 |                 |                                 |                                      |                         |
|       | Description                    | Shared service collaboration with Kingston/Sutton  |                 |                 | 50              | Low                             | Low                                  | SI                      |
|       | Service Implication            | Combined analysis of service delivery should result in further additional                                      |                 |                 |                 |                                 |                                      |                         |
|       |                                | income streams from PPA's and Pre-apps and more efficient working  |                 |                 |                 |                                 |                                      |                         |
|       |                                | practices across the service   |                 |                 |                 |                                 |                                      |                         |
|       | Staffing Implications          | Additional service demand may need more staff. Efficiencies should result in less staff.                       |                 |                 |                 |                                 |                                      |                         |
|       | Business Plan                  | Increased income, PPA's and pre apps   |                 |                 |                 |                                 |                                      |                         |
|       | implications                   |  |                 |                 |                 |                                 |                                      |                         |
|       | Impact on other                | None   |                 |                 |                 |                                 |                                      |                         |
|       | departments                    |  |                 |                 |                 |                                 |                                      |                         |
|       | <b>Equalities Implications</b> | None   |                 |                 |                 |                                 |                                      |                         |
|       | TOM Implications               | Significant progress on one of the main TOM strategies   |                 |                 |                 |                                 | 1                                    |                         |

| Ref   |  | Description of Saving   |                  | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key)          |
|-------|--|---|------------------|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|---|
| D&BC8 | Service/Section Description  Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications | Building and Development Control Review of service through shared service discussions To be determined through shared service discussions To be determined through shared service discussions To be determined through shared service discussions None. None. In line with the TOM. |                  |                 |                 | 274             | High                            | Med                                  | SI1; SI2;<br>SS1;<br>SS2;SNS<br>1: SNS2 |
|       | 1 Om Implications  | The man and 10 min  | TOTAL            | 235             | 381             | 324             |                                 |                                      | 1                                       |
|       |  |   | Cumulative Total |                 | 616             | 940             |                                 |                                      |   |

| DEPAR | KINIENI: ENVIRONI                | MENT AND REGENERATION SAVINGS  |                 |                 |                 |                                 |                                      | T                              |
|-------|----------------------------------|--|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|--------------------------------|
| Ref   |                                  | Description of Saving  | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key) |
| Swap  | <u>Saving</u>                    |  |                 |                 |                 |                                 |                                      |                                |
| E&R8  | Service/Section                  | Parking Services - ORIGINALLY A GROWTH ITEM  |                 |                 |                 |                                 |                                      |                                |
|       | Description                      | In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.  |                 |                 | 500             | Med                             | High                                 | SI2                            |
|       | Service Implication              | Improvement of traffic enforcement efficiency and compliance by motorists  |                 |                 |                 |                                 |                                      |                                |
|       | Staffing Implications            | Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%  |                 |                 |                 |                                 |                                      |                                |
|       | Business Plan                    | Increase in fines from PCNs and expenditure and a need for more  |                 |                 |                 |                                 |                                      |                                |
|       | implications                     | accommodation Corporate Services: increasing accommodation will require Facilities input   |                 |                 |                 |                                 |                                      |                                |
|       | Impact on other departments      | along with support from Business Improvement and IT infrastructure   |                 |                 |                 |                                 |                                      |                                |
|       | Equalities Implications          | None   |                 |                 |                 |                                 |                                      |                                |
|       | ative Saving                     |  |                 |                 |                 |                                 |                                      |                                |
| ALT1  | Service/Section                  | Parking Services/Regulatory Services Partnership   |                 |                 |                 |                                 |                                      |                                |
|       | Description  Service Implication | The further development of the emissions based charging policy by way of increased charges applicable to resident/business permits as a means of continuing to tackle the significant and ongoing issue of poor air quality in the borough.  Will have no impact on service although the permit issuing system will need |                 |                 | 440             | Med                             | Med                                  | SI2                            |
|       |                                  | to be capable of accommodating changes to the price/variety of permits.  |                 |                 |                 |                                 |                                      |                                |
|       | Staffing Implications            | None   |                 |                 |                 |                                 |                                      |                                |
|       | Business Plan implications       | Will underpin the key aims and objectives of the emerging Air Quality Action Plan deisgned to encourage cleaner air quality and and change in motorist behaviour.  |                 |                 |                 |                                 |                                      |                                |
|       | Impact on other departments      | Will require continues close liaison between Parking and EH (P) team to monitor the effectiveness of this proposal as a means of tackling poor air   |                 |                 |                 |                                 |                                      |                                |
|       | Equalities Implications          | quality.  None anticipated as vehicle emissions has no known correlation with equalities groups  |                 |                 |                 |                                 |                                      |                                |
|       | TOM Implications                 | Both service area TOMS (Parking & RSP) are committed to takling traffic congestion and improving air quality. The proposal is entirely consistent with these aims.   |                 |                 |                 |                                 |                                      |                                |
|       |                                  |  | 0               | 0               | 940             |                                 |                                      | •                              |

age 18

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#### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

| Ref       | Description of Saving  | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational Impact | Type of<br>Saving<br>(see key) |  |
|-----------|--|-----------------|-----------------|-----------------|---------------------------------|--------------------------------------|--------------------------------|--|
| Savings 1 | <u>'ype</u>  | Panel           |                 | •               |                                 |                                      |                                |  |
| SI1       | Income - increase in current level of charges  | C&YP            |                 |                 |                                 | Children & Young Peop                | ole                            |  |
| SI2       | Income - increase arising from expansion of existing service/new service               | CC              |                 |                 |                                 | Corporate Capacity                   |                                |  |
| SS2       | Staffing: reduction in costs due to deletion/reduction in service                      | HC&OP           |                 |                 |                                 | Healthier Communities & Older People |                                |  |
| SNS1      | Non - Staffing: reduction in costs due to efficiency                                   | SC              |                 |                 |                                 | Sustainable Communiti                | ies                            |  |
| SNS2      | Non - Staffing: reduction in costs due to deletion/reduction in service                |                 |                 |                 |                                 |                                      |                                |  |
| SP1       | Procurement / Third Party arrangements - efficiency                                    |                 |                 |                 |                                 |                                      |                                |  |
| SP2       | Procurement / Third Party arrangements - deletion/reduction in service                 |                 |                 |                 |                                 |                                      |                                |  |
| SG1       | Grants: Existing service funded by new grant   |                 |                 |                 |                                 |                                      |                                |  |
| SG2       | Grants: Improved Efficiency of existing service currently funded by unringfenced grant |                 |                 |                 |                                 |                                      |                                |  |
| SPROP     | Reduction in Property related costs  |                 |                 |                 |                                 |                                      |                                |  |

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

| _      | Unachie | evable s | savings to be                           | теріасец   |                 |  |  |                                |
|--------|---------|----------|---|--|-----------------|--|--|--------------------------------|
|        | Panel   | Ref      |   | Description of Saving  | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |
|        | O&S     | CS48     | Service                                 | Further rationalisation of HR Services   |                 | High                                   | High   | SS1                            |
|        |         |          | Description                             | Reduction of HR business partner (HRBP's) posts  | 130             |  |  |                                |
|        |         |          | Service<br>Implication                  | High risk to HR BP support to departments at time of change  |                 |  |  |                                |
|        |         |          | Staffing<br>Implications                | Approximately two/three HR BP's at risk  |                 |  |  |                                |
|        |         |          | Business Plan                           | Risk of supporting departments through change from PVR and other   |                 |  |  |                                |
|        |         |          | implications                            | programmes   |                 |  |  |                                |
|        |         |          | Impact on other                         | Will diminish HR support to customers on change management, employee   |                 |  |  |                                |
|        |         |          | departments<br>Equalities               | relations, Will impact women in the division as a high number of HR employees are  |                 |  |  |                                |
| _      |         |          | Implications                            | female   |                 |  |  |                                |
| ည      | O&S     | CS51     | <u>Service</u>                          | HR Transactions - including COT  | 90              | Medium                                 | High   | SS1                            |
| age    |         |          | Description                             | HR Support - centralisation  |                 |  |  |                                |
| $\sim$ |         |          | Service                                 | More self service  |                 |  |  |                                |
| ر      |         |          | Implication<br>Staffing<br>Implications | Reduction in staff numbers   |                 |  |  |                                |
|        |         |          | Business Plan                           | HR transactions review part of long-term HR business plans   |                 |  |  |                                |
|        |         |          | implications                            |  |                 |  |  |                                |
|        |         |          | Impact on other                         | resistance to change   |                 |  |  |                                |
|        |         |          | departments                             | NAMES OF THE PARTY |                 |  |  |                                |
|        |         |          | Equalities                              | Will impact women in the division as a high number of HR employees are female  |                 |  |  |                                |
| L      |         |          | Implications                            | lemale   |                 |  |  |                                |

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

|      | Panel | Ref   | savings to be   | Description of Saving   | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |
|------|-------|-------|---|---|-----------------|--|--|--------------------------------|
|      |       |       | Service   | <u>Human Resources - Business Partners</u>  |                 |  |  |                                |
|      | O&SC  | CS49  | Description   | Further consolidation of HR advisory work   | 140             | High                                   | High   | SS2                            |
|      |       |       | Service<br>Implication<br>Staffing<br>Implications<br>Business Plan<br>implications | Delete X4 advisor posts   |                 |  |  |                                |
|      |       |       | Impact on other   | Some reduction in capacity to support depts but mitigated by the introduction of  |                 |  |  |                                |
|      |       |       | departments   | iTrent  |                 |  |  |                                |
|      |       |       | Equalities  | Significant loss of capacity may affect service provision. Selection of staff for |                 |  |  |                                |
|      |       |       | Implications  | redudancy needs careful handling and EIA  |                 |  |  |                                |
|      |       |       | Division  | Human Resources   |                 |  |  |                                |
| _    |       | CSD28 | Description   | COT review  | 38              | M                                      | М  | SS2                            |
| ADEC |       |       | Service<br>Implication  | Reduced business support  |                 |  |  |                                |
| Ď    |       |       | Implications  | Reduced staffing levels   |                 |  |  |                                |
| 2    |       |       | Business Plan<br>implications   | Less transactional support  |                 |  |  |                                |
|      |       |       | Impact on other departments   | Less transactional support  |                 |  |  |                                |
|      |       |       | Equalities<br>Implications  | Proposals affect a female workforce   |                 |  |  |                                |

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

|         | Panel | Ref       | avings to be  | Description of Saving   | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |                        |
|---------|-------|-----------|---|---|-----------------|--|--|--------------------------------|------------------------|
|         |       | CSD29     | Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications   | Human Resources Recruitment and DBS review Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce   | 50              | М                                      | М  | SS1                            |                        |
| Dage 22 |       | CS2015-05 | Service Description  Service Implication  Staffing Implications Business Plan implications Impact on other departments  Equalities Implications | Resources - Staffing Costs and income budgets  There will be a further review of staffing budgets. This will extend across the entire division, Business planning, Accountancy and the remaining business partners. The proposed staffing savings would reduce the net establishment from from 48.9 FTE to 38.7. (NB the major corporate services restructuring had already reduced the establishment by c.14 posts). A contribution from any income budgets not used above will be sought to mitigate the impact  This will require a substantial increase in the move to self help by departmental managers and will focus the remaining function on the core statutory duties of the s.151 officer  3 to 4 posts will need to be deleted  It is consistent with the streamlining proposed in the business plan  This will require a substantial increase in the move to self help by departmental managers  The down sizing will be managed in line with the corporate managing of change policies  The change is consistent with TOM themes of process improvement and streamlining | 141             | М                                      | M  | SS1                            | Part of £216k achieved |

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

| Panel      | Ref   | savings to be                  | Description of Saving   | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |
|------------|-------|--------------------------------|---|-----------------|--|--|--------------------------------|
|            | CSD30 | <u>Division</u><br>Description | Human Resources Schools COT support (delivery of schools buy-back service)  | 152             | н                                      | н  | SS2                            |
|            |       | Service                        | Removal of dedicated COT support for schools  |                 |  |  |                                |
|            |       | Implication<br>Staffing        | Post reductions   |                 |  |  |                                |
|            |       | Implications<br>Business Plan  | No dedicated COT service  |                 |  |  |                                |
|            |       | implications                   |   |                 |  |  |                                |
|            |       | Impact on other departments    | No dedicated COT service  |                 |  |  |                                |
| O O&S      |       | Equalities<br>Implications     | Impacts on female workforce   |                 |  |  |                                |
| 2          |       | Infrastructure &               | <u>Transactions</u>   |                 |  |  |                                |
| ) o&s<br>၁ | CS70  | Description                    | Apply a £3 administrative chargeto customers requesting a hard copy paper invoice for services administered by Transactional Services team. | 35              | L                                      | н  | SI2                            |
|            |       | Service<br>Implication         | None  |                 |  |  |                                |
|            |       | Staffing<br>Implications       | None  |                 |  |  |                                |
|            |       | Business Plan implications     | None  |                 |  |  |                                |
|            |       | Impact on other departments    | None  |                 |  |  |                                |
|            |       | Equalities<br>Implications     | None  |                 |  |  |                                |

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

|      | Panel | Ref   | avings to be  | Description of Saving  | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |
|------|-------|-------|---|--|-----------------|--|--|--------------------------------|
| Page |       | CS75  | Service Description  Service Implication Staffing Implications Business Plan implications  Impact on other departments  Equalities Implications | Review of COT team staffing in light of potential for 4-borough shared service opportunities Aims to improve efficiencies and economies of scale through a wider partnership approach Likely to be x1 FTE reduction arising from staffing review  Need to ensure service standards are maintained  Need to ensure that service standards are maintained in light of staffing reductions  Given the profile of the workforce is mainly female this will have an equality impact | 58              | ×                                      | M  | SS1                            |
| 24   |       | 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   | 40              | Н                                      | L  | <b>SS1</b>                     |

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

Unachievable savings to be replaced

|      | Panel | Ref   | savings to be   | Description of Saving   | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |                        |
|------|-------|-------|---|---|-----------------|--|--|--------------------------------|------------------------|
| Page |       | CSD42 | Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications | Business Improvement Restructure functions delete 1 AD and other elements of management Seeks to achieve economies of scale with minimal impact on services through centralisation TBC - rationalisation of functions will be sought Widen support responsibilities within the Business Systems Team Migrates technical support arrangements to CS. May offer some dept savings. None | 70              | M                                      | M  | SS1                            | Part of £170k achieved |
| e 25 |       |       | Service Description Service Implication Staffing Implications Business Plan implications  | Business Improvement Staffing support savings None  0.5 FTE reduction within division. This is a shared resource with the Resources Division. The saving will actually be delivered by a reduction in running costs within Resources and the consolodatrion of the 2x0.5 staffing budgets within resources. In line with IT Strategy  None  None                                      | 13              | L                                      | L  | SS1                            |                        |

#### REPLACEMENT SAVINGS

| Panel  | Ref               |                             | Description of Saving   | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|--------|-------------------|-----------------------------|---|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| osc    | CSREP 2018-19 (1) | Service/Section             | Infrastructure & Transactions - Facilities Management   |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Description                 | Renegotiation of income generated through the corporate catering contract   |                                     | 20              |                 |                 | L                               | L                                       | SP1                            |
|        |                   | Service Implication         | None  |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Staffing Implications       | None  |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Business Plan implications  | None  |                                     |                 |                 |                 |                                 |   |                                |
| _      |                   | Impact on other departments | None  |                                     |                 |                 |                 |                                 |   |                                |
| 2      |                   | Equalities Implications     | None  |                                     |                 |                 |                 |                                 |   |                                |
| Page 2 |                   | TOM Implications            | None  |                                     |                 |                 |                 |                                 |   |                                |
| osco   | CSREP 2018-19 (2) | Service/Section             | Infrastructure & Transactions - Facilities Management   |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Description                 | Review the specification on the corporate cleaning contract and reduce frequency of visits  |                                     | 15              |                 |                 | М                               | М                                       | SP2                            |
|        |                   | Service Implication         | Reduction in the frequency of cleaning is likely to result in a gradual deterioration in the overall cleanliness of the corporate buildings |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Staffing Implications       | None  |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Business Plan implications  | None  |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Impact on other departments | Yes and also on users of the buildings.   |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | Equalities Implications     | None  |                                     |                 |                 |                 |                                 |   |                                |
|        |                   | TOM Implications            | None  |                                     |                 |                 |                 |                                 |   |                                |

#### REPLACEMENT SAVINGS

| Panel | Ref               | OKI OKATE CEKVIO                       | Description of Saving                        | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|-------------------|--|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | CSREP 2018-19 (3) | Service/Section                        | Resources                                    |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Description                            | Miscellaneous budgets within Resources       |                                     | 13              |                 |                 | L                               | L                                       | SN2                            |
|       |                   | Service Implication                    | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Staffing Implications                  | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Business Plan implications             | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Impact on other                        | None   |                                     |                 |                 |                 |                                 |   |                                |
| Page  | ,                 | departments<br>Equalities Implications | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | TOM Implications                       | None   |                                     |                 |                 |                 |                                 |   |                                |
| /     | ĺ                 |  |  |                                     |                 |                 |                 |                                 |   |                                |
|       | CSREP 2018-19 (4) | Service/Section                        | Resources                                    |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Description                            | Recharges to pension fund                    |                                     | 128             |                 |                 | L                               | L                                       | SNS1                           |
|       |                   | Service Implication                    | Procurement saving with no effect on service |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Staffing Implications                  | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Business Plan implications             | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Impact on other                        | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | departments                            |  |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | Equalities Implications                | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                   | TOM Implications                       | None   |                                     |                 |                 |                 |                                 |   |                                |

#### **REPLACEMENT SAVINGS**

| Panel    | Ref               |                            | Description of Saving                  | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|----------|-------------------|----------------------------|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|          | CSREP 2018-19 (5) | Service/Section            | Revenues and Benefits                  |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Description                | Council tax and business rates credits |                                     | 220             |                 |                 | L                               | L                                       | SNS2                           |
|          |                   | Service Implication        | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Staffing Implications      | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Business Plan implications | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Impact on other            | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | departments                |  |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Equalities Implications    | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | TOM Implications           | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          | CSREP 2018-19 (6) | Service/Section            | Customer services                      |                                     |                 |                 |                 |                                 |   |                                |
| _        | ,                 | Description                | Reduction in running costs budgets     |                                     | 9               |                 |                 | L                               | L                                       | SNS2                           |
| c)       |                   | Service Implication        | None                                   |                                     |                 |                 |                 |                                 |   |                                |
| <u> </u> |                   | Staffing Implications      | None                                   |                                     |                 |                 |                 |                                 |   |                                |
| Page     |                   | Business Plan implications | None                                   |                                     |                 |                 |                 |                                 |   |                                |
| 87.      |                   | Impact on other            | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | departments                |  |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Equalities Implications    | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | TOM Implications           | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          | CSREP 2018-19 (7) | Service/Section            | Translation services                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Description                | Increase in income                     |                                     | 10              |                 | 10              | M                               | M                                       | SI2                            |
|          |                   | Service Implication        | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Staffing Implications      | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Business Plan implications | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Impact on other            | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | departments                |  |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | Equalities Implications    | None                                   |                                     |                 |                 |                 |                                 |   |                                |
|          |                   | TOM Implications           | None                                   |                                     |                 |                 |                 |                                 |   |                                |

#### **REPLACEMENT SAVINGS**

| Panel | Ref                |                            | Description of Saving              | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|--------------------|----------------------------|------------------------------------|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | CSREP 2018-19 (8)  | Service/Section            | Corporate                          |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Description                | Dividend from CHAS 2013 Limited    |                                     | 215             |                 | 0               | L                               | L                                       | SI2                            |
|       |                    | Service Implication        | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Staffing Implications      | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Business Plan implications | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Impact on other            | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | departments                |                                    |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Equalities Implications    | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | TOM Implications           | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       | CSREP 2018-19 (9)  | Service/Section            | Corporate Governance               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Description                | Reduction in running costs budgets |                                     | 11              |                 |                 | L                               | L                                       | SNS2                           |
| _     | _                  | Service Implication        | None                               |                                     |                 |                 |                 |                                 |   |                                |
| 0,    | 7                  | Staffing Implications      | None                               |                                     |                 |                 |                 |                                 |   |                                |
| Page  |                    | Business Plan implications | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Impact on other            | None                               |                                     |                 |                 |                 |                                 |   |                                |
| 67    | 5                  | departments                |                                    |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Equalities Implications    | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | TOM Implications           | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       | CSREP 2018-19 (10) | Service/Section            | Corporate Governance               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Description                | SLLp - Increase in legal income    |                                     | 25              |                 |                 | L                               | L                                       | SI2                            |
|       |                    | Service Implication        | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Staffing Implications      | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Business Plan implications | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Impact on other            | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | departments                |                                    |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Equalities Implications    | None                               |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | TOM Implications           | None                               |                                     |                 |                 |                 |                                 |   |                                |

#### **REPLACEMENT SAVINGS**

| Panel | Ref                |   | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|--------------------|---|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | CSREP 2018-19 (11) | Service/Section                                       | Corporate Governance   |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Description   | Audit and investigations   |                                     | 50              |                 |                 | М                               | L                                       | SNS2                           |
|       |                    | Service Implication                                   | Reduction in service days  |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Staffing Implications                                 | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Business Plan implications                            | Reduce audit capacity.   |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Impact on other departments                           | None   |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Equalities Implications                               | None   |                                     |                 |                 |                 |                                 |   |                                |
| Pag   |                    | TOM Implications                                      |  |                                     |                 |                 |                 |                                 |   |                                |
| Œ     | CSREP 2018-19 (12) | Service/Section                                       | Human Resources  |                                     |                 |                 |                 |                                 |   |                                |
| 30    |                    | Description Service Implication Staffing Implications | Reduction in posts across the department Reallocation of work. Reduction in overall HR staffing levels |                                     | 185             |                 |                 | L                               | L                                       | SNS2                           |
|       |                    | Business Plan implications                            | Delivering to plan and SLAs by introducing new ways of working   |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Impact on other departments                           | Reduction of attendance at meetings  |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | Equalities Implications                               | Due to nature of the workforce a larger portion of women than men affected by the proposal             |                                     |                 |                 |                 |                                 |   |                                |
|       |                    | TOM Implications                                      | None identified  |                                     |                 |                 |                 |                                 |   |                                |

#### **REPLACEMENT SAVINGS**

| Panel   | Ref                |  | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------|--------------------|--|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|         | CSREP 2018-19 (13) | Service/Section                                  | Business Improvement - Business Systems  |                                     |                 |                 |                 |                                 |   |                                |
|         |                    | Description<br>Service Implication               | Maintenance and Support reduction Reduction in payments to third party providers for maintnenace and support - will only be achieved through decommissioning services and/or systems. There is some risk attached to this saving as timescales and costs for these types of service are difficult to anticipate and plan for.  |                                     | 10              |                 |                 | н                               | L                                       | SP2                            |
|         |                    | Staffing Implications Business Plan implications | None None - system retirement will take place in line with the IT strategy.  |                                     |                 |                 |                 |                                 |   |                                |
| Pag     | ,                  | Impact on other departments                      | None envisaged.  |                                     |                 |                 |                 |                                 |   |                                |
| ąc      |                    | Equalities Implications                          | None envisaged.  |                                     |                 |                 |                 |                                 |   |                                |
| <u></u> |                    | TOM Implications                                 | In line with TOM technology layer.   |                                     |                 |                 |                 |                                 |   |                                |
| ب       | )                  | Service/Section                                  | Business Improvement - Business Systems  |                                     |                 |                 |                 |                                 |   |                                |
|         | <b>}</b>           | Description                                      | M3 support to Richmond/Wandsworth  |                                     | 20              |                 |                 | М                               | L                                       | SI2                            |
|         |                    | Service Implication                              | Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale. |                                     |                 |                 |                 |                                 |   |                                |
|         |                    | Staffing Implications                            | The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.  |                                     |                 |                 |                 |                                 |   |                                |
|         |                    | Business Plan implications                       | The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existin work arrangements and establishment.  |                                     |                 |                 |                 |                                 |   |                                |
|         |                    | Impact on other                                  | No impact on other departments is envisaged.   |                                     |                 |                 |                 |                                 |   |                                |
|         |                    | departments                                      | None and and   |                                     |                 |                 |                 |                                 |   |                                |
|         |                    | Equalities Implications                          | None envisaged.<br>In line with TOM.   |                                     |                 |                 |                 |                                 |   |                                |
|         |                    | TOM Implications                                 |  |                                     |                 |                 |                 |                                 |   |                                |

#### **REPLACEMENT SAVINGS**

| Panel                                 | Ref                |                            | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------------------------------------|--------------------|----------------------------|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|                                       | CSREP 2018-19 (15) | Service/Section            | Business Improvement - Business Systems  |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Description                | Street Naming and Numbering Fees/Charges Review  |                                     | 15              | `               |                 | М                               | L                                       | SI1                            |
|                                       |                    | Service Implication        | An increase in fees and charges associated with this service that brings them into line with neighbouring boroughs. This will seek to ensure that the council charges appropriately, particularly for larger scale developments. |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Staffing Implications      | None   |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Business Plan implications | In line with business plan.  |                                     |                 |                 |                 |                                 |   |                                |
| Page                                  | þ                  | Impact on other            | None expected.   |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | departments                |  |                                     |                 |                 |                 |                                 |   |                                |
| Je                                    |                    | Equalities Implications    | None expected.   |                                     |                 |                 |                 |                                 |   |                                |
|                                       | 1                  | TOM Implications           | In line with TOM.  |                                     |                 |                 |                 |                                 |   |                                |
| ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~ | CSREP 2018-19 (16) | Service/Section            | Business Improvement - Management  |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Description                | Operating cost reduction   |                                     | 11              |                 |                 | L                               | L                                       | SNS1                           |
|                                       |                    | Service Implication        | Reduction in purchasing of stationery and use of   |                                     |                 |                 |                 | _                               | _                                       |                                |
|                                       |                    |                            | postage/mobile phones etc. to reduce operating costs.  |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Staffing Implications      | None.  |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Business Plan implications | In line with business plan.  |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Impact on other            | None   |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | departments                |  |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | Equalities Implications    | None   |                                     |                 |                 |                 |                                 |   |                                |
|                                       |                    | TOM Implications           |  |                                     |                 |                 |                 |                                 |   |                                |

## CABINET DECEMBER 2017 CORPORATE SERVICES SAVINGS - Deferred Savings

|         | Ref       | Description of Saving   |  | Baseline<br>Budget<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of Saving (see key) |
|---------|-----------|---|--|----------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------|
| Page 33 | CSD7      | <u>Division</u><br>Description  | Infrastructure & Transactions  Restructure Post & Print section and delete 2 FTE posts.  | 382                        | (47)            | 23              | 24              | L                               | L                                       | SS2                      |
|         |           |   | 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<br>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.   |                            |                 |                 |                 |                                 |   |                          |
| ည       |           | Equalities<br>Implications  | None   |                            |                 |                 |                 |                                 |   |                          |
|         | CS2015-03 | Service<br>Description  | Transactional Services Restructure of Transactional Services team  | 475                        | (100)           | 50              | 50              | L                               | М                                       | SS2                      |
|         |           |   | Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.  |                            |                 |                 |                 |                                 |   |                          |
|         |           | Staffing<br>Implications<br>Business Plan<br>implications<br>Impact on other<br>departments | Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.  Existing BP targets will need to be revised to align with reduced resources  Will increase the time taken to process payments and requests for new vendors to be set up on the financial system. |                            |                 |                 |                 |                                 |   |                          |
|         |           | Equalities<br>Implications  | TBA  To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.   |                            |                 |                 |                 |                                 |   |                          |

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## CABINET DECEMBER 2017 CORPORATE SERVICES SAVINGS - Deferred Savings

|            | Ref        | Description of Saving              |  | Baseline<br>Budget<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of Saving (see key) |
|------------|------------|------------------------------------|--|----------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------|
|            |            | Service/Section Customers Services |  |                            |                 |                 |                 |                                 |   |                          |
|            | CS2016 -06 | Description                        | Merton Link - efficiency savings   | 613                        | (30)            | 30              |                 | M                               | М                                       | SNS1                     |
|            |            | ·                                  | Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology  None |                            |                 |                 |                 |                                 |   |                          |
|            |            | Implications                       | In line with business plan   |                            |                 |                 |                 |                                 |   |                          |
|            |            | departments                        | None   |                            |                 |                 |                 |                                 |   |                          |
| П          |            | Implications                       | None In line with TOM  |                            |                 |                 |                 |                                 |   |                          |
| <u></u> წ— |            | TOW Implications                   | TOTAL  |                            | (177)           | 103             | 74              |                                 |   |                          |

#### Savings Type

SS2 Staffing: reduction in costs due to deletion/reduction in service

SNS1 Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

SPROP Reduction in Property related costs

SI1 Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

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

| Panel | Ref        |   | Description of Saving  | Baseline<br>Budget<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact |
|-------|------------|---|--|----------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|
| C&YP  | CSF2015-06 | <u>Service</u>  | Cross Cutting  |                            |                 |                 |                 |                 |                                 |   |
|       |            | Description   | Data review & centralisation.  | 377                        | 40              |                 |                 |                 | Medium                          | Medium                                  |
|       |            | Service Implication  Staffing Implications Business Plan implications Impact on other departments Equalities Implications  TOM Implications | This saving will be achieved through i) centralising the residual data/performance monitoring capacity currently dispersed across operational divisions and ii) prioritising work to deliver statutory requirements only. Reduced capacity will impact on the deliverability of increased inspection burdens which is why the risk score for this saving has been revised.  1 FTE staffing of overall pool of 8 posts.  None  We will focus on statutory returns which may impact on requests from other departments.  We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.  The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy. Delivery of a functioning MOSAIC product is key to delivering this saving. |                            |                 |                 |                 |                 |                                 |   |

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

| Panel   | Ref                 |   | Description of Saving   | Baseline<br>Budget<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact |
|---------|---------------------|---|---|----------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|
| C&YP    | CSF2015-09          | <u>Service</u>  | Cross Cutting   |                            |                 |                 |                 |                 |                                 |   |
|         |                     | •   | Review of CSF staffing structure beneath management   | 1,049                      | 189             |                 |                 |                 | High                            | Medium                                  |
| D366 36 |                     | Staffing Implications Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications | level.  Deliver for September 2018 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department. We have reviewed our workforce following our strategy to reduce agency cost and changes to team management positions. Due to less experienced staff and increased inspection burdens, we revised the risk score for this saving.  Expect a reduction of 13 posts from a total of 65FTE. 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 includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving. |                            |                 |                 |                 |                 |                                 |   |
| Total C | l<br>hildren, Schoo | ls and Families Saving  | l<br>s  |                            | 229             | 0               | 0               | 0               |                                 |   |

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

| Panel | Ref        | ,  | Description of Saving   | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact |
|-------|------------|--|---|-------------------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|
| C&YP  | CSF2017-01 | Service<br>Description                                 | Cross Cutting Review of non-staffing budgets across the department  | 824                                 | 106             |                 |                 |                 | Low                             | Low                                     |
|       |            | Service Implication                                    | Further reduction in commissioning budgets due to the combining of contracts realising some savings and from reduced support budgets following service redesigns. |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Staffing Implications<br>Business Plan<br>implications | None<br>No specific Implications  |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Impact on other departments                            | None.   |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Equalities   | We will continue to prioritise commissioning according to   |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Implications TOM Implications                          | need, vulnerability and risks. Savings in line with Merton's Child and Young Person well-   |                                     |                 |                 |                 |                 |                                 |   |
|       |            | 1 Owi implications                                     | being model procurement approach. Resources will be   |                                     |                 |                 |                 |                 |                                 |   |
| ₹     |            |  | allocated according to need.  |                                     |                 |                 |                 |                 |                                 |   |
| C&YP  | CSF2017-02 | Service  | Cross Cutting   |                                     |                 |                 |                 |                 |                                 |   |
| ა     |            | Description  | Reduction in business support unit staff  | 141                                 | 33              |                 |                 |                 | Low                             | Low                                     |
| 7     |            | Service Implication                                    | Reduction in administration support following the departmental DMT restructure.   |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Staffing Implications                                  | Reduction of 1 posts from a total of 4 FTE.   |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Business Plan  | No specific Implications  |                                     |                 |                 |                 |                 |                                 |   |
|       |            | implications<br>Impact on other                        | None  |                                     |                 |                 |                 |                 |                                 |   |
|       |            | departments  | INONE   |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Equalities   | We will use the Council's agreed HR policies and  |                                     |                 |                 |                 |                 |                                 |   |
|       |            | Implications   | procedures for restructuring. An EA will be developed for   |                                     |                 |                 |                 |                 |                                 |   |
|       |            |  | the service change staffing proposals.  |                                     |                 |                 |                 |                 |                                 |   |
|       |            | TOM Implications                                       | This follows on from the departmental TOM DMT   |                                     |                 |                 |                 |                 |                                 |   |
|       |            |  | restructure.  |                                     |                 |                 |                 |                 |                                 |   |

age 31

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

|         |                | •••••••••••••••••••••••••••••••••••••• | OOLS AND FAMILIES - REPLACEMENTS   |                                     |                 |                 |                 |                 |                                 |   |
|---------|----------------|--|--|-------------------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|
| Panel   | Ref            |  | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact |
| C&YP    | CSF2017-03     | Service                                | Children Social Care   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Description                            | Delivery of preventative services through the Social   | 6,793                               | 45              |                 |                 |                 | Medium                          | Medium                                  |
|         |                | Service Implication                    | Impact Bond The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond  |                                     |                 |                 |                 |                 |                                 |   |
|         |                |  | (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Staffing Implications                  | None   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Business Plan                          | No specific Implications   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | implications                           |  |                                     |                 |                 |                 |                 |                                 |   |
| )       |                | Impact on other departments            | None   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Equalities                             | This is a service for some of our most vulnerable children   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Implications                           | and young people.  |                                     |                 |                 |                 |                 |                                 |   |
|         |                | TOM Implications                       | This is in line with the CSF TOM and our Child and Young   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | •                                      | Person well-being model approach.  |                                     |                 |                 |                 |                 |                                 |   |
| C&YP    | CSF2017-04     | <u>Service</u>                         | Children Social Care   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Description                            | South London Family Drug and Alcohol Court commissioning   | 6,793                               | 45              |                 |                 |                 | Medium                          | Medium                                  |
|         |                | Service Implication                    | Enable children to stay at home safely, thereby reducing cost of care proceeding and care placements   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Staffing Implications                  | None   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Business Plan                          | No specific Implications   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | implications<br>Impact on other        | Potential impact on legal department.  |                                     |                 |                 |                 |                 |                                 |   |
|         |                | departments                            | r otential impact on legal department.   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Equalities                             | This is a service for some of our most vulnerable children   |                                     |                 |                 |                 |                 |                                 |   |
|         |                | Implications                           | and young people.  |                                     |                 |                 |                 |                 |                                 |   |
|         |                | TOM Implications                       | This is in line with the CSF TOM and our Child and Young Person well-being model approach.   |                                     |                 |                 |                 |                 |                                 |   |
| Total C | hildren. Schoo | ols and Families Saving                |  |                                     | 229             | 0               | 0               | 0               |                                 |   |

age 3

### CABINET DECEMBER 2017 DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - SAVINGS TO BE REPLACED

| Panel | Ref        |                             | Description of Saving  | Baseline<br>Budget<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|------------|-----------------------------|--|----------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| НС&ОР | CH54/ CH20 | Service                     | Access, Assessment and Commissioning Staffing  |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | Description                 | Reduced capacity to monitor quality within provider services and /or to undertake assessments and reviews i.e. there is a direct implication on the ability to effectively safeguard/assess/support/ promote independence.   | 8,063                      | 433             | 0               | 0               | 0               | High                            | Medium                                  | SS2                            |
|       |            | Service Implication         | Given the previous reduction in staffing, this saving is no longer achievable without significant detriment to the safety and quality of service   |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | Staffing Implications       | Possible impact on our statutory duties under the Care Act 2014. We would attempt to mitigate this by investigating alternative models for quality and performance monitoring and of assessment and care management.   |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | Business Plan implications  | The service would struggle to meet its plans   |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | Impact on other departments | 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. |                            |                 |                 |                 |                 |                                 |   |                                |
| D     |            | Equalities Implications     | Processes will need to improve so lower staff resources are able to undertake the necessary volumes of work. existing TOM commitments to flexible and mobile working and to improve assessment and care management processes ensure this is feasible.  |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | Service                     | Extra Care Sheltered Housing   |                            |                 |                 |                 |                 |                                 |   |                                |
| HC&OP | CH39       | Description                 | A review of, and reduction in, the extra care sheltered housing provision.   | 1,572                      | 330             | 0               | 0               | 0               | High                            | High                                    | SP2 / SS2                      |
|       |            | Service Implication         | The full original savings target would leave the services unsustainable given the level of care need these units are now supporting.   |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | Staffing Implications       | There would be potential redundancies within the in-house provision  |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | Business Plan implications  | This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.   |                            |                 |                 |                 |                 |                                 |   |                                |
|       |            | 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.  |                            |                 |                 |                 |                 |                                 |   |                                |

#### DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - SAVINGS TO BE REPLACED

| Panel  | Ref  |                             | Description of Saving   | Baseline<br>Budget<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|--------|------|-----------------------------|---|----------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| HC&OP  | CH65 | Service                     | Shared Service Arrangement  |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Description                 | Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org.   | £5,031                     | 300             | 0               | 0               | 0               | High                            | High                                    | SS2                            |
|        |      | Service Implication         | Opportunities for shared services have not emerged as hoped.  |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Staffing Implications       | Possible redundancies.  |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Business Plan implications  | This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.  |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Impact on other departments |   |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Equalities Implications     | 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. |                            |                 |                 |                 |                 |                                 |   |                                |
| HC&OP  | CH66 | Service                     | Direct Provision  |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Description                 | Look at opportunities for shared services for in-house services   | £3,886                     | 400             | 0               | 0               | 0               | High                            | High                                    | SS2                            |
| D<br>2 |      | Service Implication         | Opportunities for shared services have not emerged as hoped.  |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Staffing Implications       | 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.   |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Business Plan implications  | None.   |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      | Impact on other departments | 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 be done to mitigate the impact.   |                            |                 |                 |                 |                 |                                 |   |                                |
|        |      |                             | TOTAL SAVINGS TO BE REPLACED  |                            | 1,463           | 0               | 0               | 0               |                                 |   | -                              |

#### Savings Type

SS2 Staffing: reduction in costs due to deletion/reduction in service

SNS1 Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

SPROP Reduction in Property related costs

SI1 Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

**DEPARTMENT: Community & Housing 2018/19- REPLACEMENT SAVINGS** 

| DEPA  | KIME | VI:Community & Housin       | g 2018/19- REPLACEMENT SAVINGS   |                                     |                 |                 |                 |                 |          | _            |                                |
|-------|------|-----------------------------|--|-------------------------------------|-----------------|-----------------|-----------------|-----------------|----------|--------------|--------------------------------|
| Panel | Ref  |                             | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | ,        | Remitational | Type of<br>Saving<br>(see key) |
|       |      | Service/Section             | Adult Social Care: Access & Assessment   |                                     |                 |                 |                 |                 |          |              |                                |
|       | CH71 | Description                 | Transport: moving commissioned taxis to direct payments. Service users can   | 182                                 | 50              | 0               | 0               | 0               | Medium   | Medium       | SNS1                           |
|       |      |                             | purchase taxi journeys more cheaply than the council.  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Service Implication         | Service users will receive the same transport levels, but delivered differently and will have more choice of taxi provider |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Staffing Implications       | nil  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Business Plan implications  | nil  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Impact on other departments | nil  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Equalities Implications     | nil  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | TOM Implications            | nil  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Service/Section             | Adult Social Care: Direct provision  |                                     |                 |                 |                 |                 |          |              |                                |
|       | CH72 | Description                 | Reviewing transport arrangements for in-house units, linking transport more  | 1,087                               | 100             | 0               | 0               | 0               | High     | Medium       | SNS1/2                         |
|       |      |                             | directly to the provision and removing from the transport pool.  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Service Implication         | Transport arrangements for day centre users may change. Those who can travel   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      |                             | by other means may no longer be offered council transport. The arrangements  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      |                             | for others may change. Day centres will have more flexibility in the use of vehicles                                       |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Staffing Implications       | tbc  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Business Plan implications  | toc  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Impact on other departments | This will impact on E&R as C&H want to withdraw from the transport pool and  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Impact on other departments | manage vehicles from each unit.  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Equalities Implications     | Day centre users have a learning disability.   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | TOM Implications            | This is a substantial project that will impact on the refresh of the C&H and E&R   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      |                             | TOMs   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Service/Section             | Adult Mental health  |                                     |                 |                 |                 |                 |          |              |                                |
|       | CH73 | Description                 | Staffing   | 1,478                               | 100             | 0               | 0               | 0               | 0 Medium | Medium       | SS2                            |
|       |      | Service Implication         | A review of management and staffing levels of the AMH team in line with the  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      |                             | reductions carried out in the rest of ASC.   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Staffing Implications       | A reductions in staffing to be achieved by decreased use of agency staff   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Business Plan implications  | Nil  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Impact on other departments | Nil  |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | Equalities Implications     | Mental health service users may receive a less responsive service.   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      | TOM Implications            | The positioning of AMH and OPMH services needs to be reviewed in the   |                                     |                 |                 |                 |                 |          |              |                                |
|       |      |                             | refreshed TOM  |                                     |                 |                 |                 |                 |          |              |                                |

**DEPARTMENT: Community & Housing 2018/19- REPLACEMENT SAVINGS** 

| Panel | Ref  |   | Description of Saving   | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key |
|-------|------|---|---|-------------------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|-------------------------------|
|       | CH74 | Service/Section Description Service Implication  Staffing Implications Business Plan implications Impact on other departments Equalities Implications                 | Adult Social Care Income maximisation  The implementation of the MOSAIC social care system has identified the scope to improve the identification of service users who should contribute to the costs of their care and assess them sooner, thus increasing client income. Assessed as a 3% improvement less cost of additional staffing The savings is net of increased staff costs of £90k Staffing and income budgets will need to be adjusted This may increase the workload of the corporate transactions team | -10,583                             | 231             | 0               | 0               | 0               | Medium                          | Low                                     | SI1                           |
|       |      | TOM Implications  | Income maximisation needs to be addressed in the refreshed TOM  |                                     |                 |                 |                 |                 |                                 |   |                               |
|       | СН75 | Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications | Public Health  Public Health: health related services in other budgets  There will be reduced activity in non-statutory and lower priority programmes  Nil  nil  By its nature Public Health focuses on those with poorer heath outcomes, and they might receive a lower level of interventions  The impact of the ending of ring-fenced Public Health grant needs to be addressed in the refreshed TOM   | 10,727                              | 600             | 0               | 0               | 0               | High                            | Medium                                  | SNS1                          |
|       |      |   | TOTAL REPLACEMENT SAVINGS   |                                     | 1,081           | 0               | 0               | 0               |                                 |   |                               |
|       |      |   | NET EFFECT OF REPLACEMENT SAVINGS   |                                     | 382             | 0               | 0               | 0               | 1                               |   |                               |

#### Savings Type

S2 Staffing: reduction in costs due to deletion/reduction in service

 $SNS1\ \ \ \$  Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

SPROP Reduction in Property related costs

SI1 Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

| Panel | Ref            |                             | Description of Saving   | Baseline<br>Budget | 2018/19<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Reputational<br>Impact | Risk Analysis<br>-<br>Deliverability | Type of<br>Saving (see<br>key) |
|-------|----------------|-----------------------------|---|--------------------|-----------------|-----------------|-----------------|-----------------|---|--------------------------------------|--------------------------------|
| HC&OP | CH54 &<br>CH20 | Service<br>Description      | Access Assessment and Commissioning staffing Reduced staffing in social work and commissioning teams  |                    |                 |                 |                 |                 |   |                                      |                                |
|       |                |                             | Original staff savings (£433k) less alternatives (taxis £50k, transport £100k and MH staff £100k)   | 8,063              | 183             | (183)           | 183             | 0               | High                                    | Medium                               | SS2                            |
|       |                | Service Implication         | Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.   |                    |                 |                 |                 |                 |   |                                      |                                |
|       |                | Staffing Implications       | Redundancies - Some staff would be subject to redundancy  |                    |                 |                 |                 |                 |   |                                      |                                |
| Page  |                | Business Plan implications  | This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact. |                    |                 |                 |                 |                 |   |                                      |                                |
|       |                | Impact on other departments | The primary impact is on service users and partners, such as the NHS.   |                    |                 |                 |                 |                 |   |                                      |                                |
| 43    |                | Equalities<br>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 be done to mitigate the impact.   |                    |                 |                 |                 |                 |   |                                      |                                |

| Panel   | Ref  |  | Description of Saving  | Baseline<br>Budget | 2018/19<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Reputational<br>Impact | Risk Analysis<br>-<br>Deliverability | Saving (see |
|---------|------|--|--|--------------------|-----------------|-----------------|-----------------|-----------------|---|--------------------------------------|-------------|
| SC      | CH57 | Service<br>Description                 | Housing Needs Staff reduction in Housing Services Original staff savings in Housing were identified as unachievable but no alternatives were identified at that time   | 1011               | 118             | (118)           | 118             | 0               | High                                    | High                                 | 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) and Deletion of 2.0 posts and Re-<br>evaluation of 1.0 post (2018/19). Redundancy costs to the<br>council and increased workloads for remaining staff   |                    |                 |                 |                 |                 |   |                                      |             |
| Page 44 |      | Business Plan implications             | The business plan implication would ensure no further loss of front line staff with a corresponding ability to continue statutory housing act functions which include: Homelessness Prevention, Private Sector tenants rights and enforcement. The additional reductions in staffing (in addition to those identified in 2016/17) would be limited to management and supervisor posts. Whilst this will be increasingly challenging for the remaining management and staff, it is anticipated that the business will continue to be delivered with some adjustments made as necessary. |                    |                 |                 |                 |                 |   |                                      |             |
|         |      | Impact on other departments Equalities | This will have an impact on children's and adult's social care  BME communities are over represented in homeless episodes.   |                    |                 |                 |                 |                 |   |                                      |             |
|         |      | Implications TOM Implications          | However, all groups will be affected by the reduction in front line housing services.  This is consistent with the exisiting TOM   |                    |                 |                 |                 |                 |   |                                      |             |

| Panel       | Ref  |  | Description of Saving   | Baseline<br>Budget | 2018/19<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Reputational<br>Impact | Risk Analysis<br>-<br>Deliverability | Type of<br>Saving (see<br>key) |
|-------------|------|--|---|--------------------|-----------------|-----------------|-----------------|-----------------|---|--------------------------------------|--------------------------------|
|             |      | Service<br>Description                           | Shared Service Arrangement Reduced staffing through sharing services with neighbouring boroughs Original savings (£800k) less £100k still achievable and £600k alternatives saving  |                    | 100             | (100)           | 100             | 0               | High                                    | High                                 | SS2                            |
|             |      | Service Implication                              | This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.  |                    |                 |                 |                 |                 |   |                                      |                                |
|             |      | Staffing Implications                            | Possible redundancies.  |                    |                 |                 |                 |                 |   |                                      |                                |
|             |      | Business Plan<br>implications<br>Impact on other | This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.  |                    |                 |                 |                 |                 |   |                                      |                                |
| Page        |      | departments<br>Equalities<br>Implications        | 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. |                    |                 |                 |                 |                 |   |                                      |                                |
| 4-          |      | TOM Implications                                 | •   |                    |                 |                 |                 |                 |   |                                      |                                |
| О1<br>нс&ор | CH39 | Service<br>Description                           | Extra Care Sheltered Housing Reduction in staff for in-house unit and in contract value for commissioned unit, resulting in less support hours for residents.   |                    |                 |                 |                 |                 |   |                                      |                                |
|             |      | Service Implication                              | This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.   | 1,572              | 99              | (99)            | 99              | 0               | High                                    | High                                 | SP2                            |
|             |      | Staffing Implications                            | There would be potential redundancies within the in-house provision   |                    |                 |                 |                 |                 |   |                                      |                                |
|             |      | Business Plan implications                       | This provision is currently an alternative to residential care.  After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.   |                    |                 |                 |                 |                 |   |                                      |                                |
|             |      | Impact on other departments                      | None  |                    |                 |                 |                 |                 |   |                                      |                                |
|             |      | Equalities<br>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.   |                    |                 |                 |                 |                 |   |                                      |                                |

| Panel | Ref             |                            | Description of Saving  | Baseline<br>Budget | 2018/19<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | Risk Analysis<br>Reputational<br>Impact | Risk Analysis<br>-<br>Deliverability | kov) |
|-------|-----------------|----------------------------|--|--------------------|-----------------|-----------------|-----------------|-----------------|---|--------------------------------------|------|
| HC&OP | CH 68<br>and 69 | Service                    | Libraries  |                    |                 |                 |                 |                 |   |                                      |      |
|       |                 | Description                | Shared services savings not achievable   |                    | 48              | (48)            | 48              | 0               | High                                    | High                                 | SS2  |
|       |                 |                            | Completion of Shared Library & Heritage Service Management Structure with another borough - £25k |                    |                 |                 |                 |                 |   |                                      |      |
|       |                 | Staffing Implications      | These changes may impact on staff.   |                    |                 |                 |                 |                 |   |                                      |      |
|       |                 | implications               | None.  Access to Library & Heritage Service managers may be more                                 |                    |                 |                 |                 |                 |   |                                      |      |
|       |                 | departments                | limited.   |                    |                 |                 |                 |                 |   |                                      |      |
| ס     |                 | Equalities<br>Implications | None.  |                    |                 |                 |                 |                 |   |                                      |      |
| ag    |                 | -                          | Identified as a key action within the new Library & Heritage Service TOM.                        |                    |                 |                 |                 |                 |   |                                      |      |
| Ф     |                 |                            | Total Savings  | •                  | 548             | (548)           | 548             | •               |   |                                      |      |

### CABINET OCTOBER 2017: NEW SAVINGS PROPOSAL DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

| Panel  | Ref |   | Description of Saving   | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|--------|-----|---|---|-------------------------------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| SC     |     | Service/Section  Description  Service Implication | Leisure & Culture  Two year extension of the GLL contract  Extend continuity of service provision with same contractor  | 573                                 |                 | 300             | Med                             | Low                                     | SP1                            |
|        |     | Staffing Implications                             | for 2 further years.  |                                     |                 |                 |                                 |   |                                |
|        |     | Business Plan implications                        | Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by two years  |                                     |                 |                 |                                 |   |                                |
| _      |     | Impact on other departments                       | Procurement and legal - as re-procurement delayed by 2 years; Children, Schools and Families - continuity of service provision by current contractor for 2 further years - school curriculum swimming, etc.   |                                     |                 |                 |                                 |   |                                |
| age 47 |     | Implications                                      | Continuity of service maintained with existing contractual arrangements.  Contract change creating efficiencies. Key officer across council will be involved in the detail of the changes to ensure delivery. |                                     |                 |                 |                                 |   |                                |

| Savi | ngs | Typ | Œ |
|------|-----|-----|---|
|      |     |     |   |

| SI1 | Income - | increase i | in current | level of | charges |
|-----|----------|------------|------------|----------|---------|
|-----|----------|------------|------------|----------|---------|

SI2 Income - increase arising from expansion of existing service/new service

**SS1** Staffing: reduction in costs due to efficiency

SS2 Staffing: reduction in costs due to deletion/reduction in service

**SNS1** Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

**SP1** Procurement / Third Party arrangements - efficiency

**SP2** Procurement / Third Party arrangements - deletion/reduction in service

**SG1** Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

<u>Panel</u>

C&YP Children & Young People CC Corporate Capacity

**HC&OP** Healthier Communities & Older People

**SC** Sustainable Communities

| Panel | Ref          |                             | Description of Saving   | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|--------------|-----------------------------|---|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | 2018-19 CS01 | Service/Section             | Infrastructure & Transactions - IT Service Delivery   |                                  |                 |                 |                 | L                               | L                                       | SP1                            |
|       |              | Description                 | Revenue Saving associated with current MFD contract   |                                  | 150             |                 |                 |                                 |   |                                |
|       |              | Service Implication         | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Staffing Implications       | None  |                                  |                 |                 |                 |                                 |   | <u></u>                        |
|       |              | Business Plan implications  | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Impact on other departments | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Equalities<br>Implications  | None  |                                  |                 |                 |                 |                                 |   |                                |
| Pag   |              | TOM Implications            | None  |                                  |                 |                 |                 |                                 |   |                                |
| Ф     | 2018-19 CS02 | Service/Section             | Infrastructure & Transactions - Facilities Management   |                                  |                 |                 |                 |                                 |   |                                |
| 48    |              | Description                 | Reduction in the level of building repairs and maintenance undertaken on the corporate buildings                                |                                  | 100             |                 |                 | н                               | M                                       | SPROP                          |
|       |              | Service Implication         | The level of routine repairs, general maintenance works and   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Staffing Implications       | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Business Plan implications  | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Impact on other departments | Yes and users of the buildings.   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Equalities Implications     | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | TOM Implications            | May have some impact in terms of the overall condition of the Councils propoerty portfolio and backlo maintenance requirements. |                                  |                 |                 |                 |                                 |   |                                |

| Panel          | Ref          |  | Description of Saving  | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|----------------|--------------|--|--|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|                | 2018-19 CS03 | Service/Section                        | Infrastructure & Transactions - Facilities Management  |                                  |                 |                 |                 |                                 |   |                                |
|                |              | Description                            | Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake | 33                               | 33              |                 |                 |                                 |   | SNS1                           |
|                |              | Service Implication                    | the duties as part of their job description.   |                                  |                 |                 |                 | L                               | L                                       |                                |
|                |              | •                                      | None Removal of allowance to staff. Duties to be included in job decription of Assistant Directors             |                                  |                 |                 |                 |                                 |   |                                |
|                |              | Business Plan implications             | None   |                                  |                 |                 |                 |                                 |   |                                |
| P <sub>e</sub> |              | Impact on other departments Equalities | Will be Assistant Directors across all departments.  |                                  |                 |                 |                 |                                 |   |                                |
| Page           |              | Implications TOM Implications          | None   |                                  |                 |                 |                 |                                 |   |                                |
| <u>4</u>       |              |  | None   |                                  |                 |                 |                 |                                 |   |                                |

| Panel | Ref          |  | Description of Saving  | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|--------------|--|--|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | 2018-19 CS04 | Service/Section                                | Infrastructure & Transactions - Facilities Management                                    |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Description Service Implication                | Delete or full cost recovery of one post within FM Possible if deletion of post          | 630                              | 36              |                 |                 | L                               | М                                       | SS2                            |
|       |              | Staffing Implications                          | Possible1FTE   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Business Plan implications                     | None   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Impact on other departments Equalities         | Schools  |                                  |                 |                 |                 |                                 |   |                                |
| Page  |              | Implications TOM Implications                  | None   |                                  |                 |                 |                 |                                 |   |                                |
| 50    |              |  | None   |                                  |                 |                 |                 |                                 |   |                                |
|       | 2018-19 CS05 | Service/Section                                | Resources  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Description Service Implication                | Reduction in permanent staffing Efficiencies of new financial system when fully embedded |                                  | 30              |                 |                 | н                               | М                                       | SS2                            |
|       |              | Staffing Implications                          | should minimise effect on service  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Business Plan implications                     | None   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Impact on other departments                    | Increase in self service   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Equalities<br>Implications<br>TOM Implications | None<br>None   |                                  |                 |                 |                 |                                 |   |                                |

| Panel   | Ref          |                            | Description of Saving   | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------|--------------|----------------------------|---|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|         | 2018-19 CS06 | Service/Section            | Resources   |                                  |                 |                 |                 |                                 |   |                                |
|         |              | •                          | Miscellaneous budgets within Resources None                                 |                                  | 0               | 17              |                 | L                               | L                                       | SNS2                           |
|         |              | Staffing Implications      | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              | Business Plan implications | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              |                            | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              |                            | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              |                            | None  |                                  |                 |                 |                 |                                 |   |                                |
| Ū       | 2018-19 CS07 |                            | Resources   |                                  |                 |                 |                 |                                 |   |                                |
| Page 51 |              |                            | Retender of insurance contract Procurement saving with no effect on service |                                  |                 | 50              | 25              | L                               | L                                       | SP1                            |
| 1       |              | Staffing Implications      | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              | Business Plan implications | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              |                            | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              | departments                |   |                                  |                 |                 |                 |                                 |   |                                |
|         |              | •                          | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              | Implications               | None  |                                  |                 |                 |                 |                                 |   |                                |
|         |              | TOM Implications           | None  |                                  |                 |                 |                 |                                 |   | l                              |

| Panel  | Ref          |                                    | Description of Saving  | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|--------|--------------|------------------------------------|--|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|        | 2018-19 CS08 | Service/Section                    | Revenues and Benefits  |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Description<br>Service Implication | Increase in income from Enforcement Service Increase in number of warrants received from ANPR contriventions |                                  | 100             | 20              | 15              | L                               | L                                       | SI2                            |
| l      |              | Staffing Implications              |  |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Business Plan implications         | None   |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Impact on other                    | Increase in income for E & R   |                                  |                 |                 |                 |                                 |   |                                |
|        |              | departments<br>Equalities          | None   |                                  |                 |                 |                 |                                 |   |                                |
| Р      |              | Implications<br>TOM Implications   |  |                                  |                 |                 |                 |                                 |   |                                |
| a      |              | Service/Section                    | Customer Contact   |                                  |                 |                 |                 |                                 |   |                                |
| age 52 |              | Description                        | Reduction/rationalisation in running costs budgets across multiple budgets                                   |                                  | 35              |                 |                 | L                               | L                                       | SNS1                           |
| 10     |              | Service Implication                | None   |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Staffing Implications              | None   |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Business Plan implications         | None   |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Impact on other                    | None   |                                  |                 |                 |                 |                                 |   |                                |
|        |              | departments                        |  |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Equalities                         | None   |                                  |                 |                 |                 |                                 |   |                                |
|        |              | Implications<br>TOM Implications   | None   |                                  |                 |                 |                 |                                 |   |                                |

| Panel | Ref          |  | Description of Saving   | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|--------------|--|---|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | 2018-19 CS10 | Service/Section  | Revenues and Benefits   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Description<br>Service Implication   | Reduction in staffing Review of staffing structure within the section taking into account impact of universal credit, business rates retention, collection rates for all debt and welfare benefits. |                                  | 60              |                 |                 | L                               | M                                       | SS2                            |
|       |              | Staffing Implications  | Approximately 2.0 FTE reduction   |                                  |                 |                 |                 |                                 |   |                                |
| Pag   |              | Business Plan implications Impact on other departments Equalities Implications | Will be reviewed depending on review  |                                  |                 |                 |                 |                                 |   |                                |
| ge    | 2018-19 CS11 | Service/Section  | Corporate Services  |                                  |                 |                 |                 |                                 |   |                                |
| 53    |              | Description<br>Service Implication   | Restructure of management across Corporate Services Will impact significantly on level of support/service offered   |                                  | 400             |                 |                 | М                               | M                                       | SS2                            |
|       |              | Staffing Implications  | 5-6 FTE senior managers   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Business Plan implications   | New ways of working and increased responsibilities  |                                  |                 |                 |                 |                                 |   |                                |
| l     |              | Impact on other  | Will require increase in self service and potential loss in   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | departments<br>Equalities  | customer satisfaction<br>None   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Implications   | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | TOM Implications   |   |                                  |                 |                 |                 |                                 |   |                                |

| Panel | Ref          |  | Description of Saving   | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|--------------|--|---|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | 2018-19 CS12 | Service/Section                                | Corporate Governance  |                                  |                 |                 |                 |                                 |   |                                |
|       |              |  | SLLp - reduction in legal demand<br>Reduction in legal chargeable hours |                                  |                 | 50              |                 | н                               | М                                       | SS2                            |
|       |              | Staffing Implications                          | Possible 1 lawyer   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | implications<br>Impact on other                | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | departments Equalities Implications            | None  |                                  |                 |                 |                 |                                 |   |                                |
| v     |              |  | None  |                                  |                 |                 |                 |                                 |   |                                |
| age   | 2018-19 CS13 |  | Corporate Governance  |                                  |                 |                 |                 |                                 |   |                                |
| je 54 |              |  | Audit and investigations<br>Reduction in service days                   |                                  | 50              |                 |                 |                                 |   |                                |
|       |              | Staffing Implications                          | Shared service  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | implications                                   | Reduce audit capacity and resource for criminal and civil enforcement   |                                  |                 |                 |                 |                                 |   |                                |
|       |              | departments                                    | None  |                                  |                 |                 |                 |                                 |   |                                |
|       |              | Equalities<br>Implications<br>TOM Implications | None  |                                  |                 |                 |                 |                                 |   |                                |

| Panel   | Ref          |  | Description of Saving  | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------|--------------|--|--|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|         | 2018-19 CS14 | Service/Section  | Business Improvement - Business Systems  |                                  |                 |                 |                 |                                 |   |                                |
|         |              | Description<br>Service Implication                                   | M3 support to Richmond/Wandsworth Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale. |                                  | 20              |                 |                 | М                               | L                                       | SI2                            |
| Page 55 |              | Business Plan implications   | The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.  The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existin work arrangements and establishment.   |                                  |                 |                 |                 |                                 |   |                                |
|         |              | Impact on other departments Equalities Implications TOM Implications | No impact on other departments is envisaged.  None envisaged; a full EI will be undertaken.  In line with TOM.   |                                  |                 |                 |                 |                                 |   |                                |

| Panel   | Ref          |  | Description of Saving  | Baseline<br>Budget 17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------|--------------|--|--|----------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|         | 2018-19 CS15 | Service/Section  | Business Improvement - Policy & Partnerships   | 248                              |                 | 50              |                 | М                               | M                                       |                                |
|         |              | Description Service Implication Staffing Implications  | Reduce headcount from 4.6 to 3.6  Some of the following services would need to cease - CMT administration, support for Merton Partnership, development and implementation of the Strategic Partner Programme, Merton Intelligence Hub and our strategy around the use of data. The service will explore the introduction of generic working.  Deletion of one post                                 |                                  |                 |                 |                 |                                 |   |                                |
| Page 56 |              | Business Plan implications Impact on other departments  Equalities Implications TOM Implications | See service implications  The PSP team delivers support services that tend to support corporate cross cutting projects and there the impact of staff cuts would impact in terms of the projects/support that would cease.  These are likely since staff are affected.  Partnership working, objectives around improved use of data and objectives to improve preventative services within the VCS. |                                  |                 |                 |                 |                                 |   |                                |

| Proposed Savings           | 1,014 | 187   | 40  |       |
|----------------------------|-------|-------|-----|-------|
| Corporate Services Targets | 2,363 | 1,911 | 169 |       |
| Shortfall                  | 1,349 | 1,724 | 129 | 3,202 |

### **NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017**

**DEPARTMENT: Children, Schools and Families** 

| Panel     | Ref        | ,                           | Description of Saving   | Baseline<br>Budget<br>17/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-----------|------------|-----------------------------|---|-------------------------------------|-----------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| C&YP      | CSF2017-05 | <u>Service</u>              | Children Social Care  |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            |                             | Delivery of preventative services through the Social  | 6,793                               |                 |                 | 45              |                 | High                            | Medium                                  | SNS1                           |
|           |            | Service Implication         | Impact Bond The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. This work takes place in the context of a rising population with increasing complex needs. |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            | Staffing Implications       | None  |                                     |                 |                 |                 |                 |                                 |   |                                |
| <br> <br> |            | implications                | No specific Implications  None  |                                     |                 |                 |                 |                 |                                 |   |                                |
| Page      |            | Equalities                  | This is a service for some of our most vulnerable children  |                                     |                 |                 |                 |                 |                                 |   |                                |
| Je        |            |                             | and young people.   |                                     |                 |                 |                 |                 |                                 |   |                                |
| 5         |            |                             | This is in line with the CSF TOM and our Child and Young Person well-being model approach.  |                                     |                 |                 |                 |                 |                                 |   |                                |
| C&YP      | CSF2017-06 | Service                     | Children Social Care  |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            |                             | South London Family Drug and Alcohol Court  | 6,793                               |                 |                 | 45              |                 | High                            | Medium                                  | SNS1                           |
|           |            |                             | commissioning   | ,                                   |                 |                 |                 |                 | · ·                             |   |                                |
|           |            |                             | Enable children to return home safely, thereby reducing   |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            |                             | cost of care placements. This work takes place in the context of a rising population with increasing complex  |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            |                             | needs.  |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            | Staffing Implications       | None  |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            | implications                | No specific Implications  |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            | Impact on other departments | Potential impact on legal department.   |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            | Equalities                  | This is a service for some of our most vulnerable children  |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            |                             | and young people.   |                                     |                 |                 |                 |                 |                                 |   |                                |
|           |            |                             | This is in line with the CSF TOM and our Child and Young Person well-being model approach.  |                                     |                 |                 |                 |                 |                                 |   |                                |

| Panel   | Ref            |                       | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 |   | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---|----------------|-----------------------|--|-------------------------------------|---|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| C&YP  | CSF2017-07     | <u>Service</u>        | <u>Education</u>   |                                     |   |                 |                 |                 |                                 |   |                                |
|   |                | Description           | Review schools trade offer, raise charges or consider  | 1,381                               |   |                 | 60              |                 | Medium                          | Medium                                  | SS2                            |
|   |                | Service Implication   | ceasing services from 2020.  All CSF SLAs as well as de-delegated services with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will also   |                                     |   |                 |                 |                 |                                 |   |                                |
|   |                | Staffing Implications | examine further opportunities to trade with schools.  If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.   |                                     |   |                 |                 |                 |                                 |   |                                |
|   |                | Business Plan         | Should funding not be secured there will be implications for   |                                     |   |                 |                 |                 |                                 |   |                                |
|   |                | implications          | service volumes and outcomes.  |                                     |   |                 |                 |                 |                                 |   |                                |
|   |                | Impact on other       | Possible impact on child protection services if service  |                                     |   |                 |                 |                 |                                 |   |                                |
|   |                | departments           | reductions result in escalations from schools and others.  |                                     |   |                 |                 |                 |                                 |   |                                |
| Page 5  |                | TOM Implications      | 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 continue to be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. |                                     |   |                 |                 |                 |                                 |   |                                |
| Total   | ı              |                       |  |                                     | 0 | 0               | 150             | 0               |                                 |   |                                |
| Total CS  | SF Target Savi | ngs                   |  |                                     | 0 | 0               | 3,328           | 132             |                                 |   |                                |
| Savings identified as part of replacement savings |                |                       |  |                                     |   |                 | 0               |                 |                                 |   |                                |
| •   | II)/Surplus    | · •                   | -  |                                     | 0 | 0               | (3,178)         | (132)           |                                 |   |                                |

| <u>Saving</u> | <u>is Type</u>                                 | <b>Panel</b> |
|---------------|--|--------------|
| SS1           | Staffing: reduction in costs due to efficiency |              |

SS2 C&YP Children & Young People Staffing: reduction in costs due to deletion/reduction in service SNS1 O&S **Overview & Scrutiny** Non - Staffing: reduction in costs due to efficiency **Healthier Communities & Older People** SNS2 HC&OP Non - Staffing: reduction in costs due to deletion/reduction in service SCSP1 **Sustainable Communities** Procurement / Third Party arrangements - efficiency SG1 Grants: Existing service funded by new grant

SPROP Reduction in Property related costs

SG2

**SI1** Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

Grants: Improved Efficiency of existing service currently funded by unringfenced grant

### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19**

| Panel | Ref  |   | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|--|---|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| SC    | E1   | Service/Section   | Regulatory Services Partnership  |                                     |                 |                 |                 |                                 |   |                                |
|       |  | Description   | Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience. | 0                                   | 60              | 65              | 75              | Med                             | Low                                     | SI2                            |
|       | Service Implication Will need to ensure no conflict of interest in respect of service delivery.                |   |  |                                     |                 |                 |                 |                                 |   |                                |
|       | Staffing Developing new areas of business will need careful consideration of deployment of existing resources. |   |  |                                     |                 |                 |                 |                                 |   |                                |
|       |  | Business Plan Consistent with Business Plan objectives implications |  |                                     |                 |                 |                 |                                 |   |                                |
| Page  |  | Impact on other departments   | None, but will need to consider potential impact on partner boroughs.  |                                     |                 |                 |                 |                                 |   |                                |
| e 59  |  | Equalities<br>Implications  | None.  |                                     |                 |                 |                 |                                 |   |                                |
|       |  | TOM Implications  | Consistent with objective of making service more commercially driven.  |                                     |                 |                 |                 |                                 |   |                                |
| SC    | E2   | Service/Section   | Waste Services   |                                     |                 |                 |                 |                                 |   |                                |
|       |  | Description Service Implication                                     | Thermal Treatment of wood waste from HRRC Reduced recycling rate at HRRC down by c26%  | 302                                 | 30              |                 |                 | Med                             | Med                                     | SP2                            |
|       |  | Staffing<br>Implications  | None   |                                     |                 |                 |                 |                                 |   |                                |
|       | Business Plan Ch   |   | Change in focus to measure diversion from Landfill compared to recycling performance   |                                     |                 |                 |                 |                                 |   |                                |
|       |  | Impact on other departments   | South London waste Partnership will need to be consulted   |                                     |                 |                 |                 |                                 |   |                                |
|       |  | Equalities<br>Implications  | Equalities None  |                                     |                 |                 |                 |                                 |   |                                |
|       |  | TOM Implications  | Negative impact on recycling performance.  |                                     |                 |                 |                 |                                 |   |                                |

### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19**

| Panel   | Ref |  | Description of Saving  | Baseline<br>Budget<br>17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------|-----|--|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| sc      | E3  | Service/Section  | Leisure & Culture Development Team   |                                     |                 |                 |                 |                                 |   |                                |
|         |     | Description<br>Service Implication                                   | Polka Theatre Grant Reduction Polka Theatre are redeveloping their site in Wimbledon and the council is committed to investing £150k of capital/section 106 towards that project. Once the project is complete Polka will be capable of generating more income and become more financially stable, thus not requiring all of the current grant. The council will still need to fund some grant as it is a requirement of other funding bodies. | 64                                  |                 | 30              |                 | Low                             | Low                                     | SG2                            |
| Page 60 |     | Staffing<br>Implications<br>Business Plan<br>implications            | None  Polka Theatre is a key contributor to delivering outcomes for local residents and communities. They support the borough's strategic plan for 'Bridging the Gap.'   |                                     |                 |                 |                 |                                 |   |                                |
|         |     | Impact on other departments Equalities Implications TOM Implications | Other departments will still be able to commission services from Polka, as they do currently.  None  None  |                                     |                 |                 |                 |                                 |   |                                |

### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19**

| Panel | Ref |  | Description of Saving   | Baseline<br>Budget<br>17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|-----|--|---|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| sc    | E4  | Service/Section  | Sustainable Communities   |                                     |                 |                 |                 |                                 |   |                                |
|       |     | Description Service Implication  | provided to the company by LBM None  None  None  Cations ness Plan cations ct on other rtments lities cations  None  Provided to the company by LBM None  None  None  Consistent with Business Plan objectives  Increased work for finance and procurement teams delivered by service level agreements with Merantun None  None |                                     | 100             |                 |                 | Low                             | Med                                     | SP1                            |
| Page  |     | Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications                                |   |                                     |                 |                 |                 |                                 |   |                                |
| ടത    | E5  | Service/Section  | Greenspaces   |                                     |                 |                 |                 |                                 |   |                                |
|       |     | Description Service Implication  | Letting of remaining vacant facilities in Greenspaces None  | 513                                 | 50              |                 |                 | Low                             | Low                                     | SI2                            |
|       |     | taffing nplications usiness Plan nplications npact on other epartments qualities nplications OM Implications  None  None None None None None None No |   |                                     |                 |                 |                 |                                 |   |                                |

**Savings Type** 

### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19**

| Panel  | Ref |                             | Description of Saving                    | Baseline<br>Budget<br>17/18<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|--------|-----|-----------------------------|--|-------------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| SC     | E6  | Service/Section             | Greenspaces                              |                                     |                 |                 |                 |                                 |   |                                |
|        |     | Description                 | Increased tenancy income in Greenspaces  | 513                                 | 40              |                 |                 | Med                             | Low                                     | SI1                            |
|        |     | Service Implication         | None                                     |                                     |                 |                 |                 |                                 |   |                                |
|        |     | Staffing<br>Implications    | None                                     |                                     |                 |                 |                 |                                 |   |                                |
|        |     | Business Plan implications  | Consistent with Business Plan objectives |                                     |                 |                 |                 |                                 |   |                                |
|        |     | Impact on other departments | None insignificant                       |                                     |                 |                 |                 |                                 |   |                                |
| Ι т    |     | Equalities                  | None                                     |                                     |                 |                 |                 |                                 |   |                                |
| )<br>a |     | Implications                |  |                                     |                 |                 |                 |                                 |   |                                |
| Page   |     | TOM Implications            | Integral to Greenspaces TOM              |                                     |                 |                 |                 |                                 |   |                                |
| 62     |     |                             | Total Environment and Regeneration       | n Savings                           | 280             | 95              | 75              |                                 |   |                                |

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

### <u>Panel</u>

| C&YP  | Children & Young People                         |
|-------|---|
| CC    | Corporate Capacity                              |
| HC&OP | <b>Healthier Communities &amp; Older People</b> |
| SC    | Sustainable Communities                         |

NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017
DEPARTMENT: Community and Housing 2019/20- New Savings

| Panel    | Ref       | Notes   | J                           | Description of Saving   | Baseline<br>Budget<br>17/18 |     | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|----------|-----------|---|-----------------------------|---|-----------------------------|-----|---------------------------------|---|--------------------------------|
| Adult \$ | Social    | Care  |                             |   |                             |     |                                 |   |                                |
|          |           |   | Service                     | Public Health   |                             |     |                                 |   |                                |
| 17/18    | CH81      |   | Description                 | Public Health   |                             |     |                                 |   |                                |
|          |           | The ring fenced Public Health<br>Grant ends in March 2020,<br>when funding becomes part of  | Service Implication         | Main PH services have just been redesigned and re-commissioned according to PH TOM signed off March 17. An ongoing review of the range and scope of PH services commissioned.   |                             | 500 | High                            | High                                    | SP1                            |
|          |           | the Business Rate funding<br>settlement. It is not known what<br>will happen to mandation of PH<br>services and what 100% BBR<br>will mean for the funding of the |                             | The team has just been restructured with reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG); there is little scope in further team reduction but scope for efficiency through further development of joint commissioning roles. |                             | -   |                                 |   |                                |
|          |           | council as a whole. The review of PH funding will have to take into consideration its impact on   | Business Plan implications  | Any substantial change in PH services is likely to impact on service provision in C&H and CSF; change of staff would reduce commissioning capacity for C&H and CSF.   |                             |     |                                 |   |                                |
| -        |           | other services.   | Impact on other departments | Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.   |                             |     |                                 |   |                                |
| Page     |           |   | Equalities<br>Implications  | Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.  |                             |     |                                 |   |                                |
| 63       |           |   | TOM Implications            | The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.  |                             |     |                                 |   |                                |
| Total (  | Commu     | nity & Housing 2019/20  |                             |   |                             | 500 |                                 |   |                                |
| Total C  | &H Sav    | rings Proposal 2019/20  |                             |   |                             | 500 |                                 |   |                                |
| Total Ca | &H Savi   | ngs target  |                             |   |                             | 500 |                                 |   |                                |
| (Shortfa | all)/Surp | olus  |                             |   |                             | 0   |                                 |   |                                |

**NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017 DEPARTMENT: Community and Housing New Savings** 

| Panel    | Ref    | Notes   |   | Description of Saving   | Baseline<br>Budget | 2020/21<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key |
|----------|--------|---|---|---|--------------------|-----------------|---------------------------------|---|-------------------------------|
| Adult \$ | Social | Care  |   |   |                    |                 |                                 |   |                               |
|          |        |   | Service   | ASC - Access & Assessment   |                    |                 |                                 |   |                               |
| 17/18    |        | Savings on this scale, after a decade of making savings, are not deliverable by merely slicing back provision or cutting staffing. A more fundamental review of what Merton offers and delivers is necessary. There is an opportunity to make efficiencies and to improve the offer by integrating health and social care for older |   | Older People's social care (mental health) Creating a fully integrated Older People's services, combining OP social work teams, OPMH teams with community health services to create a 'one stop shop' for supporting the most vulnerable older people, removing the barriers between health and social care. Integrating support for physical and mental health isues. This will make it easier for the most unwell and most frail to access the support they need, and for us to respond in the most effective ways, and thus maximising any potential for recovery of independence.  Creating integrated teams will mean changing roles, locations and ways |                    | 500             | High<br>High                    | High<br>High                            | SNS2                          |
| rage 64  |        | people with physical and mental health needs.   | Business Plan implications Impact on other departments Equalities Implications  TOM Implications Services | of working. Any Staff reductions will be in management posts  It may require a pooled budget The integrated service will require a host organisation. The choice of the host will affect the demand on corporate services  This will impact on the council's response to vulnerable older people, most of whom either have a disability or a mental impairment.  The TOM will need to be refreshed to reflect an integrated model  Adult Mental Health  |                    |                 |                                 |   |                               |
| 17/18    | CH83   |   | Description   | Adult Mental Health   |                    |                 |                                 |   |                               |
| 11/10    |        | Adult mental health has been protected from many of the savings rounds in the past, reflecting the historic gap   | Service Implication Staffing  | A fundamental review of adult mental health services and staffing to ensure that we meet our duties under the Care Act in the most cost effective ways  A reduction in mental health management and front line posts  | 1200               | 500             | Medium                          | High                                    | SS1                           |
|          |        | between demand and supply. With this level of savings, this protection is no longer viable and we will need to look to reduce out offer to what the Care Act requires   | Implications Business Plan implications Impact on other Equalities Implications TOM Implications          | reduction in offer  By the nature of the service, these savings will impact on people with mental ill health reduction in offer   |                    |                 |                                 |   |                               |

**NEW SAVINGS PROPOSALS: CABINET DECEMBER 2017 DEPARTMENT: Community and Housing New Savings** 

| Panel  | Ref  | Notes   | Description of Saving  |   |  | 2020/21<br>£000  | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key |
|--|------|---|--|---|--|------------------|---------------------------------|---|-------------------------------|
|  |      |   | Service  | Public Health   |  |                  |                                 |   |                               |
| 7/18   | CH84 |   | Description  | Public Health   |  |                  |                                 |   |                               |
|  |      | Grant ends in March 2020,<br>when funding becomes part of   | Service Implication  | Main PH services have just been redesigned and re-commissioned according to PH TOM signed off March 17. An ongoing review of the range and scope of PH services commissioned.   |  | 500              | High                            | High                                    | SP1                           |
|  |      | settlement. It is not known what will happen to mandation of PH services and what 100% BBR will mean for the funding of the |  | The team has just been restructured with reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG); there is little scope in further team reduction but scope for efficiency through further development of joint commissioning roles. |  | -                |                                 |   |                               |
|  |      | into consideration its impact on  | Business Plan implications   | Any substantial change in PH services is likely to impact on service provision in C&H and CSF; change of staff would reduce commissioning capacity for C&H and CSF.   |  |                  |                                 |   |                               |
|  |      |   | Impact on other departments  | Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.   |  |                  |                                 |   |                               |
| Page   |      | Equalities<br>Implications  | Public Health focusses on people with the poorest health outcomes, so they may receive less or different help. |   |  |                  |                                 |   |                               |
|  |      |   | TOM Implications   | The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.  |  |                  |                                 |   |                               |
| otal Community & Housing 2020/21   |      |   |  |   |  | 1,600            |                                 |   |                               |
| Total C&H Savings Proposal 2020/21 Total C&H Savings target Shortfall)/Surplus |      |   |  |   |  | 6,693<br>(5,093) |                                 |   |                               |

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### **Equality Analysis**



### 06 E&R Parking Services (Ref No. ALT1)

| What are the proposals being assessed?                      | Further development of an emissions based charging Policy for resident/business permits |
|---|---|
| Which Department/ Division has the responsibility for this? | Enfv & Regeneration / 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 ag. reduction/removal of service, deletion of posts, changing criteria etc) | To encourage cleaner air quality and contribute to the public health agenda   |  |  |  |  |
| 2. How does this contribute to the council's corporate priorities?   | To improve the health of the Community.   |  |  |  |  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                   | Residents, Businesses and Trade who purchase a parking permit   |  |  |  |  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                      | The responsibility is not shared with any other department. The section will work closely with the Shared Regulatory Service Pollution Team when implementing the proposal. |  |  |  |  |

### Stage 2: Collecting evidence/ data

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

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

It is not believed that levels of vehicle emissions have a correlation with motorists with protected characteristics. If, during the implementing of the policy, it becomes evident that this is not the case, this assessment will be reviewed.

### 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)?

| ©<br>Protected characteristic  | Tick which applies Positive impact |    | Tick which applies Potential negative impact |    | Briefly explain what positive or negative impact has been identified  |
|--------------------------------|------------------------------------|----|--|----|---|
| @equality group)               |                                    |    |  |    |   |
|                                | Yes                                | No | Yes  | No |   |
| Age                            | Х                                  |    |  | Х  | Healthy environment   |
| Disability                     | Х                                  |    |  | Х  | No surcharge will be applied to a vehicle used by a Blue Badge holder |
| Gender Reassignment            | Х                                  |    |  | Х  | Healthy environment   |
| Marriage and Civil             | Х                                  |    |  | Х  | Healthy environment   |
| Partnership                    |                                    |    |  |    |   |
| <b>Pregnancy and Maternity</b> | Χ                                  |    |  | Х  | Healthy environment   |
| Race                           | Χ                                  |    |  | Х  | Healthy environment   |
| Religion/ belief               | Χ                                  |    |  | Х  | Healthy environment   |
| Sex (Gender)                   | Х                                  |    |  | Х  | Healthy environment   |
| Sexual orientation             | Х                                  |    |  | Х  | Healthy environment   |
| Socio-economic status          |                                    | Χ  | Х  |    | The increase in costs may affect this group                           |

### 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<br>when | Existing or additional resources? | Lead<br>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 |  |           |           |  |  |  |  |  |
|--|--|-----------|-----------|--|--|--|--|--|
|  | ments best describe the outcor<br>carrying out Equality Impact Assessm<br>or 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: 10th Nov 2015 |  |  |  |
| Improvement action plan signed off by Director/ Head of Service | John Hill Head of Public Protection           | Signature: | Date:               |  |  |  |

# Equality Analysis – ENR10 – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the intranet.

| What are the proposals being asses   | ssed?   | To make Leisure Centre Contract Savings at the time of the opening of the new Morden Leisure Centre (MLC) and the demise of the existing Morden Park Pools (MPP) by way of a Change to the existing Leisure Management Contract with Greenwich Leisure Limited (GLL) |  |  |
|--|---|--|--|--|
| Which Department/Division has the  | responsibility for this?  | Environment & Regeneration – Public Space Division   |  |  |
| Stage 1: Overview  |   |  |  |  |
| Name and job title of lead officer   |   | Christine Parsloe, Leisure & Culture Development Manager   |  |  |
| Myhat are the aims, objectives   | Outcome: To achieve leisure ma  | nagement contract savings  |  |  |
| ant desired outcomes of your proposal? (Also explain proposals e.g. eduction/removal of service,   | Aims: To open a new MLC, close & demolition the existing MPP Proposals:   |  |  |  |
| deletion of posts, changing criteria etc)  | The new Morden Leisure Centre (MLC) is due to be completed in the Autumn of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum.   |  |  |  |
| 2. How does this contribute to the council's corporate priorities?   | Delivers savings and transforma   | tion of services   |  |  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | Customers, community organisations, schools, other departments, stakeholders etc. as we open a new leisure centre and close the existing MPP. The main terms of the contract pricing structures, membership, etc. will not change, rather a new suite of leisure opportunities will be provided generating a saving on the leisure management contract. |  |  |  |
| 4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?    | No  |  |  |  |

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

### Type of evidence

The range and type of facilities to be included in the new MLC has already been fully considered and consulted upon with the community through formal and informal consultations, planning applications and will continue to occur as the plans and designs implemented. This will include local interest groups, disability organisations, schools, those from ethnic minority communities and faith groups.

# Stage 3: Assessing impact and analysis

| Equality group        | Positive  | impact |     | ntial<br>e impact | Reason   |
|-----------------------|-----------|--------|-----|-------------------|--|
| Page<br>Age           | Yes       | No     | Yes | No                |  |
| Age',                 |           |        |     |                   | The facility mix for sports & leisure opportunities will be increased for all. |
| Disability            | $\sqrt{}$ |        |     |                   | The service contract will remain as is in making this saving.                  |
| Gender Reassignment   | $\sqrt{}$ |        |     |                   |  |
| Marriage and Civil    | $\sqrt{}$ |        |     |                   |  |
| Partnership           |           |        |     |                   |  |
| Pregnancy and         |           |        |     | $\sqrt{}$         |  |
| Maternity             |           |        |     |                   |  |
| Race                  | $\sqrt{}$ |        |     | $\sqrt{}$         |  |
| Religion/ belief      |           |        |     | $\sqrt{}$         |  |
| Sex                   | $\sqrt{}$ |        |     |                   |  |
| Sexual orientation    | <b>√</b>  |        |     | V                 |  |
| Socio-economic status | V         |        |     | V                 |  |

<sup>8.</sup> How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

No negative impact identified above.

# **Stage4: Decision**

| Outcome 1 - √   | Outcome 2 -   | Outcome 3  | Outcome 4   |
|---|---|--|---|
| Outcome 1 – No change required: when potential for discrimination or negative promote equality are being addressed  | e impact and all opportunities to   | and the evidence show<br>that you have taken a<br>advance equality and<br>If this conclusion is re   | strates that the proposals are robust ws no potential for discrimination and II appropriate opportunities to foster good relations between groups. ached, remember to document the ne information that you used to make   |
| Outcome 2 – Adjustments to remove EIA or to better promote equality. List address this in the Action Plan.  |   | advance equality. It can mitigate the potential lawful under the Equa some circumstances, putting in place single for it. It is both lawful a equality duty to consider                | teps to remove barriers or to better an mean introducing measures to negative effect. Remember that it is ality Act to treat people differently in for example taking positive action or e-sex provision where there is a need and a requirement of the general der if there is a need to treat disabled luding more favorable treatment          |
| Outcome 3 – Continue with proposals potential for negative impact or misse In this case, the justification needs to be in line with the PSED to have 'due propose to take to address this in the seek Legal Advice) | d opportunities to promote equality.<br>be included in the EA and should<br>regard'. List the actions you | This means a recommodespite any negative of advance equality, profit does not unlawfully believe discrimination objectively justified, it record what the object your proposals, and h | nendation to adopt your proposals, effect or missed opportunities to vided you have satisfied yourself that discriminate. In cases where you is not unlawful because it is is particularly important that you tive justification is for continuing with low you reached this decision. This is we that you have paid 'due regard' to relity Duty. |

| Outcome 4 – Stop and rethink: when your EA shows actual or potential | If a policy shows unlawful discrimination it <b>must</b> be |
|--|---|
| unlawful discrimination.   | removed or changed.   |
|  | Include information as to why you suggest going ahead with  |
| with full reasoning to continue with your proposals?                 | your proposals despite negative impact being identified.    |

# Stage 5: Making adjustments – Improvement Action Pan

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

This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

| Risks or improvements identified in the EIA | Action required | Performance<br>measure &<br>target(s) | By<br>when | Uses existing or additional resources? | Lead Officer | Progress |
|---|-----------------|---------------------------------------|------------|--|--------------|----------|
| No pegative impacts identified,             |                 |                                       |            |  |              |          |
|   |                 |                                       |            |  |              |          |
|   |                 |                                       |            |  |              |          |

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

Included as part in the existing Leisure & Culture Development Team's transformation and service plans.

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

We will share any learning from this with others through one to one support, advice and guidance as appropriate and time allows.

# **Stage 6: Monitoring**

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

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

Monitoring will be done through the leisure management contract monitoring processes within existing business practices

### How often will you do this?

Quarterly through formal meetings, otherwise through day to day working and business operations.

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

# Summary of the assessment > What are the key impacts – both negative and positive? > What course of action are you advising as a result of this assessment? > Pre there any particular groups affected more than others? Do ou suggest to proceeding with your proposals although a negative impact has been identified? Stage 8: Sign off by Head of Service

| Assessment completed by: Name/Job Title               | Christine Parsloe<br>Leisure & Culture Development Manager | Signature:<br>C A Parsloe | Date:<br>29 Sept 2017 |
|---|--|---------------------------|-----------------------|
| Improvement action plan signed off by Head of Service | Graeme Kane, Head of Public Space Division                 | Signature:<br>G Kane      | Date: 29 Sept 2017    |
| Department  | Environment & Regeneration                                 |                           |                       |



| What are the proposals being assessed?                      | Proposed new budget savings for Infrastructure & Transactions division.  Savings reference numbers 2018-19CS01 and 2018-19CS02 are new savings in 2019/20 financial year, which have all been assessed as not having any potential equalities impact implications. |
|---|--|
| Which Department/ Division has the responsibility for this? | Corporate Services – Infrastructure & Transactions Division  |

| Stage 1: Overview  |   |
|--|---|
| -Name and job title of lead officer  | Mark Humphries, Assistant Director Infrastructure & Transactions  |
| What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals ag. reduction/removal of service, deletion of posts, changing criteria etc) | 2018-19CS01 – One off revenue saving associated with the financing of the current corporate Multi-Functional Device (MFD) contract.  2018-19CS02 – Reduction in the level of non-essential and general repairs and maintenance undertaken on the Council's corporate buildings.   |
| 2. How does this contribute to the council's corporate priorities?   | Reviewing the current divisional service delivery model and the associated corporate contracts to ensure that they provide an appropriate level of service and ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFS.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                   | CS01 – No affect as this is a budget saving associated with the financing of the corporate Multi-Functional Device (MFD) contract and will therefore have no operational implications.  CS02 – No direct impact but likely that staff and visitors will notice a gradual reduction in the condition of office accommodation and the public facing areas due to a reduction in the frequency of works like internal and external decorating. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                      | No  |

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

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

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

# Stage 3: Assessing impact and analysis

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

None identified

### Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.

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

## **Stage 5: Improvement Action Pan**

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

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

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

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

# Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

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

| Stage 7: Sign off by Director/ Head of Service                  |   |                           |                |  |
|---|---|---------------------------|----------------|--|
| Assessment completed by   | Mark Humphries – Assistant Director Infrastructure & Transactions | Signature: Mark Humphries | Date: 14/11/17 |  |
| Improvement action plan signed off by Director/ Head of Service | Caroline Holland  | Signature:                | Date:          |  |





| What are the proposals being assessed?                      | Proposed new budget savings for Infrastructure & Transactions division.  Savings reference numbers 2018-19CS03 and 2018-19CS04 are new savings in 2019/20 financial year, which relate to proposed operational changes in how some current services will be delivered in the future. These have been assessed as not having any potential equalities impact implications. |
|---|---|
|   |   |
| Which Department/ Division has the responsibility for this? | Corporate Services – Infrastructure & Transactions Division   |

| Stage 1: Overview  |  |
|--|--|
| ame and job title of lead officer  | Mark Humphries, Assistant Director Infrastructure & Transactions   |
| What are the aims, objectives and desired outcomes of your poposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | 2018-19CS03 – Adjust the current Local Authority Liaison Officer (LALO) duty arrangements where staff are currently paid to cover the function and where in the future Assistant Directors will be required to undertake the duties as part of their normal job description.  2018-19CS04 – Delete or full cost recovery of one full time post within the Facilities Management section. |
| 2. How does this contribute to the council's corporate priorities?   | Reviewing the current arrangements for how these two services could be delivered in the future will ensure that we continue to provide efficient and cost effective solutions in order to meet the requirements of the Council's wider MTFS.   |
| 3. Who will be affected by this proposal? For example who are  | 2018-19CS03 – No affect as this is a budget saving associated with a change in the way that the LALO service will be delivered in the future, and will therefore have no operational implications.   |
| the external/internal customers, communities, partners, stakeholders, the workforce etc.   | 2018-19CS04 – As this saving could potentially be achieved by two different means, the proposal could affect one full time member of staff who would be at risk of redundancy, or a number of LA schools that currently receive free advice and support, who will be asked to make a financial contribution towards the cost of continuing to provide the service.                       |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                      | No   |

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

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

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

# Stage 3: Assessing impact and analysis

| ס                              |         |             |            | ,         |  |
|--------------------------------|---------|-------------|------------|-----------|--|
| Protected characteristic       | Tick wh | ich applies | Tick which | n applies | Reason   |
| (equality group)               | Positiv | e impact    | Poter      | ntial     | Briefly explain what positive or negative impact has been identified |
| œ                              |         |             | negative   | impact    |  |
| 3                              | Yes     | No          | Yes        | No_       |  |
| Age                            |         | X           |            | X         | None.  |
| Disability                     |         | X           |            | X         | None.  |
| Gender Reassignment            |         | X           |            | X         | None.  |
| Marriage and Civil             |         | X           |            | X         | None.  |
| Partnership                    |         |             |            | )         |  |
| <b>Pregnancy and Maternity</b> |         | X           |            | Χ         | None.  |
| Race                           |         | X           |            | Χ         | None.  |
| Religion/ belief               |         | X           |            | Χ         | None.  |
| Sex (Gender)                   |         | X           |            | X         |  |
| Sexual orientation             |         | X           |            | X         | None.  |
| Socio-economic status          |         | X           |            | Х         | None.  |

None identified

### Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.

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

## **Stage 5: Improvement Action Pan**

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

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

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

8

# 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

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

| Stage 7: Sign off by Director/ Head of Service                  |   |                           |                |  |  |  |  |
|---|---|---------------------------|----------------|--|--|--|--|
| Assessment completed by   | Mark Humphries – Assistant Director Infrastructure & Transactions | Signature: Mark Humphries | Date: 29/11/17 |  |  |  |  |
| Improvement action plan signed off by Director/ Head of Service | Caroline Holland  | Signature:                | Date:          |  |  |  |  |





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

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

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

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

The extent to which our new system will enable automation.

# Stage 3: Assessing impact and analysis

 $\Box$ 

| .0                       |          |             |            | <b>\</b> |  |
|--------------------------|----------|-------------|------------|----------|--|
| 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 |
|                          |          |             | negative   | impact   |  |
| 86                       | Yes      | No          | Yes        | No       |  |
| Age                      |          |             |            |          | NA   |
| Disability               |          |             |            |          | NA   |
| Gender Reassignment      |          |             |            |          | NA   |
| Marriage and Civil       |          |             |            |          | NA   |
| Partnership              |          |             |            |          |  |
| Pregnancy and Maternity  |          |             |            |          | NA   |
| Race                     |          |             |            |          | NA   |
| Religion/ belief         |          |             |            |          | NA   |
| Sex (Gender)             |          |             |            |          | NA   |
| Sexual orientation       |          |             |            |          | NA   |
| Socio-economic status    |          |             |            |          | NA   |
| Socio-economic status    |          |             |            |          | INC  |

**APPENDIX 7** 

# 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| NA  |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |

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

| Stage 4: Conclusion of the Eq  | uality Analysis  |   |                                       |
|--|--|---|---------------------------------------|
| Which of the following stat Please refer to the guidance for outcomes and what they mean | ements best describe the outcome<br>carrying out Equality Impact Assessment<br>for your proposal | e of the EA (Tick one box only nts is available on the intranet for f | r)<br>iurther information about these |
| OUTCOME 1  | OUTCOME 2  | OUTCOME 3   | OUTCOME 4                             |
|  | X  |   |                                       |

| Stage 5: Sign off by Director/ Head of Service                  |                  |            |               |  |  |
|---|------------------|------------|---------------|--|--|
| Assessment completed by   | Roger Kershaw    | Signature: | Date:20/11/17 |  |  |
| Improvement action plan signed off by Director/ Head of Service | Caroline Holland | Signature: | Date:         |  |  |



| What are the proposals being assessed?                      | Re tendering the Insurance contract and miscellaneous non pay savings. |
|---|--|
| Which Department/ Division has the responsibility for this? | Corporate Services – Resources 2018-19CS06 and 2018-19CS07             |

| Stage 1: Overview   |  |
|---|--|
| Name and job title of lead officer  | Roger Kershaw, Interim AD Resources  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.) | Savings are expected from retendering the Insurance contract together with miscellaneous savings from non pay budgets. |
| How does this contribute to the council's corporate priorities?   | Driving out efficiencies ie, same service for less cost.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                        | NA NA  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                           | NA NA  |

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

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

Review of existing Insurance cover and risks lead us to believe savings are deliverable.

# Stage 3: Assessing impact and analysis

| Protected characteristic |         |          |          | applies | Reason   |
|--------------------------|---------|----------|----------|---------|--|
| equality group)          | Positiv | e impact | Poten    | tial    | Briefly explain what positive or negative impact has been identified |
| Φ , , , ,                |         |          | negative | impact  |  |
| $\infty$                 | Yes     | No       | Yes      | No      |  |
| ∞<br><b>%</b> ge         |         |          |          |         | NA   |
| Disability               |         |          |          |         | NA   |
| Gender Reassignment      |         |          |          |         | NA   |
| Marriage and Civil       |         |          |          |         | NA   |
| Partnership              |         |          |          |         |  |
| Pregnancy and Maternity  |         |          |          |         | NA NA  |
| Race                     |         |          |          |         | NA   |
| Religion/ belief         |         |          |          |         | NA   |
| Sex (Gender)             |         |          | ·        |         | NA NA  |
| Sexual orientation       |         |          |          |         | NA   |
| Socio-economic status    |         |          |          |         | NA   |

**APPENDIX 7** 

# 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| NA  |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |

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

| <del>- ම</del> ුt | age 4: Conclusion of the Equality Analysis         |
|-------------------|--|
| nge.              | Which of the following statements best de          |
| 90                | Please refer to the guidance for carrying out Equa |

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



|   | Proposed budget savings for 2019 – 2022. These relate to income generation, reduction in divisional running costs and resource reduction. (Savings Ref. CS08, CS09, and CS10) |
|---|---|
| Which Department/ Division has the responsibility for this? | Corporate Services/Customer Services  |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Sean Cunniffe, Head of Customer Contact   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals as reduction/removal of service, etc.)                 | <ul> <li>Increase in income from Enforcement Service to be achieved through the increase in number of warrants being generated from ANPR contraventions.</li> <li>Rationalisation of supply budgets within Customer Contact</li> <li>Reduction in staffing within Revenues and Benefits (approximately 2 FTE).</li> </ul> |
| 2. How does this contribute to the council's corporate priorities?   | Assists with balancing the budget.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | All of the above will have a limited impact on external customers.  The proposals assist the Council with making a balanced budget.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?    | None  |

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

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

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

# Stage 3: Assessing impact and analysis

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

| Race                  | Yes |    | Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.   |
|-----------------------|-----|----|---|
| Religion/ belief      | Yes |    | Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.  |
| Sex (Gender)          | Yes |    | Disproportionate number of females employed within the Division. Following selection process a member of staff from a particular gender may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness. |
| Sexual orientation    | Yes |    | Existing policies and procedures will be applied to ensure fairness.  |
| Socio-economic status |     | No | None  |



### 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/<br>gap in information<br>identified in the<br>Equality Analysis              | Action required to mitigate   | How will you know<br>this is achieved?<br>e.g. performance<br>measure/ target) | By<br>when | Existing or additional resources? | Lead<br>Officer  | Action added to divisional/ team plan? |  |
|---|---|--|------------|-----------------------------------|------------------|--|--|
| Potential negative impact relating to disability, age, sex and race due to the staff affected | None as processes and procedures already exist and it is anticipated that the saving will be achieved through natural wastage or voluntary redundancies. The Managing Workforce Change Policy will be used to support staff | Achievement of saving  | 2019       | Existing                          | Sean<br>Cunniffe | Not required                           | Formatted: Normal, Space pt, After: 0 pt |

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.

| <b>Sp</b> age 4: 0 | Conclusion | of the | <b>Equality</b> | <b>Analysis</b> |
|--------------------|------------|--------|-----------------|-----------------|
|--------------------|------------|--------|-----------------|-----------------|

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                        | Sean Cunniffe, Head of Customer Contact | Signature: Sean Cunniffe | Date: 16.11.17 |  |  |  |  |

4

| Stage 5: Sign off by Director/ Head of Service                  |  |                          |                |  |  |  |
|---|--|--------------------------|----------------|--|--|--|
| Improvement action plan signed off by Director/ Head of Service | David Keppler, Head of Revenues & Benefits | Signature: David Keppler | Date: 16.11.17 |  |  |  |





| What are the proposals being assessed?                      | Efficiencies emerging from a restructure of our senior management tiers |  |  |
|---|---|--|--|
|   | (2018-19CS11).  |  |  |
| Which Department/ Division has the responsibility for this? | Corporate Services  |  |  |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Roger Kershaw, Interim AD Resources  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, deletion of posts, changing criteria (Gc) | Savings from the need to restructure management across Corporate Services to balance our budget. It will potentially require a reduction of between 5 and 6 FTE managers and will impact significantly on the level of support/service offered to our customers and could result in potential risks across the Council's services. |
| 2. How does this contribute to the council's corporate priorities?   | Delivering a balanced budget.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | 5/6 individual posts in Corporate Services   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | NA V   |

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

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

The potential impact on the overall workings of the Council (corporate clockwork) from losing 5/6 senior managers. This will affect the support provided to deportments, attendance at meetings, frequency and timeliness of reports.

# Stage 3: Assessing impact and analysis

| <u>0</u>                |                 |             |                 |         |  |  |  |  |  |
|-------------------------|-----------------|-------------|-----------------|---------|--|--|--|--|--|
| rotected characteristic | Tick whi        | ich applies | Tick which      | applies | Reason   |  |  |  |  |
| Pequality group)        | Positive impact |             | Potential       |         | Briefly explain what positive or negative impact has been identified |  |  |  |  |
| Requality group)        | - !             |             | negative impact |         | Supreme sure production and sure sure sure sure sure sure sure sure  |  |  |  |  |
| ~                       | Yes             | No          | Yes             | No      |  |  |  |  |  |
| Age                     |                 |             | Х               |         |  |  |  |  |  |
| Disability              |                 |             |                 |         | NA   |  |  |  |  |
| Gender Reassignment     |                 |             |                 |         | NA   |  |  |  |  |
| Marriage and Civil      |                 |             |                 |         | NA   |  |  |  |  |
| Partnership             |                 |             |                 |         |  |  |  |  |  |
| Pregnancy and Maternity |                 |             |                 |         | NA   |  |  |  |  |
| Race                    |                 |             | X               |         |  |  |  |  |  |
| Religion/ belief        |                 |             |                 |         | NA   |  |  |  |  |
| Sex (Gender)            |                 |             | Х               |         |  |  |  |  |  |
| Sexual orientation      |                 |             |                 |         | NA   |  |  |  |  |
| Socio-economic status   |                 |             |                 |         | NA   |  |  |  |  |

**APPENDIX 7** 

# 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| NA  |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |

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

|                  | <b>P</b>                      | <b>3</b> ·   |           |           |
|------------------|-------------------------------|--|-----------|-----------|
| <del>් ව</del> ් | tage 4: Conclusion of the Equ | ality Analysis   |           |           |
| າg <b>ອ</b> ່ 98 | <b>-</b>                      | ements best describe the outcom<br>carrying out Equality Impact Assessme<br>or your proposal |           |           |
|                  | OUTCOME 1                     | OUTCOME 2  | OUTCOME 3 | OUTCOME 4 |
|                  |                               |  |           |           |

| Stage 5: Sign off by Director/ Head of Service                  |                  |            |               |  |  |  |  |
|---|------------------|------------|---------------|--|--|--|--|
| Assessment completed by   | Roger Kershaw    | Signature: | Date:20/11/17 |  |  |  |  |
| Improvement action plan signed off by Director/ Head of Service | Caroline Holland | Signature: | Date:         |  |  |  |  |



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

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

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

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

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

# Stage 3: Assessing impact and analysis

| Brotected characteristic                |         | ch applies | Tick whic | h applies 🍙 | Reason |
|---|---------|------------|-----------|-------------|--------|
| equality group)                         | Positiv | e impact   | Pote      | ntial       | n/a    |
| Φ ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' |         |            | negative  | impact      |        |
| 1                                       | Yes     | No         | Yes       | No          |        |
| <del>⊘</del><br><b>G</b> ege            |         |            |           |             |        |
| Disability                              |         |            |           |             |        |
| Gender Reassignment                     |         |            |           |             |        |
| Marriage and Civil                      |         |            |           |             |        |
| Partnership                             |         |            |           |             |        |
| Pregnancy and Maternity                 |         |            |           |             |        |
| Race                                    |         |            |           |             |        |
| Religion/ belief                        |         |            |           |             |        |
| Sex (Gender)                            |         |            |           |             |        |
| Sexual orientation                      |         |            |           |             |        |
| Socio-economic status                   |         |            |           |             |        |

**APPENDIX 7** 

# 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<br>when | Existing or additional resources? | Lead<br>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.

| Sta    | ge 4: Conclusion of the Equ   | ality Analysis  |  |  |
|--------|---|---|--|--|
| agie 1 | Which of the following state Please refer to the guidance for outcomes and what they mean for | ements best describe the outcome<br>carrying out Equality Impact Assessment<br>or your proposal | of the EA (Tick one box onlents is available on the intranet for | <b>y)</b><br>further information about these |
|        | OUTCOME 1   | OUTCOME 2   | OUTCOME 3  | OUTCOME 4                                    |
|        | V   |   |  |  |

| Stage 5: Sign off by Director/ Head of Service                  |            |            |       |
|---|------------|------------|-------|
| Assessment completed by   | Paul evans | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Paul Evans | Signature: | Date: |



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

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

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

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

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

# Stage 3: Assessing impact and analysis

| Protected characteristic  | Tick whi | ch applies | Tick which | n applies | Reason |
|---------------------------|----------|------------|------------|-----------|--------|
| Requality group)          | Positiv  | e impact   | Poter      | ntial     | N/A    |
| (C)                       |          | -          | negative   | impact    |        |
| <u></u>                   | Yes      | No         | Yes        | No        |        |
| <b>⊈</b> ge<br>Disability |          |            |            |           |        |
| Disability                |          |            |            |           |        |
| Gender Reassignment       |          |            |            |           |        |
| Marriage and Civil        |          |            |            |           |        |
| Partnership               |          |            |            |           |        |
| Pregnancy and Maternity   |          |            |            |           |        |
| Race                      |          | ,          |            |           |        |
| Religion/ belief          |          |            |            |           |        |
| Sex (Gender)              |          |            |            |           |        |
| Sexual orientation        |          |            |            |           |        |
| Socio-economic status     |          |            |            |           |        |

**APPENDIX 7** 

# 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<br>when | Existing or additional resources? | Lead<br>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.

|                |   | 9 p.a 10 a   |           |           |
|----------------|---|--|-----------|-----------|
| Pot            | age 4: Conclusion of the Equa   | ality Analysis   |           |           |
| је <b>ф</b> 04 | Which of the following state: Please refer to the guidance for coutcomes and what they mean for | ments best describe the outcom<br>earrying out Equality Impact Assessment<br>r your proposal |           |           |
|                | OUTCOME 1   | OUTCOME 2  | OUTCOME 3 | OUTCOME 4 |
|                | Y   |  |           |           |

| Stage 5: Sign off by Director/ Head of Service                  |            |            |       |
|---|------------|------------|-------|
| Assessment completed by   | Paul evans | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Paul Evans | Signature: | Date: |



| What are the proposals being assessed?                      | Policy, Strategy & Partnerships Team - Reduce headcount from 4.6 to 3.6 |
|---|---|
|   | (2018-19 CS15)  |
| Which Department/ Division has the responsibility for this? | Business Improvement Division, Corporate Services Department            |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | John Dimmer   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Partnership, community cohesion and PREVENT work and our corporate approach to the use of data to inform service development.  The service will explore the introduction of generic working in order to mitigate service impact as far as   |
| How does this contribute to the council's corporate priorities?  | possible.  Corporate Capacity – less costly corporate support services.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | .The impact would be two-fold as this proposal would reduce capacity to work with both external and internal customers. Firstly, The PSP team works with a number of external facing groups in particular those identified in the Equalities Act 2010 such as ethnic minorities, faith groups, LGBT and disabled people. It works closely with the voluntary sector and is the main point of contact for developing the relationship with the voluntary sector through the Merton Compact. It directly commissions the Strategic Partner programme that includes community advice through Citizens Advice and support to the voluntary sector as a whole through the CVS. |
|  | Secondly, It works with internal customers to help them meet our statutory Equalities duties including  |

supporting Equality Impact Assessments and supports corporate working in a number of strategic priority areas including the voluntary sector and volunteering strategy, the strategic use of data about our communities to inform decision making and service development, our strategic approach to equalities and community cohesion and working with the voluntary sector to support the sector and prepare it for the ongoing reductions in public sector services.

4. Is the responsibility shared with another department, authority or 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).

Staffing arrangements within the Policy & Partnership team.

Functions delivered by the Policy & Partnership team.

## Stage 3: Assessing impact and analysis

|                         |          |             |            | 1         |  |
|-------------------------|----------|-------------|------------|-----------|--|
| rotected characteristic | Tick whi | ich applies | Tick which | n applies | Reason   |
| (dequality group)       | Positiv  | e impact    | Potential  |           | Briefly explain what positive or negative impact has been identified   |
| Φ . , , , ,             |          |             | negative   | impact    |  |
| 10                      | Yes      | No          | Yes        | No        |  |
| <b>A</b> ge             |          | 1           |            |           | The deletion of a post within a small team has significant potential to have a disproportionate effect on any of these groups. Given that there is no firm proposal at this stage on which specific posts might be affected or how the new arrangements would be structured, it is not possible to state with confidence what the impact on individual groups will be and therefore a fuller EA will be needed as part of the process. |
| Disability              |          | $\sqrt{}$   | V          |           |  |
| Gender Reassignment     |          |             |            |           |  |
| Marriage and Civil      |          | V           | V          |           |  |
| Partnership             |          |             |            |           |  |
| Pregnancy and Maternity |          | V           | V          |           |  |
| Race                    |          | V           | V          |           |  |
| Religion/ belief        |          | V           | V          |           |  |
| Sex (Gender)            |          | V           | √          |           |  |
| Sexual orientation      |          | V           | V          |           |  |
| Socio-economic status   |          | V           | <b>√</b>   |           |  |

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

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

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

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

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

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

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

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



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

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

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

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

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

### **Stage 3: Assessing impact and analysis**

| -Protected characteristic | Tick wh | ich applies | Tick which | applies | Reason   |
|---------------------------|---------|-------------|------------|---------|--|
| <u> (è</u> quality group) | Positiv | e impact    | Potential  |         | Briefly explain what positive or negative impact has been identified |
|                           |         |             | negative   | impact  |  |
|                           | Yes     | No          | Yes        | No      |  |
| Age                       |         | X           |            | X       | None.  |
| Disability                |         | X           |            | X       | None.  |
| Gender Reassignment       |         | X           |            | Х       | None.  |
| Marriage and Civil        |         | Х           |            | Х       | None.  |
| Partnership               |         |             |            |         |  |
| Pregnancy and Maternity   |         | Х           | _          | Х       | None.  |
| Race                      |         | Х           |            | Х       | None.  |
| Religion/ belief          |         | Х           |            | Х       | None.  |
| Sex (Gender)              |         | Х           |            | Х       |  |
| Sexual orientation        |         | Х           |            | Х       | None.  |
| Socio-economic status     |         | Х           |            | Χ       | None.  |

None identified

### 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 – 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<br>when | Existing or additional resources? | Lead<br>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

## 40. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

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

| Stage 7: Sign off by Director/ Head of Service   |                  |            |       |  |  |  |  |  |
|--|------------------|------------|-------|--|--|--|--|--|
| Assessment completed by  Mark Humphries – Assistant Director Infrastructure & Transactions  Signature: Mark Humphries Date: 14/11/17 |                  |            |       |  |  |  |  |  |
| Improvement action plan signed off by Director/ Head of Service  | Caroline Holland | Signature: | Date: |  |  |  |  |  |





| What are the proposals being assessed?                      | Recharges to the Pensions fund and savings on non pay budgets |
|---|---|
| Which Department/ Division has the responsibility for this? | Corporate Services – Resources CSREP3 and CSREP4              |

| Stage 1: Overview   |  |
|---|--|
| Name and job title of lead officer  | Roger Kershaw, Interim AD Resources  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria (etc) | To assess the work we do for the Pension fund and to reflect a more accurate charge for that work.                   |
| How does this contribute to the council's corporate priorities?   | To ensure we a fair recompense for the services we provide. Driving out efficiencies ie, same service for less cost. |
| Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                           | NA NA  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                           | NA NA  |

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

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

We believe from analysis that we are under charging the Pensions fund.

## Stage 3: Assessing impact and analysis

| rotected characteristic | Tick whi | ich applies | Tick whicl | n applies | Reason   |
|-------------------------|----------|-------------|------------|-----------|--|
| (equality group)        | Positiv  | e impact    | Potei      | ntial     | Briefly explain what positive or negative impact has been identified |
| <u> </u>                |          |             | negative   | impact    |  |
| <u></u> ර               | Yes      | No          | Yes        | No        |  |
| Age                     |          |             |            |           | NA   |
| Disability              |          |             |            |           | NA   |
| Gender Reassignment     |          |             |            |           | NA NA  |
| Marriage and Civil      |          |             |            |           | NA NA  |
| Partnership             |          |             |            |           |  |
| Pregnancy and Maternity |          |             |            |           | NA NA  |
| Race                    |          |             |            |           | NA   |
| Religion/ belief        |          |             |            |           | NA NA  |
| Sex (Gender)            |          |             | -          |           | NA   |
| Sexual orientation      |          |             |            |           | NA   |
| Socio-economic status   |          |             |            |           | NA   |

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

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

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

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

| Sta    | ge 4: Conclusion of the Equ   | uality Analysis   |  |                                       |
|--------|---|---|--|---------------------------------------|
| agie 1 | Which of the following state Please refer to the guidance for outcomes and what they mean f | ements best describe the outcome<br>carrying out Equality Impact Assessmen<br>for your proposal | of the EA (Tick one box only ts is available on the intranet for | y)<br>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   | Roger Kershaw    | Signature: | Date:20/11/17 |  |
| Improvement action plan signed off by Director/ Head of Service | Caroline Holland | Signature: | Date:         |  |



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

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

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

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

Legal position of taking overpayments to revenue has been considered

### Stage 3: Assessing impact and analysis

| Protected characteristic  | Tick whi        | ch applies | Tick which | h applies | Reason                                    |
|---------------------------|-----------------|------------|------------|-----------|---|
| <b>(</b> • quality group) | Positive impact |            | Potential  |           | non identified as disproportionate impact |
| <u>a</u>                  |                 |            | negative   | impact    |   |
| ge                        | Yes             | No         | Yes        | No        |   |
| _Age                      |                 |            |            |           | N/A                                       |
| - <del>D</del> isability  |                 |            |            |           | N/A                                       |
| Gender Reassignment       |                 |            |            |           | N/A                                       |
| 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                                       |

**APPENDIX 7** 

## 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<br>when | Existing or additional resources? | Lead<br>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.

| Page             | age 4: Conclusion of the Equality Analysis   |
|------------------|--|
| Э                |  |
| <del>. 8</del> . | Which of the following statements best describe the outcome of the EA (Tick one box only)  |
| 20               | 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   | Roger Kershaw | Signature: | Date: |  |
| Improvement action plan signed off by Director/ Head of Service | Roger Kershaw | Signature: | Date: |  |



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

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

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

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

Legal position of taking overpayments to revenue has been considered

### Stage 3: Assessing impact and analysis

| Brotected characteristic | Tick whi | ch applies | Tick which | h applies 🍙 | Reason                                    |
|--------------------------|----------|------------|------------|-------------|---|
| equality group)          | Positiv  | e impact   | Pote       | ntial       | non identified as disproportionate impact |
| Φ 1 3 3 117              |          | -          | negative   | impact      |   |
|                          | Yes      | No         | Yes        | No          |   |
| Nage                     |          |            |            |             | N/A                                       |
| Disability               |          |            |            |             | N/A                                       |
| Gender Reassignment      |          |            |            |             | N/A                                       |
| 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<br>when | Existing or additional resources? | Lead<br>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 | Fauality | ν Δnal  | vsis |
|---------|----|------------|----|-----|----------|---------|------|
| otage ' | ┯. | Conclusion | O1 | uic | Lquant   | y Allai | yolo |

<u>겷</u>.

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



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

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

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

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

| The budget adjustment figures |
|-------------------------------|
|-------------------------------|

## Stage 3: Assessing impact and analysis

| Protected characteristic | Tick whi | ch applies | Tick whic | h applies | Reason |
|--------------------------|----------|------------|-----------|-----------|--------|
| (equality group)         | Positiv  | e impact   | Pote      |           | N/A    |
| 10)                      |          |            | negative  | impact    |        |
| ıge                      | Yes      | No         | Yes       | No        |        |
| Age                      |          |            |           |           |        |
| <b>N</b> isability       |          |            |           |           |        |
| Gender Reassignment      |          |            |           |           |        |
| Marriage and Civil       |          |            |           |           |        |
| Partnership              |          |            |           |           |        |
| Pregnancy and Maternity  |          |            |           |           |        |
| Race                     |          |            |           |           |        |
| Religion/ belief         |          |            |           |           |        |
| Sex (Gender)             |          |            |           |           |        |
| Sexual orientation       |          |            |           |           |        |
| Socio-economic status    |          |            |           |           |        |

APPENDIX 7

#### **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<br>when | Existing or additional resources? | Lead<br>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.

| Pa               | age 4: Conclusion of the Equality Analysis  |
|------------------|---|
| Эе               |   |
| <del>. 8</del> . | 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 Evans | Signature: | Date: |  |  |  |  |
| Improvement action plan signed off by Director/ Head of Service | Paul Evans | Signature: | Date: |  |  |  |  |



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

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

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

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

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

## Stage 3: Assessing impact and analysis

| <u>w</u>                        |         |             |            |           |   |
|---------------------------------|---------|-------------|------------|-----------|---|
| <b>Protected characteristic</b> |         | ich applies | Tick which | n applies | Reason                                    |
| (equality group)                | Positiv | e impact    | Poter      | ntial     | non identified as disproportionate impact |
|                                 |         |             | negative   | impact    |   |
| 28                              | 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<br>when | Existing or additional resources? | Lead<br>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 | <b>Equality</b> | <b>Analysis</b> |
|---------------------|--------|-----------------|-----------------|
|---------------------|--------|-----------------|-----------------|

**8**. 1

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

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

| OUTCOME 1 | OUTCOME 2 | OUTCOME 3 | OUTCOME 4 |  |
|-----------|-----------|-----------|-----------|--|
| X         |           |           |           |  |

| Stage 5: Sign off by Director/ Head of Service                  |            |            |       |  |  |  |  |
|---|------------|------------|-------|--|--|--|--|
| Assessment completed by   | Paul Evans | Signature: | Date: |  |  |  |  |
| Improvement action plan signed off by Director/ Head of Service | Paul evans | Signature: | Date: |  |  |  |  |



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

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

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).

| r |     | 2 |
|---|-----|---|
|   | IJ, | а |

### Stage 3: Assessing impact and analysis

| Protected characteristic |         | ch applies |          | h applies | Reason |
|--------------------------|---------|------------|----------|-----------|--------|
| <b>(</b> €quality group) | Positiv | e impact   | Pote     | ntial     | n/a    |
| <u>o</u> . , , , , ,     |         |            | negative | impact    |        |
| g<br>e                   | Yes     | No         | Yes      | No        |        |
| _Age                     |         |            |          |           |        |
| <b>©</b> isability       |         |            |          |           |        |
| 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<br>when | Existing or additional resources? | Lead<br>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 |  |
|--|--|
| 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 1 | OUTCOME 2 | OUTCOME 3 | OUTCOME 4 |
|-----------|-----------|-----------|-----------|
| X         |           |           |           |

| Stage 5: Sign off by Director/ Head of Service                  |            |            |       |
|---|------------|------------|-------|
| Assessment completed by   | Paul Evans | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Paul Evans | Signature: | Date: |



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

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

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

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

### Impact on staff within HR - HR data

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

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

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

# tage 3: Assessing impact and analysis

| Protected characteristic | Tick whi | ch applies | Tick which | applies | Reason   |
|--------------------------|----------|------------|------------|---------|--|
| (equality group)         |          | e impact   |            |         | Briefly explain what positive or negative impact has been identified |
|                          | Yes      | No         | Yes        | No      |  |
| Age                      |          |            | Х          |         | 66% of the HR workforce are in the age band 45 – 64                  |
| Disability               |          |            |            |         |  |
| Gender Reassignment      |          |            |            |         |  |
| Marriage and Civil       |          |            |            |         |  |
| Partnership              |          |            |            |         |  |
| Pregnancy and Maternity  |          |            |            |         |  |
| Race                     |          |            |            |         |  |
| Religion/ belief         |          |            |            |         |  |
| Sex (Gender)             |          |            |            |         | 80% of the HR workforce are female                                   |
| Sexual orientation       |          |            | Х          |         |  |
| Socio-economic status    |          |            |            |         |  |

**APPENDIX 7** 

## 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<br>Officer | Action added to divisional/ team plan? |
|---|--|---|---------------------------------|-----------------------------------|-----------------|--|
| Difficult to mitigate due to required savings                           | Ensure that process is fair  | By monitoring   | When implementation takes place | None<br>identified                | Kim<br>Brown    | No                                     |
|   | Following the<br>Council's<br>reorganisation policy<br>and procedure | Smooth transition   |                                 | N/A                               |                 |  |
| Pa  | Circulate EAP information to staff                                   | Circulate to all staff  |                                 | Existing resources                |                 |  |
| age 135   | Provide interviewing skill training if appropriate                   | Monitor take-up and requests  |                                 | Existing resources                |                 |  |

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 | Equality | y Analy | /sis |
|--|----------|------------|--------|----------|---------|------|
|--|----------|------------|--------|----------|---------|------|

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         |           |           |

| tage 5: Sign off by Director/ He | ad of Service       |            |       |
|----------------------------------|---------------------|------------|-------|
| Assessment completed by          | Kim Brown HR Lead   | Signature: | Date: |
| Off by Director/ Head of Service | Add name/ job title | Signature: | Date: |



| What are the proposals being assessed?                      | Business Systems Team - Maintenance and Support reduction (BI01 17/18) |
|---|--|
| Which Department/ Division has the responsibility for this? | Business Improvement Division, Corporate Services Department           |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Clive Cooke  |
| What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria (etc) | Reduction in payments to third party providers for maintenance and support. This will most likely be achieved through decommissioning services and/or systems, though officers will also use procurement opportunities to review and reduce costs for maintenance and support wherever possible.   |
| How does this contribute to the council's corporate priorities?  | Corporate Capacity – the proposal aims to reduce as far as possible the costs associated with the external provision of maintenance and support arrangements for the council's line of business systems, ensuring the IT suite is as efficiently maintained as possible and that the council maximises opportunities within the market to secure best value for services provided.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners,  | The proposal will be delivered in line with the council's IT and Procurement strategies to minimise impact on businesses within the council and customers. Using the TOM exercise, Business Improvement will identify opportunities to retire business systems that duplicate functionality that can be offered elsewhere, or to introduce more efficient systems with more cost effective support arrangements.   |
| stakeholders, the workforce etc.   | This will have an impact on services and staff using affected systems, who will need to adapt to new business systems and processes.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                        | The proposal will require the support of the organisation in defining clearly their IT system requirements and being prudent in the purchase and implementation of new systems. Departments and services will need to engage early with the Business Systems team when considering new IT systems to ensure that we work together to secure the best possible value and utilise all existing systems to their full extent in order to reduce the ongoing support and maintenance costs associated with the council's IT suite. |

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

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

Review of the council's existing system architecture and the costs of maintenance and support associated with it.

The changes made to the council's system architecture over the past 4 years and the impact this has had on staff, both in terms of the cost of transition (training, change management, implementation costs etc) and the reductions and increases these have resulted in for the council's system maintenance and support budget.

Analysis of existing TOMs and future business demand for IT systems and process automation.

Analysis of the extent to which full functionality within existing systems has been utilized.

ອtage 3: Assessing impact and analysis © Φ 6. 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 whi | ich applies | Tick which | applies      | Reason  |
|--------------------------|----------|-------------|------------|--------------|---|
| (equality group)         |          |             | Poter      |              | Briefly explain what positive or negative impact has been identified        |
|                          |          |             | negative   |              |   |
|                          | Yes      | No          | Yes        | No           |   |
| Age                      |          | $\sqrt{}$   |            | $\checkmark$ | This proposal is not expected to impact either negatively or positively any |
|                          |          |             |            | ,            | of the groups.  |
| Disability               |          | V           |            |              |   |
| Gender Reassignment      |          | V           |            |              |   |
| Marriage and Civil       |          | V           |            | <b>√</b>     |   |
| Partnership              |          |             |            |              |   |
| Pregnancy and Maternity  |          | V           |            |              |   |
| Race                     |          |             |            |              |   |
| Religion/ belief         |          |             |            |              |   |
| Sex (Gender)             |          | V           |            |              |   |
| Sexual orientation       |          | V           |            |              |   |
| Socio-economic status    |          | V           |            | V            |   |

## 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| None  |                             |   |            |                                   |                 |  |
|   |                             |   |            | •                                 |                 |  |
|   |                             |   |            |                                   |                 |  |

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

| Stage 4: | Conclusion | of the | <b>Equality</b> | 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 |
|-----------|-----------|-----------|-----------|
| V         |           |           |           |

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



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

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Clive Cooke  |
| 1. What are the aims, objectives  The desired outcomes of your  Proposal? (Also explain proposals  G.g. reduction/removal of service,  deletion of posts, changing criteria  Control  C | Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale.share an IT system support function with other boroughs to exploit economies of scale and introduce a more efficient, cost effective way of supporting one of the council's major IT systems.  The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.  The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existing work arrangements and establishment. |
| 2. How does this contribute to the council's corporate priorities?   | Corporate Capacity – the proposal aims to share an IT system support function with other boroughs to exploit economies of scale and introduce a more efficient, cost effective way of supporting one of the council's major IT systems.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.   | The E&R department for whom the system provides key functionality: a level of support will need to be established that is manageable within the capacity set out for the three boroughs. This will require that requirements and demands for support are carefully prioritised across the three boroughs within a collaborative approach.  |
|  | The Business Systems Team supporting M3: efficient measures for supporting the system and managing and controlling change carefully will need to be introduced, and effective clienting of the three boroughs put  |

|   | in place to enable the team to prioritise demand and respond within the reduced capacity. It is expected that economies of scale across the three boroughs will mean that priority demand will be met.   |
|---|--|
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall | The proposal will require the support of E&R within Merton and the boroughs of Richmond and Wandsworth in order to establish effective, efficient support arrangements and ensure that these are adhered to, with clear prioritisation of demand and effective change control. |
| responsibility?   | The responsibility for establishing and managing these arrangements will sit with the Head of IT Systems and the Business Systems Manager for E&R but will require the support of the Director of E&R and their Departmental Management Team as sponsors.                      |



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

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

Analysis of shared services provided elsewhere.

Analysis of support arrangements for current/previous systems.

Review of the characteristics of the staff affected by the proposal.

## Stage 3: Assessing impact and analysis

| Tick wh   | ich applies | Tick which | applies  | Reason   |
|---|-------------|------------|--|--|
| Positive impact Potential                       |             | tial       | Briefly explain what positive or negative impact has been identified   |  |
| rality group) Positive impact Potent negative i |             | impact     | y a parameter a signature of the state of th |  |
| Yes   | No          | Yes        | No   |  |
|   |             | $\sqrt{}$  |  | There is potential for staff supporting the system to be affected by the |
|   |             |            |  | arrangements with an increased workload; the demography of the team      |
|   |             |            |  | suggests that this group could be disproportionately affected.           |
|   |             | $\sqrt{}$  |  | There is potential for staff supporting the system to be affected by the |
|   |             |            |  | arrangements with an increased workload; the demography of the team      |
|   |             |            | <b>,</b>   | suggests that this group could be disproportionately affected.           |
|   |             |            | V  |  |
|   |             |            | V  |  |
|   |             |            |  |  |
|   |             |            | V  |  |
|   |             |            |  | There is potential for staff supporting the system to be affected by the |
|   |             |            |  | arrangements with an increased workload; the demography of the team      |
|   |             |            |  | suggests that this group could be disproportionately affected.           |
|   |             | $\sqrt{}$  |  | There is potential for staff supporting the system to be affected by the |
|   |             |            |  | arrangements with an increased workload; the demography of the team      |
|   |             |            |  | suggests that this group could be disproportionately affected.           |
|   | Positiv     | <u> </u>   | Positive impact Poten negative   | Positive impact Potential negative impact                                |

| Sex (Gender)          | V |   | There is potential for staff supporting the system to be affected by the arrangements with an increased workload; the demography of the team suggests that this group could be disproportionately affected. |
|-----------------------|---|---|---|
| Sexual orientation    |   |   |   |
| Socio-economic status |   | V |   |



### 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<br>when  | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|--|--|--|-------------|-----------------------------------|-----------------|--|
| Effect on staff within BI from transition to a shared support service.  Page 144 | Ensure training and support is available. Ensure arrangements in place to prioritise demand Ensure effective change control measures are in place. BSM to introduce strong client management | Training and support plan Shared services proposal signed off by DMT Change control processes signed off by AD BI Client management and governance arrangements signed off by AD BI and Director E&R | Sep<br>2018 | No                                | Clive           | Yes                                    |
|  |  |  |             |                                   |                 |  |

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1 OUTCOME 2 OUTCOME 3 OUTCOME 4

|   | APPENDIX 7 |
|---|------------|
| V |            |

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





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

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



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

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

Benchmarking with other boroughs of charge and fees for street naming and numbering.

Analysis of service requests.

Analysis of the cost of providing the service.

### Stage 3: Assessing impact and analysis

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 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                             |  |
|         |             |  | V                              |  |
|         |             |  | V                              |  |
|         | V           |  | V                              |  |
|         | V           |  | V                              |  |
|         |             |  |                                |  |
|         | V           |  |                                |  |
|         | V           |  |                                |  |
|         | V           |  |                                |  |
|         | V           |  | √                              |  |
|         | V           |  | √                              |  |
|         | √           |  |                                |  |
|         | Positiv     | Tick which applies Positive impact  Yes No | Positive impact Poter negative | Positive impact Potential negative impact                            |

### 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| None  |                             |   |            |                                   |                 |  |
|   |                             |   |            | •                                 |                 |  |
|   |                             |   |            |                                   |                 |  |

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

| Stage 4: Co | nclusion of | the Eq | uality | <b>Analysis</b> |
|-------------|-------------|--------|--------|-----------------|
|-------------|-------------|--------|--------|-----------------|

<u></u>

### 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 |
|-----------|-----------|-----------|-----------|
| V         |           |           |           |

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



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

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

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

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

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

### Stage 3: Assessing impact and analysis

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

| Protected characteristic  | Tick whi | ich applies | Tick which | applies | Reason  |
|---------------------------|----------|-------------|------------|---------|---|
| ( <b>∄</b> quality group) | Positiv  | e impact    | Poter      |         |   |
| a(                        |          |             | negative   | impact  |   |
| ge                        | Yes      | No          | Yes        | No      |   |
| Age                       | *        |             |            | *       | We are prioritising commissioned services on need, vulnerability and risk,    |
| ن<br>ا                    |          |             |            |         | therefore, those in the protected characteristics equality groups will not be |
|                           |          |             |            |         | negatively impacted.  |
| Disability                | *        |             |            | *       |   |
| Gender Reassignment       | *        |             |            | *       |   |
| Marriage and Civil        |          | *           |            | *       |   |
| Partnership               |          |             |            | )       |   |
| Pregnancy and Maternity   | *        |             |            | *       |   |
| Race                      | *        |             |            | *       |   |
| Religion/ belief          | *        |             |            | *       |   |
| Sex (Gender)              | *        |             |            | *       |   |
| Sexual orientation        | *        |             |            | *       |   |
| Socio-economic status     | *        |             |            | *       |   |

### 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|--|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| All plans are set out in our TOM and in line with the revision of the C/YP Wellbeing Model |                             |   |            |                                   |                 |  |
|  |                             |   |            |                                   |                 |  |
|  |                             |   |            |                                   |                 |  |
| D  |                             |   |            |                                   |                 |  |

| P  | ote that the full impact of the decision may only be known after the proposals have been implemented; therefore it is |
|----|---|
|    | nportant the effective monitoring is in place to assess the impact.   |
| (µ | iportant the effective monitoring is in place to assess the impact.   |

| O1       |            |        |                 |         |      |
|----------|------------|--------|-----------------|---------|------|
| Stage 4: | Conclusion | of the | <b>Equality</b> | / Analy | ysis |

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

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

| OUTCOME 1 | OUTCOME 2 | OUTCOME 3 | OUTCOME 4 |
|-----------|-----------|-----------|-----------|
| *         |           |           |           |

| Stage 5: Sign off by Director/ Head of Service |                                    |            |                |  |  |  |  |
|--|------------------------------------|------------|----------------|--|--|--|--|
| Assessment completed by                        | Carol Cammiss Business Partner CSF | Signature: | Date: 01.12.17 |  |  |  |  |

| Stage 5: Sign off by Director/ He                               |                | APPENDIX 7 |               |
|---|----------------|------------|---------------|
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley | Signature: | Date:04-12-17 |





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

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

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

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

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

### Stage 3: Assessing impact and analysis

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

| Protected characteristic | Tick wh | ich applies | Tick which | h applies | Reason   |
|--------------------------|---------|-------------|------------|-----------|--|
| Requality group)         | Positiv | e impact    | Pote       | ntial     | Briefly explain what positive or negative impact has been identified |
| <u>3</u> 6               |         |             | negative   | impact    |  |
| <u> </u>                 | Yes     | No          | Yes        | No        |  |
| <b>A</b> ge              |         |             | *          |           | All HR policies will be applied.                                     |
| Disability               |         |             |            | *         |  |
| Gender Reassignment      |         |             |            | *         |  |
| Marriage and Civil       |         |             |            | *         |  |
| Partnership              |         |             |            |           |  |
| Pregnancy and Maternity  |         |             |            | *         |  |
| Race                     |         |             |            | *         |  |
| Religion/ belief         |         |             |            | *         |  |
| Sex (Gender)             |         |             | *          |           |  |
| Sexual orientation       |         |             |            | *         |  |
| Socio-economic status    |         |             |            | *         |  |

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

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

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

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

| -Ctage 1:           | Conclusion | of the  | Equality | Analysis  |
|---------------------|------------|---------|----------|-----------|
| valage 4.           | Conclusion | OI LITE | Equality | Allalysis |
| <b>U</b> . <b>U</b> |            |         |          |           |

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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                        | Carol Cammiss Business Partner CSF | Signature: | Date: 01/12/17 |  |

| Stage 5: Sign off by Director/ He                               | ad of Service  |            | APPENDIX 7      |
|---|----------------|------------|-----------------|
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley | Signature: | Date:04/12/2017 |





| What are the proposals being assessed?                      | Proposed budget savings CSF 2017 03/04 & CSF2017-05/06 |
|---|--|
| Which Department/ Division has the responsibility for this? | CSF/Children's Social Care                             |

| Stage 1: Overview   |   |
|---|---|
| Name and job title of lead officer  | Paul Angeli (AD Children's Social Care/Youth Inclusion)   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, deletion of posts, changing criteria | CSF2017-05. The LA will buy into a Social Impact Bond (SIB) with 5 other boroughs. The SIB is designed to support delivery of service to keep children and young people out of the care system. This is in line with our TOM and our Children & Young People Well-Being Model. This will deliver 45K savings in 2018/19 & 45K savings in 2020/21. This work, however, takes place within a rising population demographic and increased complex needs. |
| atc)<br>55<br>8   | CSF2017-06. The South London Family Drug and Alcohol Court commissioning programme will enable more children to return home safely, thereby, reducing the costs of care placements. This is in line with our TOM and will deliver 45K savings in 2018/19 and 45K savings in 2020/21. This work, however, takes place within a rising population and increased complex needs.  |
| 2. How does this contribute to the council's corporate priorities?  | This proposal supports Healthy Merton and supports our most vulnerable children and young people getting the best start in life. It reflects our MSCB priorities of Early Help, Vulnerable Adolescents, Think Family and the cross cutting priority of tackling neglect.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                  | This will benefit our most vulnerable clients. There are no staffing implications. The proposals benefit the council in terms of a potential to deliver future savings.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                     | These are commissioned services and will require ongoing investment to meet the savings targets.  |

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

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

We have rising population and an increase in complexity of need. List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

The impact of both increase in numbers and complexity requires the LA to consider a range of options to meet demand and need.

### **Stage 3: Assessing impact and analysis**

 $\Box$ 

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)?

| ~~                                      |          |             |            |           |   |
|---|----------|-------------|------------|-----------|---|
| Rrotected characteristic                | Tick whi | ich applies | Tick which | h applies | Reason  |
| (Pequality group)                       | Positiv  | e impact    | Pote       | ntial     | Briefly explain what positive or negative impact has been identified  |
| → , , , , , , , , , , , , , , , , , , , |          | -           | negative   | impact    | Jan 1 |
| 50                                      | Yes      | No          | Yes        | No        |   |
| Age                                     | *        |             |            |           | This proposal will increase access to all ages of Children & Y/P  |
| Disability                              | *        |             |            |           | The proposal will be effective across all children's services   |
| Gender Reassignment                     |          | *           |            |           |   |
| Marriage and Civil                      |          | *           |            |           |   |
| Partnership                             |          |             |            | ,         |   |
| Pregnancy and Maternity                 |          | *           |            |           |   |
| Race                                    | *        |             |            |           |   |
| Religion/ belief                        | *        |             | •          |           |   |
| Sex (Gender)                            | *        |             |            |           |   |
| Sexual orientation                      | *        |             |            |           |   |
| Socio-economic status                   | *        |             |            |           | This work is with the most vulnerable groups.   |

**APPENDIX 7** 

### 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| No negative gap identified  |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |

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

| Pago | age 4: Conclusion of the Equality Analysis  |
|------|---|
| Ð    | Which of the following statements best describe the outcome of the EA (Tick one box only)  Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal |

| OUTCOME 1 | OUTCOME 2 | OUTCOME 3 | OUTCOME 4 |
|-----------|-----------|-----------|-----------|
| *         |           |           |           |
|           |           |           |           |

| Stage 5: Sign off by Director/ Head of Service                  |                                    |            |                |  |
|---|------------------------------------|------------|----------------|--|
| Assessment completed by   | Carol Cammiss Business Partner CSF | Signature: | Date: 01.12.17 |  |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley                     | Signature: | Date: 04.12.17 |  |



| What are the proposals being assessed?                      | Proposed budget saving CSF2017-07 |
|---|-----------------------------------|
| Which Department/ Division has the responsibility for this? | CSF/Education Division            |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Jane McSherry (AD Education)  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria (etc)  O | Review of school traded services offer and raise charges or consider ceasing certain services. This will entail a review of all current SLA's as well as de-delegated services with schools to ensure i) full cost recovery ii) that LBM charges are aligned with other providers. We will also explore future opportunities to trade with schools. If school are unwilling or unable to pay for core and enhanced services this will result in approximately 1.5- 2 posts being deleted in the relevant education service area. It will also potentially impact negatively on service volumes and children's outcomes as there may be an increase in escalations of referrals to child protection services from schools. This will deliver a saving of 60K in 2020/21. |
| How does this contribute to the council's corporate priorities?  | If additional funding is secured from schools then this proposal would enable work to continue under the 'Opportunity Merton' theme: our programme to improve education from nursey level to adult provision. CSF services support our most vulnerable children and young people getting the best start in life. We are particularly focused on those facing obstacles and challenges and how we 'narrow the gap' in outcomes between some children and their more advantaged peers.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                           | Partners and (dependant on outcome) staff will be affected by this proposal. If schools agree to the raising of our charges and continue to buy back these services our children and young people will continue to benefit from the current offer.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                              | We require agreement from schools to deliver this savings (in the case of increases in charging). If this is not agreed the decision to cease certain services will require stakeholder engagement in agreeing priorities for delivery.   |

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

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

We have comprehensive data and information in relation to costing models to review our current SLA's. we have comprehensive data in relations to schools and where need is more prevalent.

### Stage 3: Assessing impact and analysis

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

| <u>w</u>                 |         |             |            |           |   |
|--------------------------|---------|-------------|------------|-----------|---|
| Protected characteristic | Tick wh | ich applies | Tick which | n applies | Reason  |
| (equality group)         | Positiv | e impact    | Poter      | ntial     | Briefly explain what positive or negative impact has been identified  |
| 16.                      |         |             | negative   | impact    |   |
| 52                       | Yes     | No          | Yes        | No        |   |
| Age                      | *       |             | *          |           | The proposal could impact in terms of schools not agreeing to increase in charging and therefore, certain current services would cease. Stakeholder engagement will be undertaken to prioritise these services. |
| Disability               | *       |             | *          |           |   |
| Gender Reassignment      |         |             |            | *         |   |
| Marriage and Civil       |         |             |            | *         |   |
| Partnership              |         |             |            |           |   |
| Pregnancy and Maternity  |         |             |            | *         |   |
| Race                     |         |             |            | *         |   |
| Religion/ belief         |         |             |            |           |   |
| Sex (Gender)             | *       |             | *          |           |   |
| Sexual orientation       |         |             |            | *         |   |
| Socio-economic status    | *       |             | *          |           |   |

#### **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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|---|---|------------|-----------------------------------|-----------------|--|
| Plans will be outlined in the TOM refresh.                              | Stakeholder<br>engagement will be<br>undertaken |   |            |                                   |                 |  |
|   |   |   |            |                                   |                 |  |
|   |   |   |            |                                   |                 |  |

|        | <u> </u>                     | decision may only be known a<br>ing is in place to assess the in | fter the proposals have been im npact.  | plemented; therefore it is |
|--------|------------------------------|--|---|----------------------------|
| Ĝ<br>B | age 4: Conclusion of the Equ | ality Analysis   |   |                            |
| 163    |                              | carrying out Equality Impact Assess                              | ome of the EA (Tick one box only<br>sments is available on the intranet for t |                            |
|        | OUTCOME 1                    | OUTCOME 2  | OUTCOME 3   | OUTCOME 4                  |

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







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

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

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

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

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

### Stage 3: Assessing impact and analysis

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

| <u> </u>                |          |            |            | 1         |  |
|-------------------------|----------|------------|------------|-----------|--|
| rotected characteristic | Tick whi | ch applies | Tick which | n applies | Reason   |
| (equality group)        | Positiv  | e impact   | Poter      | ntial     | Briefly explain what positive or negative impact has been identified   |
|                         |          | -          | negative   | impact    | Service of the servic |
| <u>6</u>                | Yes      | No         | Yes        | No        |  |
| Age                     |          |            |            |           |  |
| Disability              |          |            |            | V /       |  |
| Gender Reassignment     |          |            |            |           |  |
| Marriage and Civil      |          |            |            |           |  |
| Partnership             |          |            |            |           |  |
| Pregnancy and Maternity |          |            |            |           |  |
| Race                    |          |            |            |           |  |
| Religion/ belief        |          |            |            |           |  |
| Sex (Gender)            |          |            |            |           |  |
| Sexual orientation      |          |            |            |           |  |
| Socio-economic status   |          |            |            | Х         | Possibility that smaller business' may not be able to so easily meet any charges for service.  |

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

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

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

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

| <u> </u>  |  |   |  |
|---|--|---|--|
| ©<br>®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 |
|-----------|-----------|-----------|-----------|
| X         |           |           |           |

| Stage 5: Sign off by Director/ Head of Service |                         |                        |                  |  |  |  |  |  |
|--|-------------------------|------------------------|------------------|--|--|--|--|--|
| Assessment completed by                        | Paul Foster/Head of RSP | Signature: Paul Foster | Date: 23/11/2017 |  |  |  |  |  |

| Stage 5: Sign off by Director/ Head of Service                  |                                |                          |               |  |  |  |  |
|---|--------------------------------|--------------------------|---------------|--|--|--|--|
| Improvement action plan signed off by Director/ Head of Service | John Hill/AD Public Protection | Signature:  John 4. Hull | Date:23/11/17 |  |  |  |  |





Please refer to the guidance for carrying out an Equality Analysis.

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

| What are the proposals being assessed?                      | Thermal treatment of wood waste (Savings Ref. E2) |
|---|---|
| Which Department/ Division has the responsibility for this? | E&R – Public Space - Waste Services               |

| Stage 1: Overview   |  |
|---|--|
| Name and job title of lead officer  | CHARLES BAKER – Commissioning manager Public Space   |
| 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 (atc) | To reduce the cost of waste disposal by the thermal treatment of wood delivered into the House hold Reuse and Recycling Centre (HRRC)  |
| How does this contribute to the opuncil's corporate priorities?   | Reduced service cost, by diverting high cost, high volume waste streams from recycling to cheaper alternative using thermal treatment. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                        | Consultation will be required with the boroughs of the South London Waste partnership.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                           | South London waste Partnership in conjunction with our Phase A contractor Veolia.  |

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

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

- 1. Reduction in the recycling rate at the HRRC down to c44% (currently 70%)
- 2. Contract variation required with Veolia

### Stage 3: Assessing impact and analysis

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)?

| (D                        |          |            |            |          |  |
|---------------------------|----------|------------|------------|----------|--|
| _Rrotected 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 |
| 0, 1,                     |          |            | negative   | impact   |  |
|                           | Yes      | No         | Yes        | No       |  |
| Age                       |          | ✓          |            | <b>√</b> |  |
| Disability                |          | <b>✓</b>   |            | >        |  |
| Gender Reassignment       |          | <b>√</b>   |            | ~        |  |
| Marriage and Civil        |          | <b>√</b>   |            | <b>√</b> |  |
| Partnership               |          |            |            |          |  |
| Pregnancy and Maternity   |          | <b>✓</b>   |            | <b>✓</b> |  |
| Race                      |          |            |            |          |  |
| Religion/ belief          |          | <b>✓</b>   |            | <b>✓</b> |  |
| Sex (Gender)              |          | <b>✓</b>   |            | <b>✓</b> |  |
| Sexual orientation        |          | ✓          |            | ✓        |  |
| Socio-economic status     |          | ✓          |            | ✓        |  |

# 7. If you have identified a negative impact, how do you plan to mitigate it? 1. N/A

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

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

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

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

### **Stage 5: Improvement Action 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<br>when | Existing or additional resources? | Lead<br>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

#### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

The scope of the proposal has ensured that there are no changes to the current service provision provided to residents at the HRRC.

| Stage 7: Sign off by Director/ Head of Service                  |               |            |                  |  |  |
|---|---------------|------------|------------------|--|--|
| Assessment completed by   | Charles Baker | Signature: | Date: 6 Dec 2017 |  |  |
| Improvement action plan signed off by Director/ Head of Service | Graeme Kane   | Signature: | Date:            |  |  |



## **Equality Analysis – (insert Ref No) Leisure & Culture Development Team**



Guidance for carrying out Equality Impact Assessments is available on the intranet.

| What are the proposals being assessed?   |                          | Reduction in Core Arts Grants to Polka Theatre  (Note: 'proposal' includes a policy, service, function, strategy, project, procedure and restructure) (Savings Ref. E3) |  |
|--|--------------------------|---|--|
| Which Department/Division has the  | responsibility for this? | Environment & Regeneration – Public Space Division  |  |
| Stage 1: Overview  |                          |   |  |
| Name and job title of lead officer   |                          | Christine Parsloe, Leisure & Culture Development Manager  |  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) |                          | adget of £60k core arts grant to Polka Theatre by £30,000 in 20/21 in return for on 106 investment into the redevelopment of the Polka Theatre site.                    |  |
| 2. How does this contribute to the council's corporate priorities?  Achieves savings Insert information as to how your proposals support the corporate priorities.           |                          |   |  |

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.

Polka Theatre is a key cultural partner with international credentials. It is our only Arts Council Core Funded client. They are also a local business that adds to the local economy in the creative sector and are carrying out major regeneration plans supporting improvements in Wimbledon Broadway.

Local people, schoolchildren, older people, and other service areas make use of Polka Theatre to address other social agendas and achieve their specific outcomes / outputs.

Other funding partners, such as the Arts Council, only significantly fund Polka Theatre because Merton Council also make an annual contribution. By removing 50% of their annual grant the council will still continue to support the theatre with a grant of £30k per annum.

Polka Theatre is aware of the proposed savings and the capital investment into their regeneration project. They are a key partner in the council's London Borough of Culture bid for 2019 and will provide one of the three spectaculars, during the time that they are homeless whilst the new development is constructed. For this reason our savings are scheduled to come into effect from 2020/2021 so that Polka can continue to operate as fully as possible in outreach programmes during their development.

This will best support Polka to return to better and improved services for local people in years to come whilst also accepting this saving from the councils grants to them

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Who are your customers (staff, service users, stakeholders, partners etc)? Who will your proposals benefit? How will your proposals benefit the council?

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

No. Other departments and services may also commission Polka and by working with Polka to make the savings we will ensure that others will not be hampered in their efforts to commission them the future.

State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and voluntary sector involved in the delivery of this function.

### Stage2: Collecting evidence/data

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

#### Type of evidence

#### Type of evidence

#### Reduce core grant to Polka Theatre

As a local theatre, Polka serve their local community whilst each year developing a wide-ranging programme to primarily engage children, schools and families. Polka also has an outreach arm that targets families and groups residing in low-income areas of the borough. The venue is not simply a performance space as the theatre doubles as a community resource where adults can bring their children to play for free. This element brings families together under the banner of community, which means the theatre's client group is ultimately diverse and largely representative of the borough. Local organisations can hire spaces at the theatre at discounted rates.

In addition to the full programme of theatrical and educational workshops that attract over 80,000 attendees each year, there are other specific projects that aim to further widen the client base of Polka.

The improvements to their built facilities will increase the ability to have increased range and diversity of products; increased capacity; create greater financial sustainability for the theatre; etc.

### Stage 3: Assessing impact and analysis

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

| Equality group                 | Positive | impact   | Potential negative impac | Reason  |
|--------------------------------|----------|----------|--------------------------|---|
|                                | Yes      | No       | Yes No                   |   |
| Age                            | V        |          | V                        | The existing users of the theatres include young and older people       |
| Disability                     | V        |          | V                        | The existing users will include disabled people                         |
| Gender Reassignment            |          | <b>V</b> | V                        |   |
| Marriage and Civil Partnership |          | V        | V                        |   |
| Pregnancy and Maternity        |          | V        | V                        |   |
| Race                           | V        |          | V                        | The existing users will include people of different ethnic origins.     |
| Religion/ belief               | √        |          | √                        | The existing users will include people of different religions / beliefs |

#### **APPENDIX 7**

|                       | $\sqrt{}$ |           | V |   |
|-----------------------|-----------|-----------|---|---|
| Sex                   |           |           |   |   |
| Sexual orientation    |           | $\sqrt{}$ | V |   |
| Socio-economic status | V         |           | V | Some of the users will be from a lower socio-economic status. |

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

There are no explicit negative issues in making this saving since the saving is being made on the back of a capital investment by the council into the redeveloped Polka Theatre and a business model that seeks to gain greater financial sustainability.

There will be a period of disturbance to the theatre and the users of that resource, but this saving is not due to come into effect until after that time, so that the theatre can deliver outreach work during that time.

| Stage4: | Decision |
|---------|----------|
|         |          |

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2. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)

| Outcome 1- √  | Outcome 2 -                    | Outcome 3 -  | Outcome 4 -  |
|---|--------------------------------|--|--|
| Outcome 1 – No change required: when  | the EIA has not identified any | Your analysis demonstrates that  | the proposals are robust and   |
| potential for discrimination or negative im promote equality are being addressed. | pact and all opportunities to  | the evidence shows no potential<br>have taken all appropriate opport<br>foster good relations between gr<br>reached, remember to documen<br>information that you used to mal | tunities to advance equality and coups. If this conclusion is the reasons for this and the |

|  | APPENDIX 7  |
|--|---|
| Outcome 2 – Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.  | This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.     |
| Outcome 3 – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have 'due regard'. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice) | This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid 'due regard' to the Public Sector Equality Duty |
| Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.  | If a policy shows unlawful discrimination it <b>must</b> be removed or changed.   |
| Note: If your EA is assessed as outcome 3, explain your justification with full reasoning to continue with your proposals?   | Include information as to why you suggest going ahead with your proposals despite negative impact being identified.   |

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



This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

| Risks or improvements identified in the EIA    | Action required   | Performance measure & target(s)                                   | By<br>when  | Uses existing or additional resources? | Lead Officer         | Progress                                |
|--|---|---|-------------|--|----------------------|---|
| Audience / users displaced dumage developments | Continue to fund until 2019/2020 to support outreach work during this development time. | Funding provided. Outreach programmes delivered Community engaged | Mar<br>2020 | Existing resources                     | Christine<br>Parsloe | Polka aware of proposals and timescales |
|  |   |   |             |  |                      |   |

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

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

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

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

#### Stage 6: Monitoring

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

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

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

#### How often will you do this?

We will continue to monitor monthly during development and beyond.

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

#### **Summary of the assessment**

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

#### Summary of the key findings:

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

| Stage 8: Sign off by Head of Service                  |  |                           |                           |  |  |  |  |  |
|---|--|---------------------------|---------------------------|--|--|--|--|--|
| Assessment completed by: Name/Job Title               | Christine Parsloe Leisure & Culture Development Manager  | Signature:<br>C A Parsloe | <b>Date:</b> 06 Dec 2017  |  |  |  |  |  |
| Improvement action plan signed off by Head of Service | Graeme Kane<br>Assistant Director, Public Space Division | Signature:<br>G Kane      | <b>Date</b> : 06 Dec 2017 |  |  |  |  |  |
| Department  | Environment & Regeneration                               | ·                         |                           |  |  |  |  |  |



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

| What are the proposals being assessed?                      | Income from Merantun Developments for service provided by LBM (Finance, procurement, human resources, accommodation). (Savings Ref. E4) |
|---|---|
| Which Department/ Division has the responsibility for this? | Environment and Regeneration/Sustainable Communities  |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Chris Lee, Director of Environment and Regeneration  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, deletion of posts, changing criteria etc) | Merantun Developments, through a series of service level agreements will receive services from the council's finance, procurement, human resources and facilities management services through a recharge to Merantun Developments for these services. The cost of staff seconded from the council to Merantun Developments will be recharged and the income will be received by the Environment and Regeneration department. |
| How does this contribute to the council's corporate priorities?  | The council's corporate objectives of utilising its assets more effectively will result in income from its land assets being received from Merantun Developments through income for the provision of services to the company.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The proposals will result in long term revenue income to the council from the recharges from its wholly owned property development company, Merantun Developments.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | Merantun Development Limited will receive services from the corporate services department of the council through a series of service level agreements for services as outline above.   |

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

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

The income received will be delivered through existing staff resources and therefore there will be no change to current arrangements.

#### Stage 3: Assessing impact and analysis

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

| 70                       |                         |          | ,                  |        |  |  |  |  |  |
|--------------------------|-------------------------|----------|--------------------|--------|--|--|--|--|--|
| drotected characteristic | Tick which applies Tick |          | Tick which applies |        | Reason   |  |  |  |  |
| <b>⊈</b> equality group) | Positiv                 | e impact | Pote               |        | Briefly explain what positive or negative impact has been identified       |  |  |  |  |
| Φ . , ,                  |                         |          | negative           | impact |  |  |  |  |  |
| 18                       | Yes                     | No       | Yes                | No     |  |  |  |  |  |
| <del>⊙</del><br>Nage     |                         | Х        |                    | X      | The income received will be delivered through existing staff resources and |  |  |  |  |
|                          |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Disability               |                         | Χ        |                    | X      | The income received will be delivered through existing staff resources and |  |  |  |  |
| -                        |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Gender Reassignment      |                         | Χ        |                    | X      | The income received will be delivered through existing staff resources and |  |  |  |  |
|                          |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Marriage and Civil       |                         | Х        |                    | X      | The income received will be delivered through existing staff resources and |  |  |  |  |
| Partnership              |                         |          |                    | ,      | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Pregnancy and Maternity  |                         | Х        |                    | Х      | The income received will be delivered through existing staff resources and |  |  |  |  |
|                          |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Race                     |                         | Χ        | •                  | Х      | The income received will be delivered through existing staff resources and |  |  |  |  |
|                          |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Religion/ belief         |                         | Χ        |                    | Х      | The income received will be delivered through existing staff resources and |  |  |  |  |
|                          |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Sex (Gender)             |                         | Χ        |                    | Х      | The income received will be delivered through existing staff resources and |  |  |  |  |
| ,                        |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Sexual orientation       |                         | Х        |                    | Х      | The income received will be delivered through existing staff resources and |  |  |  |  |
|                          |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |
| Socio-economic status    | _                       | Х        |                    | Х      | The income received will be delivered through existing staff resources and |  |  |  |  |
|                          |                         |          |                    |        | therefore there will be no change to current arrangements.                 |  |  |  |  |



**APPENDIX 7** 

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

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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |

| Pag | age 4: Conclusion of the Equa   | lity Analysis   |   |                                       |
|-----|---|---|---|---------------------------------------|
| Ð   | Which of the following statem<br>Please refer to the guidance for ca<br>outcomes and what they mean for | nents best describe the outco<br>arrying out Equality Impact Assessi<br>your proposal | me of the EA (Tick one box only<br>ments is available on the intranet for | y)<br>further information about these |
|     | OUTCOME 1   | OUTCOME 2   | OUTCOME 3   | OUTCOME 4                             |

| Stage 5: Sign off by Director/ Head of Service   |                     |            |       |  |  |  |  |
|--|---------------------|------------|-------|--|--|--|--|
| Assessment completed by  James McGinlay/ AD Sustainable Communities  Signature:  Date: |                     |            |       |  |  |  |  |
| Improvement action plan signed off by Director/ Head of Service                        | Chris Lee/ Director | Signature: | Date: |  |  |  |  |



#### **Letting of vacant facilities in Greenspaces**

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

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

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

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

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

#### Stage 3: Assessing impact and analysis

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

| Brotected characteristic | Tick wh | ich applies | Tick which | n applies | Reason   |
|--------------------------|---------|-------------|------------|-----------|--|
| <b>⊈</b> equality group) | Positiv | e impact    | Pote       | ntial     | Briefly explain what positive or negative impact has been identified |
| Φ. , , ,                 |         |             | negative   | impact    |  |
| 3                        | Yes     | No          | Yes        | No        |  |
| <del>oo</del> ge         |         | X           |            | X         |  |
| Disability               |         | X           |            | X         |  |
| Gender Reassignment      |         | X           |            | X         |  |
| Marriage and Civil       |         | X           |            | X         |  |
| Partnership              |         |             |            |           |  |
| Pregnancy and Maternity  |         | X           |            | X         |  |
| Race                     |         | Х           |            | Х         |  |
| Religion/ belief         |         | X           |            | Χ         |  |
| Sex (Gender)             |         | X           |            | Х         |  |
| Sexual orientation       |         | Х           |            | Х         |  |
| Socio-economic status    |         | Χ           |            | Х         |  |

**APPENDIX 7** 

#### 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| None  |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |

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

| Stage 4: Conclusion of t | the Equality Analysis |
|--------------------------|-----------------------|
|--------------------------|-----------------------|

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 |
|-----------|-----------|-----------|-----------|
| X         |           |           |           |

| Stage 5: Sign off by Director/ Head of Service                  |                                       |            |                  |
|---|---------------------------------------|------------|------------------|
| Assessment completed by   | Doug Napier, Greenspaces Manager      | Signature: | Date: 06/12/2017 |
| Improvement action plan signed off by Director/ Head of Service | Graeme Kane, Assistant Director, PSSC | Signature: | Date:            |



#### Increased tenancy income in Greenspaces

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

| Stage 1: Overview   |   |
|---|---|
| Name and job title of lead officer  | Doug Napier, Greenspaces Manager  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria   | Increased tenancy income from the Greenspaces property portfolio to the value of £40k per annum, achieved primarily through the renegotiation of existing, mainly commercial tenancies/leases to achieve the current market rate                                      |
| ₱. How does this contribute to the contribu | Increased income that will mitigate budget savings pressures  |
| Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.   | The proposals will primarily benefit the Council through increased income from its existing assets and tenancies  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?   | Overall responsibility for this proposal lies with the Council's Greenspaces team, with some shared responsibility lying with the Council's Strategic Property and Facilities Management teams, and the existing tenants & leaseholders of the properties in question |

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

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

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

#### Stage 3: Assessing impact and analysis

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

| Protected characteristic  | Tick wh | ich applies | Tick which | h applies | Reason   |
|---------------------------|---------|-------------|------------|-----------|--|
| <b>(</b> • quality group) | Positiv | e impact    | Pote       |           | Briefly explain what positive or negative impact has been identified |
| <u>a</u>                  |         |             | negative   | impact    |  |
| ge                        | Yes     | No          | Yes        | No        |  |
| _Age                      |         | X           |            | X         |  |
| <b>©</b> isability        |         | X           |            | X         |  |
| Gender Reassignment       |         | X           |            | X         |  |
| Marriage and Civil        |         | X           |            | X         |  |
| Partnership               |         |             |            |           |  |
| Pregnancy and Maternity   |         | X           |            | X         |  |
| Race                      |         | X           |            | Х         |  |
| Religion/ belief          |         | X           |            | Χ         |  |
| Sex (Gender)              |         | X           |            | Х         |  |
| Sexual orientation        |         | X           |            | Х         |  |
| Socio-economic status     |         | X           |            | Х         |  |

**APPENDIX 7** 

#### 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<br>when | Existing or additional resources? | Lead<br>Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|-----------------|--|
| None  |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |
|   |                             |   |            |                                   |                 |  |

| Pag                       | tage 4: Conclusion of the Equ   | nality Analysis   |           |           |
|---------------------------|---|---|-----------|-----------|
| <b>je <del>4</del></b> 90 | Which of the following state Please refer to the guidance for outcomes and what they mean for | ements best describe the outcome<br>carrying out Equality Impact Assessme<br>or your proposal |           |           |
|                           | OUTCOME 1   | OUTCOME 2   | OUTCOME 3 | OUTCOME 4 |
|                           | V   |   |           |           |

| Stage 5: Sign off by Director/ Head of Service                  |                                       |            |                  |
|---|---------------------------------------|------------|------------------|
| Assessment completed by   | Doug Napier, Greenspaces Manager      | Signature: | Date: 06/12/2017 |
| Improvement action plan signed off by Director/ Head of Service | Graeme Kane, Assistant Director, PSSC | Signature: | Date:            |



| What are the proposals being assessed?                      | Proposed budget saving CH71 Transport: moving commissioned taxis to direct payments. |
|---|--|
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care   |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | John Morgan, Assistant Director of Adult Social Care   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To provide service users with the same transport levels, but with an improved choice of taxi provider, which will mean service users can purchase taxi journeys more cheaply.  The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Adult Social Care service users who utilise ASC commissioned taxis and commissioned taxi providers.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | N/A  |

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

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

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



#### 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    | Potential  |              | Briefly explain what positive or negative impact has been identified        |
|                          |          |             | negative   | impact       |   |
|                          | Yes      | No          | Yes        | No           |   |
| Age                      | ✓        |             |            | ✓            | Service users will be able to choose their own taxi provider appropriate to |
|                          |          |             |            |              | their needs.  |
| Disability               | ✓        |             |            | ✓            | As above.   |
| Gender Reassignment      | ✓        |             |            | ✓            | As above.   |
| Marriage and Civil       | ✓        |             |            | ✓            | As above.   |
| Partnership              |          |             |            |              |   |
| Pregnancy and Maternity  | ✓        |             |            | ✓            | As above.   |
| dRace                    | <b>✓</b> |             |            | ✓            | As above.   |
| Religion/ belief         | ✓        |             |            | $\checkmark$ | As above.   |
| Şex (Gender)             | ✓        |             |            |              | As above.   |
| Sexual orientation       | ✓        |             |            | <b>√</b>     | As above.   |
| Socio-economic status    | ✓        |             |            | <b>V</b>     | As above.   |

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

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



#### 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

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

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

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

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

| Stage 5: Sign off by Director/ Head of Service |   |                       |  |  |
|--|---|-----------------------|--|--|
| Assessment completed by                        | John Morgan, Assistant Director of Adult Signature: John Morgan Social Care | Date: 1 December 2017 |  |  |
| Improvement action plan signed of Service      | N/A Signature: N/A  | Date: N/A             |  |  |



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

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

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

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

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

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

#### 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 | h 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                        | <b>✓</b> |            | ✓         |           | Some service users may need some time to adjust to any new method of         |
|                            |          |            |           |           | transport to their day services. However, the improvements to the service    |
|                            |          |            |           |           | will impact positively on those service users that cannot organise their own |
|                            |          |            |           |           | transport.   |
| Disability                 | ✓        |            | ✓         |           | Some service users may need some time to adjust to any new method of         |
| D                          |          |            |           |           | transport to their day services. However, the improvements to the service    |
| ac                         |          |            |           |           | will impact positively on those service users that cannot organise their own |
| Ō                          |          |            |           |           | transport.   |
| _Gender Reassignment       | N/A      | N/A        | N/A       | N/A       |  |
| <b>₩</b> arriage and Civil | N/A      | N/A        | N/A       | N/A       |  |
| <b>Partnership</b>         |          |            |           |           |  |
| Pregnancy and Maternity    | N/A      | N/A        | N/A       | N/A       |  |
| Race                       | N/A      | N/A        | N/A       | N/A       |  |
| Religion/ belief           | N/A      | N/A        | N/A       | N/A       |  |
| Sex (Gender)               | N/A      | N/A        | N/A       | N/A       |  |
| Sexual orientation         | N/A      | N/A        | N/A       | N/A       |  |
| Socio-economic status      | N/A      | N/A        | N/A       | N/A       |  |

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

| Negative impact / gap in      | Some service users may need some time to adjust to any new method of transport to their day services.                                   |
|-------------------------------|---|
| information identified in the |   |
| <b>Equality Analysis</b>      |   |
| Action required to mitigate   | All service users will be kept informed of any changes to the service provision and supported to find alternative methods of transport. |
| 11. 11                        |   |
| How will you know this is     | Number of service users using new provision.  |
| achieved? e.g.                |   |
| performance measure /         |   |

| target                       | APPENDIX 7                |
|------------------------------|---------------------------|
| By when                      | Starting from April 2018. |
| Existing or additional       | N/A                       |
| resources?                   |                           |
| Lead Officer                 | Andy Ottaway-Searle       |
| Action added to divisional / | Yes.                      |
| team plan?                   |                           |



#### 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

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

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

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

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

| Stage 5: Sign off by Director/ Head of Service                  |   |                                |                       |  |  |
|---|---|--------------------------------|-----------------------|--|--|
| Assessment completed by   | Andy Ottaway-Searle, Head of Direct Provision           | Signature: Andy Ottaway-Searle | Date: 1 December 2017 |  |  |
| Improvement action plan signed off by Director/ Head of Service | John Morgan, Assistant Director of Adult<br>Social Care | Signature: John Morgan         | Date: 1 December 2017 |  |  |



| • • •   | Proposed budget saving CH73 Staffing – reduction in staffing to be achieved by decreased use of agency staff |
|---|--|
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care   |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | John Morgan, Assistant Director of Adult Social Care   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | A reduced reliance on agency staff should result in a more stable workforce committed to the aims of the service. However, there could be reduced / delayed services and it may lead to a less responsive service with increased waiting times for service users.  The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Agency staff and service users with mental health issues.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall  | The Mental Health Trust. HR input will be required.  |

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

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

The learning from the previous re-structure (May 2016) and review (Feb 2017) of Adult Social Care has informed this proposal, specifically the need to ensure that any changes to the staffing structure ensure there is sufficient staffing to fulfil statutory obligations.

Consideration has been given to bringing the line management of this service back into the council, to address the somewhat artificial separation between which work is directed to this team and which work is carried by the teams based within the council. This should enable management efficiencies, closer working relationships between social care staff and more consistent outcomes for service users.



#### 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 | n applies  | Reason  |
|--------------------------|---------------------------|------------|------------|--|---|
| (equality group)         | Positive impact Potential |            | ntial      | Briefly explain what positive or negative impact has been identified |   |
|                          |                           |            | negative   | impact   |   |
|                          | Yes                       | No         | Yes        | No   |   |
| Age                      |                           | ✓          | ✓          |  | Service users may receive a less responsive service with increased waiting times. |
| Disability               |                           | ✓          | ✓          |  | As above.   |
| Gender Reassignment      |                           | ✓          | ✓          |  | As above.   |
| Marriage and Civil       |                           | ✓          | ✓          |  | As above.   |
| Partnership              |                           |            |            |  |   |
| Pregnancy and Maternity  |                           | ✓          | ✓          |  | As above.   |
| o <del>k</del> ace       |                           | ✓          | ✓          |  | As above.   |
| Religion/ belief         |                           | ✓          | ✓          |  | As above.   |
| Sex (Gender)             |                           | ✓          | ✓          |  | As above.   |
| Sexual orientation       |                           | ✓          | <b>√</b>   |  | As above.   |
| Socio-economic status    |                           | ✓          | <b>√</b>   |  | As above.   |

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

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

|  |  | APPENDIX 7   |
|--|--|--------------|
|  | Change will be followed which will ensure the fair treatment of staff. | ALL LINDIX I |
| How will you know this is achieved? e.g. performance measure / | Reduced reliance on agency staff.                                      |              |
| target   |  |              |
| By when  | April 2018.  |              |
| Existing or additional   | N/A  |              |
| resources?   |  |              |
| Lead Officer   | John Morgan, Assistant Director Adult Social Care.                     |              |
| Action added to divisional /                                   | Project 4 in the 2018/19 Adult Social Care service plan.               |              |
| team plan?   |  |              |



#### 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

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

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

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

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

| Stage 5: Sign off by Director/ He  | ead of Service                           |  |                       |
|------------------------------------|--|--|-----------------------|
| Assessment completed by            | Richard Ellis                            | Signature: Interim Head of Commissioning | Date: 1 December 2017 |
| Nanprovement action plan signed    | John Morgan, Assistant Director of Adult | 9  | Date: 1 December 2017 |
| र्जिf by Director/ Head of Service | Social Care                              |  |                       |



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

| Stage 1: Overview   |  |
|---|--|
| Name and job title of lead officer  | John Morgan, Assistant Director of Adult Social Care   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria | The implementation of the MOSAIC social care system has identified the scope to improve the identification of service users who should contribute to the costs of their care and assess them sooner, thus increasing client income.  The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. |
| 2. How does this contribute to the council's corporate priorities?  | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                  | Service users eligible to pay for, or contribute to, their own care costs.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                     | This may impact on the Transactions team.  |

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

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

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



#### 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   | mpact Potential negative impact |           | Briefly explain what positive or negative impact has been identified  |
|                          | Yes      | No         | Yes                             | No        |   |
| Age                      |          | √          | <b>√</b>                        |           | Payment for services is based on a nationally set means test, so although service users, by definition, will fall in to protected characteristics, this proposal affects all. |
| Disability               |          | ✓          | ✓                               |           | As above.   |
| Gender Reassignment      |          | ✓          | ✓                               |           | As above.   |
| Marriage and Civil       |          | ✓          | <b>√</b>                        |           | As above.   |
| Pregnancy and Maternity  |          | ✓          | ✓                               |           | As above.   |
| NBace                    |          | ✓          | ✓                               |           | As above.   |
| Religion/ belief         |          | ✓          | <b>√</b>                        |           | As above.   |
| Sex (Gender)             |          | ✓          | ✓                               |           | As above.   |
| Sexual orientation       |          | ✓          | <b>✓</b>                        |           | As above.   |
| Socio-economic status    |          | ✓          | <b>✓</b>                        |           | As above.   |

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

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

| By when                      | March 2018 APPENDIX 7 |
|------------------------------|-----------------------|
| Existing or additional       | N/A                   |
| resources?                   |                       |
| Lead Officer                 | John Morgan           |
| Action added to divisional / | N/A                   |
| team plan?                   |                       |



#### 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

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

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

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

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

| tage 5: Sign off by Director/ Head of Service                 |  |                          |                       |  |  |
|---|--|--------------------------|-----------------------|--|--|
| Assessment completed by                                       | Richard Ellis, Head of Commissioning                 | Signature: Richard Ellis | Date: 1 December 2017 |  |  |
| Provement action plan signed off by Director/ Head of Service | John Morgan, Assistant Director of Adult Social Care | Signature: John Morgan   | Date: 1 December 2017 |  |  |



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

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

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

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

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



#### 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 Potential negative impact |    | Reason Briefly explain what positive or negative impact has been identified |
|--------------------------|-----|----|--|----|---|
| (equality group)         |     |    |  |    |   |
|                          | Yes | No | Yes  | No |   |
| Age                      |     | ✓  | ✓  |    | Reduced level of interventions and access to services.                      |
| Disability               |     | ✓  | ✓  |    | As above.   |
| Gender Reassignment      |     | ✓  | ✓  |    | As above.   |
| Marriage and Civil       |     | ✓  | ✓  |    | As above.   |
| Partnership              |     |    |  |    |   |
| Pregnancy and Maternity  |     | ✓  | ✓  |    | As above.   |
| -Race                    |     | ✓  | ✓  |    | As above.   |
| geligion/ belief         |     | ✓  | ✓  |    | As above.   |
| Sex (Gender)             |     | ✓  | ✓  |    | As above.   |
| Sexual orientation       |     | ✓  | <b>√</b>                                     |    | As above.   |
| Socio-economic status    |     | ✓  | <b>√</b>                                     |    | As above.   |
| ω                        | . " |    |  |    |   |

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

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

| Action added to divisional / | The projects in the Public Health service plan will support this proposal. |
|------------------------------|--|
| team plan?                   |  |



# 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 |
|-----------|-----------|-----------|-----------|
|           |           | <b>✓</b>  |           |
|           |           |           |           |

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

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

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

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

| Stage 5: Sign off by Director/ Head of Service |  |                          |                       |  |
|--|--|--------------------------|-----------------------|--|
| Ssessment completed by                         | Dagmar Zeuner, Director of Public Health | Signature: Dagmar Zeuner | Date: 1 December 2017 |  |
| Naprovement action plan signed                 | Hannah Doody, Director of Community      | Signature: Hannah Doody  | Date: 1 December 2017 |  |
| लेंf by Director/ Head of Service              | and Housing                              |                          |                       |  |

# **Equality Analysis**



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

| Stage 1: Overview   |  |
|---|--|
| Name and job title of lead officer  | Dagmar Zeuner, Director of Public Health   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria | To review the role and focus of Public Health in the light of ending of Public Health grant, which may result in a change in the Public Health offer. The ring fenced Public Health Grant ends in March 2020, when funding becomes part of the Business Rate funding settlement. It is not known what will happen to mandation of PH services and what 100% BBR will mean for the funding of the council as a whole. The review of PH funding will have to take into consideration its impact on other services.  The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Public Health Target Operating Model (TOM) vision and goals are to protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available whilst fulfilling |
| 2. How does this contribute to the council's corporate priorities?  | our statutory Public Health duties.  The Public Health Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                  | Any substantial change in PH services is likely to impact on service provision and may reduce commissioning capacity, impacting on Community and Housing and Children, Schools and Families.  Public Health focusses on population health improvement as well as reduction of health inequalities so there any impact will be on those residents of Merton, with the poorest health outcomes. However, it is envisaged that through more joined up commissioning of services, they can be better targeted to those in most need.   |
| 4. Is the responsibility shared with another department, authority or   | Community and Housing, Children, Schools and Families and the CCG.   |

| organisation? If so, who are the |
|----------------------------------|
| partners and who has overall     |
| responsibility?                  |

## Stage 2: Collecting evidence/ data

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

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

National work on the Fair Funding Review is ongoing to develop an improved and simplified method of determining individual LA needs that can be applied in the BRR regime. It is expected that this will include PH as a significant factor. PH need, including the influence of demographic changes and deprivation could be informed by the ACRA formula (revised as necessary), the proposed 5 yearly DCLG general resets, as well as policy decisions on pace of change etc. A consultation on the design of the reformed funding system closed in May 17 but the outcome has not yet been reported.

Dublic Health services have recently been redesigned and re-commissioned according to PH TOM signed off in March 17, with a reduction in Benior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG). There is now little scope further team reduction but scope for efficiency through the further development of joint commissioning roles.

An ongoing review of the range and scope of PH services has been commissioned.

The Managing Organisational Change Framework will be followed for any impact on staffing.

# Stage 3: Assessing impact and analysis

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

| Protected characteristic   | Tick whi | ch applies | Tick whic | h applies | Reason  |
|----------------------------|----------|------------|-----------|-----------|---|
| (equality group)           | Positiv  | e impact   | Potential |           | Briefly explain what positive or negative impact has been identified    |
|                            |          |            | negative  | e impact  |   |
|                            | Yes      | No         | Yes       | No        |   |
| Age                        |          | ✓          | ✓         |           | People with the poorest health outcomes may receive less help. However, |
|                            |          |            |           |           | it is envisaged that through more joined up commissioning of services,  |
|                            |          |            |           |           | they can be better targeted to those in most need.                      |
| Disability                 |          | ✓          | ✓         |           | As above.   |
| Gender Reassignment        |          | ✓          | ✓         |           | As above.   |
| <b>™</b> arriage and Civil |          | ✓          | ✓         |           | As above.   |
| <b>Partnership</b>         |          |            |           |           |   |
| Pregnancy and Maternity    |          | ✓          | ✓         |           | As above.   |
| NBace                      |          | ✓          | ✓         |           | As above.   |
| 式eligion/ belief           |          | ✓          | ✓         |           | As above.   |
| Sex (Gender)               |          | ✓          | <b>√</b>  |           | As above.   |
| Sexual orientation         |          | ✓          | <b>√</b>  |           | As above.   |
| Socio-economic status      |          | ✓          | <b>✓</b>  |           | As above.   |

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

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

|                              |               | ADDENIDIY 7  |
|------------------------------|---------------|--------------|
| Lead Officer                 | Dagmar Zeuner | ALL LINDIX I |
| Action added to divisional / | N/A.          |              |
| 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 3 | OUTCOME 4 |
|-----------|-----------|-----------|-----------|
|           |           | <b>✓</b>  |           |
|           |           |           |           |

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

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

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

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

| tage 5: Sign off by Director/ He                              | ead of Service                                  |                          |                       |
|---|---|--------------------------|-----------------------|
| Assessment completed by                                       | Dagmar Zeuner, Director of Public Health        | Signature: Dagmar Zeuner | Date: 1 December 2017 |
| Provement action plan signed off by Director/ Head of Service | Hannah Doody, Director of Community and Housing | Signature: Hannah Doody  | Date: 1 December 2017 |

# **Equality Analysis**



| What are the proposals being assessed?                      | Proposed budget saving CH82 Older People's social care (Mental Health) |  |
|---|--|--|
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care                               |  |

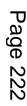
| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | John Morgan, Assistant Director of Adult Social Care  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Creating a fully integrated Older People's (OP) services, combining OP social work teams, OPMH teams with community health services to create a 'one stop shop' for supporting the most vulnerable older people, removing the barriers between health and social care. Integrating support for physical and mental health issues. This will make it easier for the most unwell and most frail to access the support they need, and for us to respond in the most effective ways, and thus maximising any potential for recovery of independence.  |
| Page 221   | The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Older Peoples & Physical Disability teams and Mental Health teams staff and older service users   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall  | The Mental Health Trust and community health services. HR input will be required.   |

# Stage 2: Collecting evidence/ data

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

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

Best practice throughout the industry promotes the use of multi-disciplinary care models to provide a single point of access for service users to enable a quicker and more focussed response to service user needs.





# 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 | n applies    | Reason   |
|--------------------------|-----------------|-------------|------------|--------------|--|
| (equality group)         | Positive impact |             | Potential  |              | Briefly explain what positive or negative impact has been identified                 |
|                          |                 |             | negative   | impact       |  |
|                          | Yes             | No          | Yes        | No           |  |
| Age                      | <b>√</b>        |             |            | <b>√</b>     | This proposal will make it easier for service users to access the support they need. |
| Disability               | ✓               |             |            | ✓            | As above.  |
| Gender Reassignment      | ✓               |             |            | ✓            | As above.  |
| Marriage and Civil       | ✓               |             |            | ✓            | As above.  |
| Partnership              |                 |             |            |              |  |
| Pregnancy and Maternity  | ✓               |             |            | ✓            | As above.  |
| o <del>K</del> ace       | ✓               |             |            | ✓            | As above.  |
| ⊈eligion/ belief         | ✓               |             |            | $\checkmark$ | As above.  |
| Sex (Gender)             | ✓               |             |            | <b>V</b>     | As above.  |
| Sexual orientation       | ✓               |             |            | <b>√</b>     | As above.  |
| Socio-economic status    | ✓               |             |            | 4            | As above.  |

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

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

Action added to divisional / N/A 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 3 OUTCOME 4

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

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

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

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

| -Stage 5: Sign off by Director/ He                              | ead of Service                                       |                        |                       |
|---|--|------------------------|-----------------------|
| இssessment completed by<br>ம                                    | John Morgan, Assistant Director of Adult Social Care | Signature: John Morgan | Date: 1 December 2017 |
| Improvement action plan signed off by Director/ Head of Service | N/A  | Signature: N/A         | Date: N/A             |

# **Equality Analysis**



| What are the proposals being assessed?                      | Proposed budget saving CH83 Adult Mental Health |
|---|---|
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care        |

| Stage 1: Overview   |   |  |  |  |
|---|---|--|--|--|
| Name and job title of lead officer  | John Morgan, Assistant Director of Adult Social Care  |  |  |  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria | A fundamental review of adult mental health services and staffing.  The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes, through promoting the independence of individuals and reducing reliance on council funded services, and through utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. |  |  |  |
| How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.  |  |  |  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                  | Mental Health staff and service users with mental health issues.  |  |  |  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                     | The Mental Health Trust. HR input will be required.   |  |  |  |

# Page 227

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

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

The learning from the previous re-structure (May 2016) and review (Feb 2017) of Adult Social Care has informed this proposal, specifically the need to ensure that any changes to the staffing structure ensure there is sufficient staffing to fulfil statutory obligations.

Consideration has been given to bringing the line management of this service back into the council, to address the somewhat artificial separation between which work is directed to this team and which work is carried by the teams based within the council. This should enable management efficiencies, closer working relationships between social care staff and more consistent outcomes for service users.



# 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 | h applies | Reason   |
|-----------------------------------|----------|---|-----------|-----------|--|
| (equality group)                  | Positiv  | Positive impact Potential negative impact |           |           | Briefly explain what positive or negative impact has been identified   |
|                                   | Yes      | No  | Yes       | No        |  |
| Age                               |          | <b>√</b>                                  | <b>√</b>  |           | Service users may receive a less responsive service with increased waiting times, but it is envisaged the more resilient staffing structure will mitigate against any potential increase in waiting times. |
| Disability                        |          | ✓   | ✓         |           | As above.  |
| Gender Reassignment               |          | ✓   | ✓         |           | As above.  |
| Marriage and Civil<br>⊯artnership |          | ✓   | <b>√</b>  |           | As above.  |
| regnancy and Maternity            |          | ✓   | ✓         |           | As above.  |
| N∂ace                             |          | ✓   | ✓         |           | As above.  |
| Religion/ belief                  |          | ✓   | <b>√</b>  |           | As above.  |
| Sex (Gender)                      |          | ✓   | <b>√</b>  |           | As above.  |
| Sexual orientation                |          | ✓   | <b>✓</b>  |           | As above.  |
| Socio-economic status             |          | ✓   | <b>✓</b>  |           | As above.  |

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

| Negative impact / gap in      | Service users may receive a less responsive service with increased waiting times.   |  |  |
|-------------------------------|---|--|--|
| information identified in the |   |  |  |
| <b>Equality Analysis</b>      |   |  |  |
| Action required to mitigate   | A fundamental review of adult mental health services and staffing, including consideration has been given to bringing the line management of this service back into the council, to address the somewhat artificial separation between which work is directed to this team and which work is carried by the teams based within the council. This should enable management efficiencies, closer working relationships between social care staff, enabling a more resilient staffing structure, to mitigate against any potential reduction in responsiveness of service. |  |  |
|                               | Clear communication will be undertaken with staff and if applicable, the Framework for Managing Organisational Change will be followed which will ensure the fair treatment of staff.   |  |  |
| How will you know this is     | Revised structure and savings achieved.   |  |  |

| achieved? e.g. performance measure / target | APPENDIX 7   |
|---|--|
| By when                                     | March 2019.  |
| Existing or additional                      | N/A  |
| resources?                                  |  |
| Lead Officer                                | John Morgan, Assistant Director Adult Social Care.       |
| Action added to divisional /                | Project 4 in the 2018/19 Adult Social Care service plan. |
| 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 3 OUTCOME 4

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

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

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

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

| tage 5: Sign off by Director/ He                                | ead of Service                                       |                           |                        |                       |
|---|--|---------------------------|------------------------|-----------------------|
| Assessment completed by<br>ယ                                    | Richard Ellis, Interim Head of Commissioning         | Signature: I<br>Commissio | nterim Head of<br>ning | Date: 1 December 2017 |
| Improvement action plan signed off by Director/ Head of Service | John Morgan, Assistant Director of Ad<br>Social Care | dult Signature:           | John Morgan            | Date: 1 December 2017 |

# **Equality Analysis**



| What are the proposals being assessed?                      | Proposed budget saving CH84 Public Health |
|---|---|
| Which Department/ Division has the responsibility for this? | Community and Housing, Public Health      |

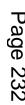
| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Dagmar Zeuner, Director of Public Health  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)  Dagger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

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

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

A consultation on the design of the reformed funding system closed in May 17 but the outcome has not yet been reported.

National work on the Fair Funding Review is ongoing to develop an improved and simplified method of determining individual LA needs that can be applied in the BRR regime. It is expected that this will include PH as a significant factor. PH need, including the influence of demographic changes and deprivation could be informed by the ACRA formula (revised as necessary), the proposed 5 yearly DCLG general resets, as well as policy decisions on pace of change etc.





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

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

| Negative impact / gap in information identified in the Equality Analysis | Yes.   |
|--|--|
| Action required to mitigate  | Develop plans to look at transforming and embedding services to minimise any negative impact on service users. |
| How will you know this is achieved? e.g. performance measure / target    | Programmes delivered.  |
| By when  | March 2020.  |
| Existing or additional resources?  | N/A.   |
| Lead Officer   | Dagmar Zeuner  |

team plan?

Action added to divisional /

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 |
|-----------|-----------|-----------|-----------|
|           |           | <b>✓</b>  |           |
|           |           |           |           |

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

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

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

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

| Stage 5: Sign off by Director/ Head of Service |  |                          |                       |  |  |  |  |  |  |
|--|--|--------------------------|-----------------------|--|--|--|--|--|--|
| Assessment completed by                        | Dagmar Zeuner, Director of Public Health | Signature: Dagmar Zeuner | Date: 1 December 2017 |  |  |  |  |  |  |
| 0  |  |                          |                       |  |  |  |  |  |  |
| Nonprovement action plan signed                | Hannah Doody, Director of Community      | Signature: Hannah Doody  | Date: 1 December 2017 |  |  |  |  |  |  |
| off by Director/ Head of Service               | and Housing                              |                          |                       |  |  |  |  |  |  |

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#### **Second Draft Service Plans.**

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

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

Final plans will be completed on the 31January 2018 and presented to Cabinet on 19 February and Full Council on 28 February 2018.

These plans will form part of our 2018/22 Business Plan.

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

### **Index of Departmental Service and Commissioning Plans**

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

<sup>\*</sup>Commissioning Plan

# **Children Schools & Families**

# Clir Katy Neep: Cabinet Member for Children's Services Enter a brief description of your main activities and objectives below dren's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at

Children's Social Care & Youth Inclusion

Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, children with disabilities 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 ongoing 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 children.

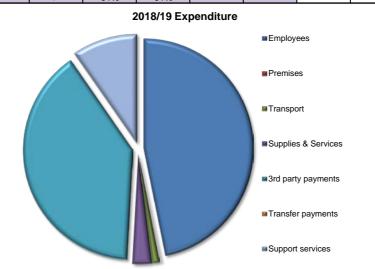
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending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

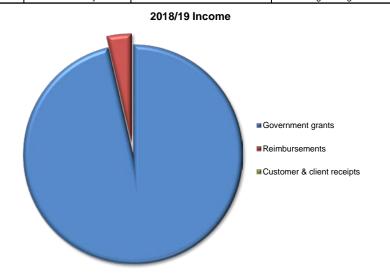
Access to resources for looked after children/external placement provision Recruitment of in house foster carers.

|   |  | Planning Assumptions |         |         |         |         |         |   |  |  |  |  |  |
|---|--|----------------------|---------|---------|---------|---------|---------|---|--|--|--|--|--|
|   | Anticipated demand                                       | 2016/17              | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | service contributes to                        |  |  |  |  |  |
|   | Population growth - looked after children & Care leavers |                      | 15-30   |         |         |         |         | Looked after Children & Care Leavers Strategy |  |  |  |  |  |
|   | Population growth - Child Protection Plans               |                      | 30-60   |         |         |         |         | Safeguarding Children's Board Annual Plan     |  |  |  |  |  |
|   | Increase in 0-19 population                              |                      | 3,210   |         |         |         |         | Children and Young People's Plan              |  |  |  |  |  |
|   | UASC - increased numbers and impact on resources         | 30-32                |         |         |         |         |         |   |  |  |  |  |  |
| n | Anticipated non financial resources                      | 2016/17              | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |   |  |  |  |  |  |
| " | Staff (FTE)  | 209                  | 216     | 218     | 211     | 211     | 211     |   |  |  |  |  |  |
|   | (FTE subject to change as a result of restructures)      |                      |         |         |         |         |         |   |  |  |  |  |  |
|   |  |                      |         |         |         |         |         |   |  |  |  |  |  |

| (i i i dabject to change as a result of restructures)            |            |              |              |               |             |            |          |                 |                   |                                  |
|--|------------|--------------|--------------|---------------|-------------|------------|----------|-----------------|-------------------|----------------------------------|
| Performance indicator (LBC2020 indicators highlighted in purple) | Actual Po  | erformance ( | (A) Performa | nce Target (1 | Γ) Proposed | Target (P) | Polarity | Reporting cycle | Indicator type    | Main impact if indicator not met |
| (LBC2020 indicators highlighted in purple)                       | 2016/17(A) | 2017/18(T)   | 2018/19(P)   | 2019/20(P)    | 2020/21(P)  | 2021/22(P) |          |                 |                   | met                              |
| % single assessments completed within agreed timescales          | 91         | 92           | 93           |               |             |            | High     | Monthly         | Business critical | Safeguarding issues              |
| Care application average duration (national target 26 weeks)     | 26         | 26           | 26           |               |             |            | Low      | Quarterly       | Quality           | Safeguarding issues              |
|  |            |              |              |               |             |            |          |                 |                   |                                  |
| Number YJS first time entrants                                   | 64         | 50           | 50           |               |             |            | Low      | Monthly         | Outcome           | Social exclusion                 |
| % LAC (2.5 years or over) in same placement for 2 years          | 71         | 66           | 65           |               |             |            | High     | Monthly         | Outcome           | Safeguarding issues              |
| % LAC experiencing 3 or more placements moves                    | 16         | 12           | 11           |               |             |            | Low      | Monthly         | Outcome           | Social exclusion                 |
| % fostered LAC in independent agency FC placements               | 44         | 42           | 40           |               |             |            | High     | Quarterly       | Business critical | Increased costs                  |
| Number of in house foster carers recruited                       | 15         | 15           | 15           |               |             |            | High     | Quarterly       | Quality           | Increased costs                  |
| Care Leavers who are ETE (17-21 year olds)                       | 63         | 68           | 70           |               |             |            | High     | Quarterly       | Outcome           | Social Exclusion                 |
| % children subject of a timely safeguarding assessment           | N/A        | 84%          | 84%          |               |             |            | High     | Quarterly       | Outcome           | Safeguarding issues              |
| Average duration for care and supervision (s31) applications     | N/A        | 30           | 30           |               |             |            | High     | Quarterly       | Business critical | Safeguarding issues              |
| % of care leavers in touch (17-21 year olds)                     | 86         |              |              |               |             |            | High     | Quarterly       | Outcome           | Social exclusions                |
| % of care leavers (aged 19-21) in suitable accommodation         | 87         | 91%          | 91%          |               |             |            | High     | Quarterly       | Outcome           | Safeguarding issues              |

|                            |                         | DEPARTM           | ENTAL BUDGE                   | ET AND RESOU                       | IRCES             |                   |                   |                   |
|----------------------------|-------------------------|-------------------|-------------------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Expenditure                | 23,239                  | 26,242            | 23,185                        | 2,127                              | 23,900            | 24,222            | 24,284            | 24,435            |
| Employees                  | 11,281                  | 11,639            | 10,846                        | 727                                | 11,189            | 10,861            | 10,862            | 10,864            |
| Premises                   | 48                      | 76                | 54                            | 15                                 | 55                | 56                | 57                | 57                |
| Transport                  | 249                     | 284               | 245                           | 4                                  | 244               | 248               | 251               | 255               |
| Supplies & Services        | 1,045                   | 1,119             | 678                           | 181                                | 669               | 679               | 689               | 699               |
| 3rd party payments         | 8,318                   | 10,841            | 9,063                         | 1,198                              | 9,444             | 10,080            | 10,126            | 10,262            |
| Transfer payments          | 0                       | 0                 | 0                             | 2                                  | 0                 | 0                 | 0                 | 0                 |
| Supp services              | 2,298                   | 2,283             | 2,299                         | 0                                  | 2,299             | 2,299             | 2,299             | 2,299             |
| Depreciation               | 0                       |                   | 0                             | 0                                  | 0                 | 0                 | 0                 | 0                 |
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Incom                      | 1,806                   | 2,211             | 988                           | (352)                              | 1,127             | 1,127             | 1,127             | 1,127             |
| Government grants          | 1,110                   | 1,330             | 947                           | 81                                 | 1,086             | 1,086             | 1,086             | 1,086             |
| Reimbursements             | 697                     | 838               | 41                            | (292)                              | 41                | 41                | 41                | 41                |
| Customer & client receipts |                         | 43                | 0                             | (141)                              | 0                 | 0                 | 0                 | 0                 |
| Reserves                   |                         |                   |                               |                                    |                   |                   |                   |                   |
| Capital Funded             |                         |                   |                               |                                    |                   |                   |                   |                   |
| Council Funded Net Budget  | 21,432                  | 24,030            | 22,197                        | 1,774                              | 22,772            | 23,095            | 23,156            | 23,308            |
|                            | Final Budget            | Actual            | Original                      | Forecast                           | Budget            | Budget            | Budget            | Budget            |

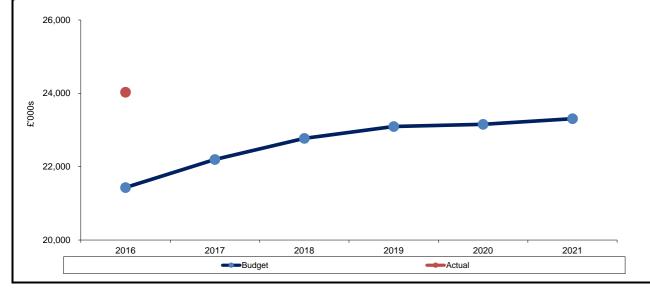




| Capital Budget £'000s | Final Budget<br>2016/17 | Actual 2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
|-----------------------|-------------------------|----------------|-------------------------------|------------------------------------|---------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

Summary of major budget etc. changes

2018/19



Review of CSF staffing structure beneath management level: £101,000 - Part of CSF2015-09 Further staff saving to be identified across the department: £150,000 - CSF2016-03 Reduced cost/offer through the national centralised adoption initiative: £78,000 - CSF 2016-02

#### 2020/21

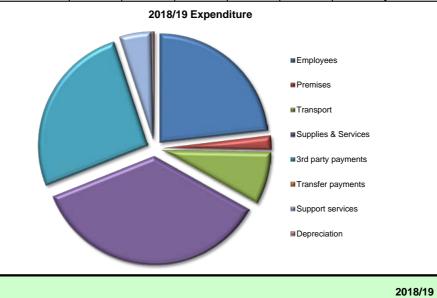
Delivery of preventative services through the Social Impact Bond: £45,000 - CSF2017-05 South London Family Drug and Alcohol Court commissioning: £45,000 - CSF2017-06

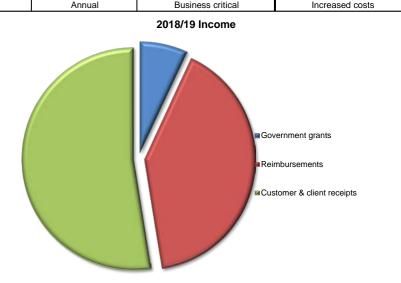
#### 2021/22

|                            |                      |                   | 1  | MENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |            |        |       |
|----------------------------|----------------------|-------------------|--|---|------------|--------|-------|
|                            |                      |                   | Children's Social Ca   |   |            | Risk   |       |
|                            |                      |                   | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFITS                          | Likelihood | Impact | Score |
| Pro                        | oject 1              | Project Title:    | Well Being Model - CSC & CYPWB/TOM   | Improved effectiveness                          |            |        |       |
| Start date                 | 2016-17              | Project Details:  | The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working; Care proceedings as outlined in the relevant   |   | 4          | 3      | 12    |
|                            | 2019-20<br>Dject 2   | Project Title     | TOM; rationalising access points; raising thresholds; increased targeting and practice.  Continuous Improvement and Inspection Readiness   | Improved effectiveness                          |            |        |       |
| FIC                        | ) <del>,c</del> ct 2 | Project Title:    |  | improved effectiveness                          |            |        |       |
| Start date                 | 2013-14              | Project Details:  | Delivery of key priorities: Early Help, Think Family and Neglect. To improve data quality, filing & retention, case records & management oversight Embed SMART targets & strengthen reporting to provide improved and easily accessible information. To continually improve the day to day   |   | 4          | 3      | 12    |
| End date                   | 2018-19              |                   | management across our services, delivery of improvement plans and embedding our revised QA framework. Continue to utilise all data sources to inform best practice sources include; JTAI's,YJ,EY's,SEND, QA framework and Ofsted Action Plan.  |   |            |        |       |
| Pro                        | ject 3               | Project Title:    | MOSAIC (CYPWB & TOM) Phase 1 and 2.  | Improved efficiency (savings)                   |            |        |       |
| Start date                 | 2013-14              | Project Details:  | Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements, management information & reporting for both case management and inspection purposes. Implementation phase  |   | 3          | 3      | 9     |
| End date                   | 2016-19              | Troject Details.  | will include extensive work to improve associated processes. Also interim project is delivering improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.  |   |            |        |       |
| Pro                        | ject 4               | Project Title:    | Workforce development  | Improved staff skills and development           |            |        |       |
| P<br>St <b>a</b> date<br>Q | 2015-16              | Project Details:  | We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this   |   | 4          | 3      | 12    |
| Pand date                  | 2019-20              | r roject betails. | with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.  |   |            |        |       |
| Pro                        | ject 5               | Project Title:    | Innovation work streams  | Improved effectiveness                          |            |        |       |
| Start date                 | 2016-17              |                   | Regionalisation of Adoption. The government requires Local Authorities will establish regional arrangements for some elements of adoption services. Merton is part of the developing Pan London Approach approved by Cabinet (Sept 2016). The Social Impact Bond (SIB) will provide upfront social capital to deliver services, designed to keep young people out of care, using the Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. The Council will repay the investors for their initial investment plus a return for the financial risks taken. 48 referrals to be provided within the first 3           |   | 3          | 2      | 6     |
| End date                   | Project Details:     |                   | years of the contract. Longer term savings to the council will be made through avoidance of care costsLeanne to provide narrative. The Family Drug and Alcohol Court (FDAC) is a specialist problem-solving court approach to improving outcomes for children involved in care proceedings. it offers an alternative way of supporting parents overcome the sunstance misuse, mental health and domestic abuse which have put their children at serious risk of harm. The Transforming Families (TF) is moving to the next phase in it's Maturity Model development and is planning to bid as part the 'Earned Autonomy' initiative. |   |            |        |       |

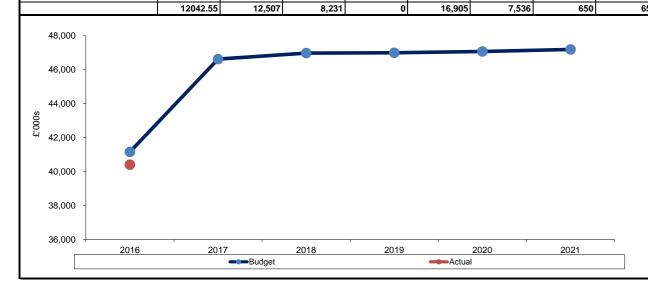
| Education   |   |                     |  | Planning Assumption   | าร   |                                  |                    |                |                              | The Corporate strategies your              |
|---|---|---------------------|--|-----------------------|--|----------------------------------|--------------------|----------------|------------------------------|--|
| Cllr Katy Neep: Cabinet Member for Children's Services  | Anticipated demand  | 201                 | 6/17   | 2017/18               | 2018   | 8/19                             | 2019/20            | 2020/21        | 2021/22                      | service contributes to                     |
| Cllr Caroline Cooper-Marbiah: Cabinet Member for Education  | Forecast increase in population 0-4                                       |                     |  |                       |  | Children and Young People's Plan |                    |                |                              |  |
| Enter a brief description of your main activities and objectives below  | Forecast increase in population 5-19                                      |                     |  |                       | 240  | 00                               |                    |                |                              | SEN and Disabilities Strategy              |
| Merton School Improvement (MSI)   | Raise in Participation age 16-18  |                     |  |                       | 16   | 60                               |                    |                |                              | School Expansion Strategy                  |
| · monitor, analyse & evaluate pupil & school performance  | Forecast increase in Children & Y/P with EHCP                             |                     |  |                       | 200-   | -400                             |                    |                |                              | ial Educational Needs and Disabilities Str |
| working with schools to reduce inequality & improve achievement for vulnerable groups   |   |                     |  |                       |  |                                  |                    |                |                              |  |
| strengthening partnership working and school to school support  | Increased demand for secondary school (total across all schools)          | 1 f                 | oe   | 2 foe (cumulative)    | 6 foe (cun                                   | mulative)                        | 8 foe (cumulative) |                |                              | School Expansion Strategy                  |
| <ul> <li>monitor, analyse &amp; evaluate pupil &amp; school performance</li> <li>developing skills in planning, teaching, assessment, leadership &amp; management</li> <li>working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> <li>strengthening partnership working and school to school support</li> <li>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</li> <li>building early help capacity in schools &amp; settings, families &amp; the community</li> <li>focus on safeguarding, early intervention &amp; prevention as well as direct support for families</li> <li>implementing the requirements of the Children and Families Act ensuring that families are central</li> </ul> | Increased demand for special school places (total across all schools)     |                     |  | 100 m                 | nore SEN plac                                | ces by 19-20                     |                    |                |                              | School Expansion Strategy                  |
| focus on safeguarding, early intervention & prevention as well as direct support for families   | Anticipated non financial resources                                       | 201                 | 6/17   | 2017/18               | 2018/19                                      |                                  | 2019/20            | 2020/21        | 2021/22                      |  |
| Specialist placement provision for pupils with SEN.   | Staff (FTE subject to change as a result of restructures)                 | 2                   | 97   | 286                   | 28   | 85                               | 283                | 283            | 283                          |  |
| Specialist placement provision for pupils with SEN.  Early Years Services ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties delivering Children's Centre services through a locality model with a focus on early help & targeted services for yulnerable families   | Performance indicator<br>(LBC2020 indicators highlighted in purple)       |                     | Actual performance (A) Performance Target (T) Proposed Target (P)  Polarity  Reporting cycle |                       |  |                                  |                    | Indicator type | Main impact if indicator not |  |
| working with the early years sector to improve quality, reduce inequality and improve outcomes for  | (LBC2020 indicators nightighted in purple)                                | 2016/17(A) 2017/18( |  | 2018/19(P) 2019/20(P) | <b>9(P)</b> 2019/20(P) 2020/21(P) 2021/22(P) |                                  |                    |                |                              | met  |
| Control of the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families  Developing the work force to deliver holistically to vulnerable families and young children  Education inclusion   | Merton pupil average Attainment 8 score                                   | 53                  | 50   | 51                    |  |                                  | High               | Annual         | Outcome                      | Reputational risk                          |
| Education Inclusion  • providing universal & targeted in house & commissioned services for YP & schools   | Merton pupil Average Progress 8 score                                     | 0.28                | 0.51   | 0.51                  |  |                                  | High               | Annual         | Outcome                      | Reputational risk                          |
| providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance  | % outcome of Ofsted school inspections good or outstanding                | 91                  | 89   | 91                    |  |                                  | High               | Monthly        | Outcome                      | Inspection outcomes                        |
| · leading on the council's partnership with the police & CAMHS for education  | % secondary school attendance   | 95.5                | 95.2   | 95.6                  |  |                                  | High               | Annual         | Outcome                      | Increased costs                            |
| · improving attendance and reduce P Excl in Merton schools - My Futures Service   | % primary school attendance   | 96.2                | 96.1   | 96.2                  |  |                                  | High               | Annual         | Outcome                      | Breach statutory duty                      |
| Education Inclusion providing universal & targeted in house & commissioned services for YP & schools providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance developing alternative education offerings to enable YP to stay in ETE leading on the council's partnership with the police & CAMHS for education improving attendance and reduce P Excl in Merton schools My Futures Service School Organisation Pupil place planning, & schools admissions School expansion & capital programme management. SEN Transport commissioning Policy, Planning and Performance Service Planning and Performance Information and Performance Management.   | % of new EHCP requests completed within 20 weeks                          | 21                  | 55   | 55                    |  |                                  | High               | Quarterly      | Outcome                      | Safeguarding issues                        |
| School expansion & capital programme management.  | % Good or Outstanding children's centres per Ofsted                       | 100                 | 100  | 100                   |  |                                  | High               | Quarterly      | Outcome                      | Inspection outcomes                        |
| Policy, Planning and Performance  | % reception year surplus places   | 3.5                 | 7.7  | 8                     |  |                                  | Low                | Annual         | Business critical            | Parental choice                            |
| Service Planning, Performance Information and Performance Management, Policy and Communications   | %secondary school Yr7 surplus places Inc. Academies                       | 6.5                 | 9  | 5                     |  |                                  | Low                | Annual         | Business critical            | Parental choice                            |
|   |   |                     |  |                       |  |                                  |                    |                |                              |  |
| MCCP is reappossible for paragina local shild protection procedures and for monitoring the  | reaching the expected standard at Key Stage 2 in reading, writing and mat | 57                  | 58   | 58                    |  |                                  | Low                | Annual         | Outcome                      | Inspection outcomes                        |

| Final Budget<br>2016/17<br>46,499<br>12,150<br>1,077 | Actual<br>2016/17<br>45,854<br>11,421   | Original<br>Budget<br>2017/18<br>51,857  | Forecast<br>Variance<br>2017/18 P7  | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget            |
|--|---|--|---|-------------------|-------------------|-------------------|-------------------|
| 12,150<br>1,077                                      |   | 2017/18<br>51,857  | Variance  | 2018/19           |                   | 2020/21           | 2021/22           |
| 1,077  | 11,421  |  | (600)   | 52,305            | 52,325            | 52,445            | 52,564            |
| ,-   |   | 12,337   | (412)   | 12,144            | 12,045            | 12,045            | 12,046            |
| 0.00-  | 819   | 1,030  | (209)   | 1,083             | 1,100             | 1,117             | 1,133             |
| 3,965  | 4,268   | 4,116  | 162   | 4,106             | 4,167             | 4,227             | 4,288             |
| 14,433   | 13,497  | 18,002   | (341)   | 18,740            | 18,775            | 18,810            | 18,845            |
| 12,470   | 13,422  | 13,736   | 200   | 13,595            | 13,602            | 13,609            | 13,616            |
| 10   | 10  | 10   |   | 10                | 10                | 10                | 10                |
| 2,248  | 2,271   | 2,460  |   | 2,460             | 2,460             | 2,460             | 2,460             |
| 146  | 146   | 167  |   | 167               | 167               | 167               | 167               |
| Final Budget<br>2016/17                              | Actual 2016/17  | Original<br>Budget<br>2017/18  | Forecast<br>Variance<br>2017/18 P7  | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| 5,338  | 5,440   | 5,227  | 153   | 5,319             | 5,319             | 5,364             | 5,364             |
| 484  | 327   | 232  | 71  | 368               | 368               | 368               | 368               |
| 2,127  | 2,207   | 2,033  | (252)   | 2,154             | 2,154             | 2,154             | 2,154             |
| 2,727  | 2,906   | 2,962  | 334   | 2,796             | 2,796             | 2,841             | 2,841             |
|  |   |  |   |                   |                   |                   |                   |
|  |   |  |   |                   |                   |                   |                   |
|  |   |  |   |                   |                   |                   |                   |
| 41,162   | 40,414  | 46,630   |   | 46,987            | 47,006            | 47,081            | 47,200            |
| Final Budget<br>2016/17                              | Actual<br>2016/17   | Original<br>Budget<br>2017/18  | Forecast<br>Variance<br>2017/18 P7  | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| 3,799  | 4,382   | 1,030  |   | 650               | 650               | 650               | 650               |
| 7,798  | 7,447   | 5,077  |   | 8,847             | 5,781             |                   |                   |
| 317  | 215   | 1,655  |   | 7,304             | 1,000             |                   |                   |
| 129  | 463   | 469  |   | 104               | 105               |                   |                   |
|  |   |  |   |                   |                   |                   |                   |
|  | 3,965 14,433 12,470 10 2,248 146 Final Budget 2016/17 5,338 484 2,127 2,727 41,162 Final Budget 2016/17 3,799 7,798 317 | 1,077 819 3,965 4,268 14,433 13,497 12,470 13,422 100 2,248 2,271 146 146  Final Budget 2016/17 5,338 5,440 484 327 2,127 2,207 2,727 2,906  41,162 40,414  Final Budget 2016/17  41,762 Actual 2016/17  3,799 4,382 7,798 7,447 317 215 | 1,077 819 1,030 3,965 4,268 4,116 14,433 13,497 18,002 12,470 13,422 13,736 10 10 10 10 2,248 2,271 2,460 146 146 167  Final Budget 2016/17 Actual 2016/17  5,338 5,440 5,227 484 327 232 2,127 2,207 2,033 2,727 2,906 2,962  41,162 40,414 46,630 Final Budget 2016/17 Actual 2016/17  41,162 40,414 46,630 Final Budget 2016/17 Actual 2016/17 3,799 4,382 1,030 7,798 7,447 5,077 317 215 1,655 | 1,077             | 1,077             | 1,077             | 1,077             |





Review of non-staffing budgets across the department: £28,000 - Part of CSF2017-01



8,231

16,905

650

650

12042.55

Review of CSF staffing structure beneath management level: £100,000 - Part of CSF2015-09

# 2020/21

2019/20

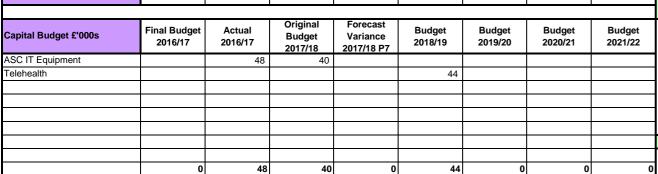
Review schools trade offer, raise charges or consider ceasing services from 2020: £45,000 - Part of CSF2017-07

2021/22

|                       |                          |                  | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD  |                                       |            |        |       |
|-----------------------|--------------------------|------------------|--|---------------------------------------|------------|--------|-------|
|                       |                          |                  | Education  | MA IOD DDO IFCTO DENIFFITO            |            | Risk   |       |
|                       |                          |                  | PROJECT DESCRIPTION  | MAJOR PROJECTS BENEFITS               | Likelihood | Impact | Score |
| Pr                    | oject 1                  | Project Title:   | Well Being Model - CSC & CYPWB/TOM   | Improved effectiveness                |            |        |       |
| Start date            | 2016-17                  | Project Details: | The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working; Care proceedings as outlined in  |                                       | 4          | 3      | 12    |
| End date              | 2019-20                  |                  | the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.   |                                       |            |        |       |
| Pr                    | oject 2                  | Project Title:   | Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM)   | Improved effectiveness                |            |        |       |
| Start date            | 2013-14                  | Project Details: | Rigorous support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Maintenance of outstanding teacher courses for primary and secondary teachers. Ongoing support for all schools on the basis of the new School Improvement Strategy from Merton Education Partners. The development of strengthened school to school support through the School Improvement Steering Group, ongoing support for the Merton Education  |                                       | 2          | 3      | 6     |
| End date              | 2018-19                  |                  | Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.  |                                       |            |        |       |
| Project 3             | 3                        | Project Title:   | Transforming Early Years (EY's TOM)  | Improved effectiveness                |            |        |       |
| Start date            | 2013-14                  | Project Details: | Securing supply of good quality sufficient number of funded early education places for 2, 3 and 4 year olds responding to national policy and the new national funding framework and Merton's local priorities to include new 30 hour offer and support for children with SEND. Deliver the reshaped Children's Centre and early help services and programmes in accordance with local service practice standards and evidence based practice. Continue to secure good and above outcomes for all directly managed Ofsted services. Maximise opportunities for external funding through program and pr |                                       | 2          | 3      | 6     |
| End date              | 2019-20                  |                  | funding through ongoing review of charging structures and use of buildings by external agencies. Develop an "e strategy" and associated action plan for early years transactional services.  Continue to promote use of self serve and publicise the range of directories managed within the service in partnership with key stakeholders. (Directories of Local Services)   |                                       |            |        |       |
| Pr                    | Project 4 Proje          |                  | Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)   | Improved customer experience          |            |        |       |
| Start date            | 2013-14                  | Project Details: | Continue to strengthen collaboration between parents forum and partner agencies. further strengthen the Education, Health & Care Plan, and widen the Local Offer. Preparation for adulthood pathways are being developed by ASC, CWD and SEN Teams. Procurement for an SEN recording and reporting system is in the first stage. Addressing new statutory duty for age 19-25 a joint commissioning group across Health and Social Care has been developed to strengthen the tri-parte panel to support and process cases within available funding streams. Develop and   |                                       | 3          | 3      | 9     |
| En <del>d d</del> ate | 2019-20                  |                  | deliver the Education TOM & CYPWB Model across CSF Services. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans. Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.  |                                       |            |        |       |
| (D                    | oject 5                  | Project Title:   | Development of Adolescent offer including My Futures (NEET's) & linked provision   | Improved customer experience          |            |        |       |
| Starte State          | 2013-14                  | Project Details: | Refocus ETE support and advice to ensure effective support and provision to SEN 16-25 years old.   |                                       | 2          | 3      | 6     |
| End date              | 2018-19                  |                  |  |                                       |            |        |       |
| Pr                    | oject 6                  | Project Title:   | Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)  | Infrastructure renewal                |            |        |       |
| Start date            | 2015-16                  | Project Details: | Continue liaison with the Education and Skills Funding Agency and Harris Federation and manage related projects to deliver the opening and permanent build for the new Harris Academy Wimbledon School, and implement any further secondary school expansion required to ensure the council provides sufficient secondary places to meet growing demand. Implement agreed  |                                       | 4          | 3      | 12    |
| End date              | 2018-19                  | ,                | expansions of Cricket Green and Perseid Special Schools to provide additional in-house SEN places in Merton, and complete a strategic needs assessment of SEN provision and, on the basis of this evidence, consider further initiates to commission and provide cost effective SEN provision to meet rising demand.   |                                       |            |        |       |
| Pr                    | oject 7                  | Project Title:   | Workforce development  | Improved staff skills and development |            |        |       |
| Start date            | 2015-16 Project Details: |                  | We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and  |                                       | 4          | 3      | 12    |
| End date              |                          |                  | Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.   |                                       |            |        |       |

# **Community & Housing**

|   |                         |                     |                   |                        |                   |  |                   |                   |         |  |            |              |               |            |   |                 |                |                                       | TI 0                         |
|---|-------------------------|---------------------|-------------------|------------------------|-------------------|--|-------------------|-------------------|---------|--|------------|--------------|---------------|------------|---|-----------------|----------------|---------------------------------------|------------------------------|
|   |                         | ult Social Care     |                   |                        |                   | Planning Assumptions                                 |                   |                   |         |  |            |              |               |            |   |                 |                | The Corporate strategies you          |                              |
|   | Tobin Byers: Cab        |                     |                   |                        |                   | Anticipated demand  No. of people requiring services |                   |                   |         | 201  | 6/17       | 2017/18      |               | 201        | 8/19                                    | 2019/20         | 2020/21        | 2021/22                               | service contributes to       |
| Enter a bri   | ef description of y     | our main activi     | ties and objec    | tives below            |                   |  |                   |                   |         | 3307   |            | 32           | 278           | 32         | 252                                     | 3191            | 3170           |                                       | Health & Wellbeing Strategy  |
|   |                         |                     |                   |                        |                   |  | People a          | iged 85-89        |         | 37   | <b>'</b> 5 | 3            | 58            | 3          | 35                                      | 315             | 293            |                                       |                              |
| The Care Act 2014 is the legis                                  | lation that underp      | ins the statutory   | function of AS    | C; the Act came i      | in to force       |  | People            | aged 95+          |         | 19   | 95         | 1            | 90            | 1          | 85                                      | 180             | 175            |                                       |                              |
| on 1 April 2015. ASC works w                                    | vith people 18 and      | above and their     | carers who are    | in need of suppo       | ort. The Act      | No.  | of people aged    | d 65+ with deme   | entia   | 39   | 95         | 4            | 07            | 4          | 19                                      | 431             | 448            |                                       |                              |
| sets a new national eligibility                                 | criteria to define e    | ligibility for serv | ices. The Act g   | ives new duties a      | around            | Ant  | icipated non f    | inancial resour   | rces    | 2010   | 6/17       | 201          | 7/18          | 201        | 8/19                                    | 2019/20         | 2020/21        | 2021/22                               |                              |
| safeguarding with a greater e                                   | mphasis on protec       | ting the most vu    | Inerable people   | e in our society f     | rom abuse         |  | Staff             | (FTE)             |         | 335  | .26        | 32           | 4.50          | 338        | 3.59                                    | 338.59          | 338.59         | 338.59                                |                              |
| or neglect. The Act also puts<br>our reablement team in fulfill | •                       | heart of the wor    | k we undertake    | and we are wel         | l placed with     |  |                   |                   |         |  |            |              |               |            |   |                 |                |                                       |                              |
|   |                         |                     |                   |                        |                   |  |                   |                   |         |  |            |              |               |            |   |                 |                |                                       |                              |
| Our approach to the redesign                                    |                         | •                   |                   |                        | -                 | Performance indicator                                |                   |                   |         | Actual Pe  | rformance  | (A) Performa | nce Target (1 | ) Proposed | Target (P)                              |                 |                |                                       | Main impact if indicator no  |
| possible in their own home. In network around them and our      |                         | •                   |                   |                        |                   | (LBC20   |                   | highlighted in    | purple) | 2016/17(A) 2017/18(T) 2018/19(P) 2019/20(P) 2020 |            |              | <i>,</i> .    | • , ,      | Polarity                                | Reporting cycle | Indicator type | met                                   |                              |
| independence with the use o                                     |                         | •                   |                   |                        |                   | No of carers red                                     | ceiving a service | e                 |         | 1016   | 1000       | 1010         | 1020          | 1040       |   | High            | Monthly        | Business critical                     | Breach statutory duty        |
| isolation and loneliness, work                                  |                         |                     | U                 | ,                      |                   | % Older people                                       |                   |                   | nent    | 76.5   | 78.8       | 78.8         | 78.8          | 78.8       |   | High            | Annual         | Outcome                               | Increased costs              |
| are met keeping people healt                                    | U                       | •                   |                   |                        |                   | % People receiv                                      |                   |                   |         | 78   | 72         | 72           | 72            | 72         |   | High            | Monthly        | Business critical                     | Increased costs              |
| voluntary sector to integrate                                   | services where po       | ssible and limit d  | uplication. We    | aim to complete        | e our duties      | % of MASCOT of                                       |                   |                   |         | 97.5   | 97.5       | 97.5         | 97.5          | 97.5       |   | High            | Monthly        | Quality                               | Increased waiting times      |
| by putting the customer at the                                  |                         |                     | -                 | •                      | •                 |  |                   |                   |         | 91.5   | 31.5       | 37.5         | 57.5          | 37.0       |   | 1 11911         | Wionany        | Quanty                                | moreaced waiting times       |
| ensure that they are enabled council.                           | to be as independ       | ent as possible v   | ith minimum,      | or no, support fr      | om the            | The rate of Dela (both NHS and I                     |                   | of care from hos  | spital  | 7.1  | 7          | 7            | 7             | 7          |   | Low             | Monthly        | Business critical                     | Increased costs              |
| council.  |                         |                     |                   |                        |                   | Social care-relat                                    | ,                 | i a               |         | N/A  | 18.5       | 18.5         | 18.5          | 18.5       |   |                 |                |                                       | <del>-  </del>               |
|   |                         |                     |                   |                        |                   |  |                   |                   | ol anfo | N/A<br>N/A                                       |            | 68%          | 68%           | 68%        |   |                 |                |                                       |                              |
|   |                         | DEDARTM             | ENTAL BUIDO       | ET AND RESOL           | IDCEC             | Proportion of pe                                     | opie who use s    | services who lee  | i sale  | N/A  | 68%        | 68%          | 00%           | 00%        |   | 1               |                |                                       |                              |
|   |                         | DEPARTIM            | Original          | Forecast               | JKCES             | 1 1  |                   | i                 |         |  |            | 2018/19 Ex   | penditure     |            |   |                 |                | 2018/19 Income                        |                              |
| Revenue £'000s  | Final Budget<br>2016/17 | Actual 2016/17      | Budget<br>2017/18 | Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20                                    | Budget<br>2020/21 | Budget<br>2021/22 |         |  |            |              |               | ■ Em       | ployees                                 |                 |                |                                       |                              |
| xpenditure  | 73,987                  | 83,617              | 80,343            | 2,729                  | 80,560            | 78,036   | 78,104            | 80,439            | 1       |  |            |              |               |            | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |                 |                |                                       |                              |
| mployees  | 13,309                  | 14.176              | 13,560            | 80                     | 13,515            | 13,515   | 12,916            | 12,917            | 1       |  |            |              |               |            |   |                 |                |                                       |                              |
| remises   | 392                     | 368                 | 346               | 87                     | 351               |  | 361               |                   |         |  |            |              |               | ■Pre       | emises                                  |                 |                |                                       |                              |
| ransport  | 1,419                   | 1,454               | 1,445             | 55                     | 1,317             | 1,338  | 1,360             |                   | 1       |  |            | ш            |               |            |   |                 |                |                                       |                              |
| upplies & Services  | 6,305                   | 6,636               | 3,688             | 1,051                  | 3,294             |  | 3,405             |                   | ]       |  | - 1/       | ш            |               | ■Tra       | nsport                                  |                 |                |                                       | <u> </u>                     |
| rd party payments   | 36,189                  | 44,528              | 45,828            | 2,504                  | 45,592            |  | 42,669            | 43,938            |         |  | - 1/       |              |               |            |   |                 |                |                                       | ■Government grants           |
| ransfer Payments<br>support services                            | 9,773                   | 9,758               | 9,514             | (1,047)                | 10,405            |  | 11,306            |                   |         |  |            |              |               |            | oplies & Services                       |                 |                |                                       | A                            |
| repreciation  | 6,501<br>98             | 6,600<br>98         | 5,885<br>78       | -                      | 6,010<br>78       |  | 6,010<br>78       |                   | ł       |  |            |              |               | =Su        | opiids a sei vices                      |                 |                | 4                                     | ■ Reimbursements             |
| epreciation   | 30                      | 30                  | Original          | _                      | 70                | 70   | 70                | 70                | 1       |  |            |              |               |            |   |                 |                | \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ |                              |
|   | Final Budget            | Actual              | Budget            | Forecast               | Budget            | Budget   | Budget            | Budget            |         |  |            |              |               | ■3rd       | party payments                          |                 |                | <b>\</b> \                            | Customer & client receipts   |
| evenue '000s  | 2016/17                 | 2016/17             | 2017/18           | Variance<br>2017/18 P7 | 2018/19           | 2019/20  | 2020/21           | 2021/22           |         |  |            |              |               |            |   |                 |                |                                       | = Customer & client receipts |
| מ   |                         |                     |                   |                        |                   |  |                   |                   | l       |  |            |              |               | / ■Tra     | insfer Payments                         |                 |                |                                       | /                            |
| con   | 22,465                  | 22,763              | 20,943            | (1,567)                | 21,298            | 21,298   | 21,298            |                   |         |  |            |              |               |            | -,                                      |                 |                |                                       | ■Recharges                   |
| Govern ent grants   | 9.024                   | 336<br>8.827        | 9.203             | (331)                  | 9,203             |  | 9,203             |                   |         |  |            |              |               |            |   |                 |                |                                       |                              |
| Reimbursements<br>Customer & client receipts                    | 10.453                  | 10,817              | 9,203             | (543)                  | 9,203             |  | 9,203             |                   | ł       |  |            |              |               | ■Su        | oport services                          |                 |                |                                       |                              |
| actornal a chort recorpts                                       | 2 960                   | 2 783               | 2 582             | (0+0)                  | 2 706             |  | 2 706             | 2 706             | I       |  |            |              |               |            |   | I .             |                |                                       |                              |



2,582

59,401

2,706

59,262

1,162

2,706

56,738

2,706

56,806

2,706

59,141

2,960

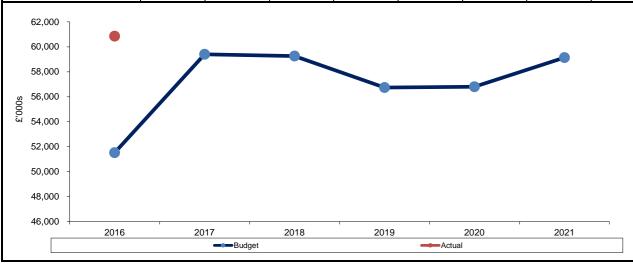
51,521

apital Funded

Council Funded Net Budget

2,783

60,854



Growth for Concessionary fares increase - £0.450m Growth in Placement budget - £0.252m.

Total Savings £3,128, deferred £ 548k to 2019/20
Total Savings - £2.198m (CH71,CH72,CH73,CH74,CH75&CH55 - a further £382k to be identified)

■ Depreciation



Summary of major budget etc. changes 2018/19

Growth for Concessionary fares increase - £0.450m Reduction of growth in placement budget - £2.6m due to the improved Better Care Fund Total Savings - CH70 £301k plus new savings of CH81- £500k

#### 2020/21

Growth for Concessionary fares increase - £0.450m Savings identified

### 2021/22

Growth for Concessionary fares increase - £0.450m

|            |            |                   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT<br>Adult Social (   |                               |            |                |       |
|------------|------------|-------------------|--|-------------------------------|------------|----------------|-------|
|            |            |                   | PROJECT DESCRIPTION  | MAJOR PROJECTS BENEFITS       | Likelihood | Risk<br>Impact | Score |
| Pr         | oject 1    | Project Title:    | Assessment & Care Management Processes   | Improved effectiveness        |            |                | 555.5 |
| Start date | On-going   | Project Details:  | Build on the implementation of MOSAIC to review and enhance day to day practice by all front line  |                               | 2          | 2              | 4     |
| End date   |            |                   | teams.   |                               |            |                |       |
| Pr         | oject 2    | Project Title:    | Front Door   | Improved sustainability       |            |                |       |
| Start date | 01/04/2018 | Project Details:  | Develop a new integrated 'front door; for Community & Housing that addresses the needs of adults outside of divisional silos, works with the voluntary sector and supports people to find solutions.         |                               | 4          | 2              | 8     |
| End date   | 31/03/2020 |                   | outside of divisional silos, works with the voluntary sector and supports people to find solutions.  |                               |            |                |       |
| Pr         | oject 3    | Project Title:    | Integrated OP services   | Improved efficiency (savings) |            |                |       |
| Start date | 01/04/2018 | Project Details:  | Seek to integrate services for older people that are physically frail or have mental health issues across health and social care, creating a one-stop service for the most vulnerable older people.          |                               | 3          | 2              | 6     |
| End date   | 31/03/2020 |                   | across health and social care, creating a one-stop service for the most vulnerable older people.   |                               |            |                |       |
| Pr         | oject 4    | Project Title:    | Mental Health  | Improved efficiency (savings) |            |                |       |
| Start date | 01/04/2018 | Project Details:  | Undertake a fundamental review of adult mental health pathways and service arrangements, to  |                               | 3          | 2              | 6     |
| End date   | 31/03/2019 | ,                 | ensure that our response meets our statutory duties and is financially sustainable.  |                               |            |                |       |
| Pr         | oject 5    | Project Title:    | Direct Provision   | Improved efficiency (savings) |            |                |       |
| Start date | 01/04/2018 | Project Details:  | Review the offer of directly provided services to people with a learning disability to ensure that they are fit for purpose and meet the needs of older service users with an established pattern of support |                               | 4          | 2              | 8     |
| End date   | 31/03/2020 | r reject Betaile. | and younger people coming through transition.  |                               |            |                |       |
| Pr         | oject 6    | Project Title:    | Transitions  | Improved efficiency (savings) |            |                |       |
| Start date | 01/04/2018 | Project Details:  | Work closely with CSF and families to support young people coming into adulthood from an earlier stage, setting realistic expectations and creating a wider range of options to support the transition to    |                               | 3          | 3              | 9     |
| End date   | 31/03/2020 | ,                 | maximum independence. This will include developing transition specific services.   |                               |            |                |       |
| Pr         | oject 7    | Project Title:    | Complex needs & crisis   | Improved efficiency (savings) |            |                |       |
| Start date | Started    | Project Details:  | Develop a model and provision for complex needs, challenging behaviours and crisis for adults with a learning disability.  |                               | 2          | 2              | 4     |
| End date   | 31/03/2019 |                   | isaning disasiny.  |                               |            |                |       |
| Pr         | oject 8    | Project Title:    | Supported Living opportunities   | Improved customer experience  |            |                |       |
| Start date | Started    | Project Details:  | Work with partners and stakeholders to develop a framework for supported living for people with  |                               | 2          | 3              | 6     |
| End date   | 31/03/2019 | 1 Tojout Betaile. | physical and learning disabilities and mental health issues, to promote choice and independence.   |                               |            |                |       |
| Pr         | oject 9    | Project Title:    | Direct Provision   | Improved effectiveness        |            |                |       |
| Start date | Started    | Project Details:  | Implement new Mascot Telecare platform.  |                               | 2          | 2              | 4     |
| End date   | 31/07/2018 | i Toject Details. | implement new mascot relevane planoini.  |                               |            |                |       |
| Pro        | oject 10   | Project Title:    | Commissioning  | Improved efficiency (savings) |            |                |       |
| Start date | 01/02/2018 | Project Details:  | Develop an adults commissioning model following a peer review scheduled for February   |                               | 3          | 2              | 6     |
| End date   | 31/03/2019 | . Tojout Dotailo. | 22.5.5.p a.i. addite serimines. Simily insuci following a poor feview serioudica for 1 abruary   |                               |            |                |       |

| Housing Needs and Enabling Services  |   |                 |                       | Pla             | nning Assun   | ptions       |                             |              |                     |                           | The Corporate strategies your                    |
|--|---|-----------------|-----------------------|-----------------|---------------|--------------|-----------------------------|--------------|---------------------|---------------------------|--|
| Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing  | Anticipated demand  | 201             | 6/17                  | 201             | 7/18          | 201          | 8/19                        | 2019/20      | 2020/21             | 2021/22                   | service contributes to                           |
| Enter a brief description of your main activities and objectives below   | Housing advice, options, private tenants & landlords advice                   | 110             | 000                   | 11              | 000           | 113          | 250                         | 11250        | 11250               | 11250                     | Homeless Placements Policy (Interim)             |
| To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary   | Housing register applicants   | 81              | 00                    | 96              | 000           | 10:          | 250                         | 10900        | 11550               | 12200                     | Homelessness Strategy                            |
| accommodation.   | Housing options casework  | 10              | 00                    | 10              | 000           | 13           | 50                          | 1350         | 1350                | 1350                      | Housing Strategy                                 |
|  | Demand for temporary accommodation  | 42              | 20                    | 4:              | 35            | 4            | 00                          | 420          | 440                 | 460                       |  |
| 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  | Anticipated non financial resources   | 201             | 6/17                  | 201             | 7/18          | 201          | 8/19                        | 2019/20      | 2020/21             | 2021/22                   |  |
| services that minimise costs to the council.   | Housing Needs Staff (FTE)   | 21.             | 79                    | 20              | .30           | 19           | .50                         | 19.50        | 19.50               | 19.50                     |  |
| Services that minimise costs to the council.   | Environmental Health (Housing)  | 5.0             | 03                    | 5.              | 03            | 5.           | 03                          | 5.03         | 5.03                | 5.03                      |  |
| The purpose of this service is to  | TOTALS  | 26.             | 82                    | 25              | .33           | 24           | .53                         | 24.53        | 24.53               | 24.53                     |  |
| - Prevent homelessness in accordance with statutory housing law  |   |                 |                       |                 |               |              |                             |              |                     |                           |  |
| - Provide homes to people in housing need  | Performance indicator   | Actual Pe       | rformance (           | A) Performar    | nce Target (T | ) Proposed 1 | Target (P)                  | Polarity     | Reporting cycle     | Indicator type            | Main impact if indicator not                     |
| <ul> <li>Plan for the future delivery of housing via general conformity with the London Housing Strategy</li> <li>Formulate and deliver statutory housing strategies for the borough</li> </ul>  | (LBC2020 indicators highlighted in purple)                                    | 2016/17(A)      | 2017/18(T)            | 2018/19(P)      | 2019/20(P)    | 2020/21(P)   | 2021/22(P)                  | 1 olarity    | Reporting cycle     | maleator type             | met  |
| Maintain the housing register and choice based lettings process and nominate households to   | Homelessness / HRA Prevention and Relief                                      | 458             | 450                   | 450             | 450           | 450          | 450                         | High         | Monthly             | Business critical         | Increased costs                                  |
| vacant housing association homes   | No. of households in temporary accommodation                                  | 185             | 230                   | 230             | 230           | 240          | 250                         | Low          | Monthly             | Business critical         | Increased costs                                  |
|  |   |                 | 40                    | 10              | 10            | 10           | 10                          | Low          | Monthly             | Business critical         | Increased costs                                  |
| <ul> <li>Maximise supply of affordable homes with registered providers and private landlords</li> </ul>  | Highest no. of families in B&B  | 4.3             | 10                    | .0              |               |              |                             |              |                     |                           |  |
| <ul> <li>Maximise supply of affordable homes with registered providers and private landlords</li> <li>Provide care and housing support to vulnerable adults</li> </ul>   | Highest no. of families in B&B Highest no. of adults in B&B                   | 4.3<br>2.6      | 10                    | 10              | 10            | 10           | 10                          | Low          | Monthly             | Business critical         | Increased costs                                  |
| <ul> <li>Provide care and housing support to vulnerable adults</li> <li>Relationship management between the council and stock transfer housing associations</li> </ul>   |   |                 | 10                    |                 | 10<br>40      | 10<br>40     | 10<br>40                    | Low<br>High  | Monthly<br>Annual   | Business critical Outcome | Increased costs  Reduced service delivery        |
| <ul> <li>Provide care and housing support to vulnerable adults</li> <li>Relationship management between the council and stock transfer housing associations</li> <li>Carry out a statutory duty to enforce Environmental Health (Housing) legislation</li> </ul> | Highest no. of adults in B&B  |                 | 10<br>10<br>70<br>360 | 10              |               | .,           | 10<br>40<br>310             |              | ,                   |                           |  |
| Provide care and housing support to vulnerable adults     Relationship management between the council and stock transfer housing associations  | Highest no. of adults in B&B Affordable Homes delivered                       | 2.6             | . •                   | 10              | 40            | 40           | 10<br>40<br>310<br>40       | High         | Annual              | Outcome                   | Reduced service delivery                         |
| <ul> <li>Provide care and housing support to vulnerable adults</li> <li>Relationship management between the council and stock transfer housing associations</li> <li>Carry out a statutory duty to enforce Environmental Health (Housing) legislation</li> </ul> | Highest no. of adults in B&B  Affordable Homes delivered  Social housing lets | 2.6<br>9<br>260 | . •                   | 10<br>80<br>320 | 40<br>310     | 40<br>310    | 10<br>40<br>310<br>40<br>60 | High<br>High | Annual<br>Quarterly | Outcome<br>Outcome        | Reduced service delivery Increased waiting times |

**Budget** 

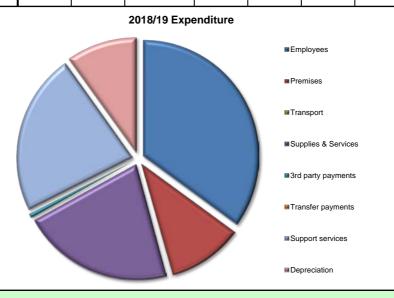
----Actual

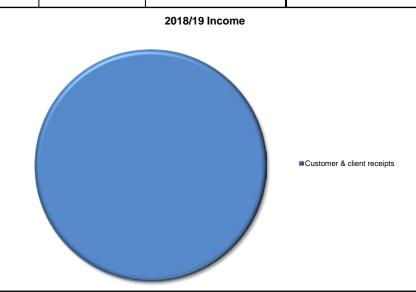
|   |              | DEPARTM | ENTAL BUDGE           | ET AND RESOL           | JRCES   |         |         |         | 2018/19 Expenditure 2018/19 Income  |
|---|--------------|---------|-----------------------|------------------------|---------|---------|---------|---------|---|
| Revenue £'000s                            | Final Budget | Actual  | Original              | Forecast               | Budget  | Budget  | Budget  | Budget  | 2010/10 Experience  |
| Revenue £ 000S                            | 2016/17      | 2016/17 | Budget<br>2017/18     | Variance<br>2017/18 P7 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |   |
| Expenditure                               | 4,541        | 6,184   | 4,418                 | 1,689                  | 4,542   | 4,573   | 4,475   | 4,551   | ■Employees  |
| Employees                                 | 1,132        | 1,082   | 1,014                 | 54                     | 953     |         | 953     |         |   |
| Premises                                  | 39           | 24      | 39                    | (15)                   | 40      |         | 41      |         | ■ Premises  |
| Transport                                 | 28           | 24      | 29                    | (2)                    | 29      |         | 30      |         |   |
| Supplies & Services                       | 219          | 138     | 186                   | (35)                   | 189     |         | 194     |         | ■Transport  |
| Transfer Payments                         | 2,262        | 3,553   | 2,296                 | 979                    | 2,475   |         | 2,399   |         | ■ Hansport  |
| 3rd party payments                        | 570          | 1,088   | 570                   | 709                    | 571     |         | 571     |         |   |
| Transfer Payments                         | 0            | 0       | 0                     | 0                      | 0       |         | 0       |         | ■ Supplies & Services   |
| Support services                          | 292          | 276     | 284                   | 0                      | 287     | 287     | 287     | 287     | ■ Reimbursements  |
| Depreciation                              |              |         | Original              | Faranast               |         |         |         |         |   |
| Revenue '000s                             | Final Budget | Actual  | -                     | Forecast<br>Variance   | Budget  | Budget  | Budget  | Budget  | ■Transfer Payments  ■Customer & client receipts   |
| D 0005                                    | 2016/17      | 2016/17 | Budget<br>2017/18     | 2017/18 P7             | 2018/19 | 2019/20 | 2020/21 | 2021/22 |   |
| Incom                                     | 2,198        | 3,202   | 2,198                 | (1,426)                | 2,342   | 2,334   | 2,198   | 2,198   | ■3rd party payments   |
| Govern <b>o</b> ent grants                | 2,130        | 0       | 2,136                 | - (1,420)              | 144     |         | 2,130   | 2,130   |   |
| Reimbursements                            | 2,020        | 2,725   | 2,020                 | (793)                  | 2,020   |         | 2,020   | 2,020   |   |
| Reimbursements Customer & client receipts | 178          | 477     | 178                   | (633)                  | 178     |         | 178     |         | ■ Transfer Payments   |
| Rechardes<br>Reserves                     | 0            | 0       | 0                     | Ó                      | 0       | 0       | 0       | 0       |   |
| Reserves                                  | 0            | 0       | 0                     | 0                      | 0       | 0       | 0       | 0       | ■ Support services  |
| Capital Funded                            | 0            | 0       | 0                     | 0                      | 0       | 0       | 0       | 0       |   |
| Council Funded Net Budget                 | 2,343        | 2,982   | 2,220                 | 263                    | 2,200   | 2,239   | 2,277   | 2,353   |   |
|   | Final Budget | Actual  | Original              | Forecast               | Budget  | Budget  | Budget  | Budget  |   |
| Capital Budget £'000s                     | 2016/17      | 2016/17 | Budget                | Variance               | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Summary of major budget etc. changes  |
| Disabled Facilities Grant                 | 1,043        | 782     | <b>2017/18</b><br>962 | 2017/18 P7             | 629     | l l     | 280     |         | 2018/19   |
|   | + +          |         | 902                   |                        | 029     | 200     | 260     |         |   |
| Affordable Housing Projects               | 760          | 760     |                       |                        |         |         |         |         | CH43 Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)                            |
|   |              |         |                       |                        |         |         |         |         | Savings- £118k Staff reduction - savings to be transferred to Adult Social Care and deferred to 2019/20 |
|   |              |         |                       |                        |         |         |         |         | New Homelessness reduction grant with new responsibilities £144k  |
|   |              |         |                       |                        |         |         |         |         |   |
|   |              |         |                       |                        |         |         |         |         |   |
|   |              |         |                       |                        |         |         |         |         |   |
|   |              |         |                       |                        |         |         |         |         | 2019/20   |
|   | 1,803        | 1,542   | 962                   | 0                      | 629     | 280     | 280     | 0       | Homelessness reduction grant with new responsibilities £136k  |
|   | •            |         | •                     | •                      |         |         |         |         | nomeless reduction grant with new responsibilities £150k  |
| 3,500 ¬                                   |              |         |                       |                        |         |         |         |         |   |
| 1,555                                     |              |         |                       |                        |         |         |         |         |   |
|   |              |         |                       |                        |         |         |         |         |   |
| 3,000 -                                   |              |         |                       |                        |         |         |         |         |   |
|   |              |         |                       |                        |         |         |         |         |   |
| 2,500 -                                   |              |         |                       |                        |         |         | _       |         |   |
|   |              |         |                       |                        |         |         |         |         | 2020/21   |
| so 2 000                                  |              |         |                       |                        |         |         |         |         |   |
| ලි 2,000 -                                |              |         |                       |                        |         |         |         |         |   |
| 44  |              |         |                       |                        |         |         |         |         |   |
| 1,500 -                                   |              |         |                       |                        |         |         |         |         |   |
|   |              |         |                       |                        |         |         |         |         |   |
| 1,000 -                                   |              |         |                       |                        |         |         |         |         |   |
| 1,000                                     |              |         |                       |                        |         |         |         |         | 2021/22   |
|   |              |         |                       |                        |         |         |         |         |   |
| 500 -                                     |              |         |                       |                        |         |         |         |         | 2021/22   |

|                       |          |                   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Housing Needs and Enab   | MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |             |         |       |
|-----------------------|----------|-------------------|--|---|-------------|---------|-------|
|                       |          |                   | PROJECT DESCRIPTION  | MA IOD DDO IECTS DENESITS               | Likelihood  | Risk    | Score |
| Pr                    | oject 1  | Project Title:    | Homeless Reduction Act - Service Planning  | Risk reduction and compliance           | LIKEIIIIOOU | iiipact | OCOTE |
| Start date            | 2017-18  | Project Details:  | Prepare service for implementation of Homelessness Reduction Action in April 2018. This will include new processes, new IT, increased staffing capacity, training. Will also include internal and external |   | 2           | 2       | 4     |
| End date              | 2018-19  |                   | stakeholders.  |   |             |         |       |
| Pr                    | oject 2  | Project Title:    | Service re-structure   | Improved efficiency (savings)           |             |         |       |
| Start date            | 2016-17  | Project Details:  | Develop and implement a service re-structure to reflect the implementation of Homelessness Reduction Act and to meet savings targets   |   | 2           | 3       | 6     |
| End date              | 2018-19  |                   |  |   |             |         |       |
| Pr                    | oject 3  | Project Title:    | Public ProtectionTechnology Review   | Improved effectiveness                  |             |         |       |
| Start date            | 2016-17  | Project Details:  | Work with IT / E&R on re-procurement / replacement of M3PP.  |   | 2           | 1       | 2     |
| End date              | 2018-19  |                   |  |   |             |         |       |
| Pr                    | oject 4  | Project Title:    | Refreshed Housing Enforcement Policy   | Improved effectiveness                  |             |         |       |
| Start date            | 2017-18  | Project Details:  | Refresh the policy to ensure the Council is acting fairly in dealing with housing conditions on both a reactive and proactive basis.   |   | 2           | 1       | 2     |
| End date              | 2018-19  |                   |  |   |             |         |       |
| Pr                    | oject 5  | Project Title:    | EDRMS Workflow   | Improved effectiveness                  |             |         |       |
| Start date            | 2016-17  | Project Details:  | Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly   |   | 2           | 2       | 4     |
| E date                | 2018-19  |                   | according,   |   |             |         |       |
| N Pr                  | oject 6  | Project Title:    | Review and re-brand Floating Support   | Improved efficiency (savings)           |             |         |       |
| St <b>&amp;</b> Ddate | 2017-18  | Project Details:  | Re-brand floating support and supported housing to better fit the homelessness prevention agenda   |   | 2           | 1       | 2     |
| End date              | 2018-19  |                   |  |   |             |         |       |
| Pr                    | oject 7  | Project Title:    | TOM Re-fresh   | Improved effectiveness                  |             |         |       |
| Start date            | 2017-18  | Project Details:  | Any actions arising from TOM Re-fresh in 2018.   |   | 2           | 2       | 4     |
| End date              | 2018-19  |                   |  |   |             |         |       |
| Pr                    | oject 8  | Project Title:    |  | Improved effectiveness                  |             |         |       |
| 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              |          | 1 Tojoot Details. |  |   |             |         |       |

| Libraries  |   |                          |              | Plant           | ning Assump   | tions       |            |           |                          |                   | The Corporate strategies your    |
|--|---|--------------------------|--------------|-----------------|---------------|-------------|------------|-----------|--------------------------|-------------------|----------------------------------|
| Cllr Nick Draper: Cabinet Member for Community & Culture   | Anticipated demand                                      | <b>2016/17</b><br>56,000 |              |                 |               | 201         | 8/19       | 2019/20   | 2020/21                  | 2021/22           | service contributes to           |
| Enter a brief description of your main activities and objectives below   | Active users  |                          |              |                 |               | 56,000      |            | 56,000    | 56,000                   | 56,000            | Customer Contact Strategy        |
| The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing   | Stock issues  | 950                      | ,000         | 950,0           | 000           | 900         | ,000       | 900,000   | 900,000                  | 900,000           | Children and Young People's Plan |
| the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.   | Registered members                                      | 135                      | 5,000 135,00 |                 | 000           | 135         | ,000       | 135,000   | 135,000                  | 135,000           | Community Plan                   |
|  | Visitor figures   | 1,200,000                |              | 1,200,          | 000           | 1,200       | 0,000      | 1,200,000 | 1,200,000 1,200,000 Equa |                   | Equality Strategy                |
| Local authorities have a statutory duty to make provision for a library service but may decide on how  | Anticipated non financial resources                     | 2016/17                  |              | 2017/           | /18           | 201         | 8/19       | 2019/20   | 2020/21                  | 2021/22           | Health & Wellbeing Strategy      |
| this is delivered.   | Staff (FTE)   | 43                       | 3.71         | 33.3            | 30            | 31          | .35        | 31.35     | 31.35                    | 31.35             | Heritage Strategy                |
| Certain aspects of the service must be provided for free:  | Accommodation (Libraries)                               |                          | 7            | 7               |               |             | 7          | 7         | 7                        | 7                 | Procurement Strategy             |
| Free lending of books  | Equipment (PC's)  | 14                       | 44           | 144             | 1             | 15          | 52         | 152       | 152                      | 152               | Volunteering Strategy            |
| Free access to information   |   |                          |              |                 |               |             |            |           |                          |                   | Workforce Strategy               |
| Free library membership  | Performance indicator                                   | Actual                   | Performance  | e (A) performan | ce target (T) | Proposed Ta | rget (P)   | Polarity  | Reporting cycle          | Indicator type    | Main impact if indicator n       |
|  | (LBC2020 indicators highlighted in purple)              | 2016/17(A)               | 2017/18(T)   | 2018/19(P)      | 2019/20(P)    | 2020/21(P)  | 2021/22(P) | Polarity  | Reporting cycle          | indicator type    | met                              |
| The Library Service aims to provide a modern, high quality and cost effective service that is  | Number of visitors accessing the library service online | 233,134                  | 210,000      | 220,000         | 230,000       | 230,000     | 240,000    | High      | Monthly                  | Quality           | Reduced uptake of service        |
| responsive to the needs of customers. Our vision is to remain the most efficient library service in<br>London whilst continuing to achieve some of the highest customer satisfaction levels. | Active users - peoples network terminal                 | 70,268                   | 56,000       | 56,000          | 56,000        | 56,000      | 56,000     | High      | Monthly                  | Outcome           | Reduced uptake of service        |
| London whilst continuing to achieve some of the highest customer satisfaction levels.  | % self service usage for stock transactions             | 96                       | 97           | 97              | 97            | 98          | 98         | High      | Monthly                  | Business critical | Increased costs                  |
|  | Active volunteers in libraries                          | 336                      | 220          | 230             | 230           | 230         | 230        | High      | Monthly                  | Business critical | Reduced service delivery         |
|  | Maintain Income   | £359,684                 | £346,000     | £376,000        | £376,000      | £376,000    | £376,000   | High      | Monthly                  | Unit cost         | Increased costs                  |
|  | Visitor figures - physical visits to libraries          | 1,120,417                | 1,200,000    | 1,200,000       | 1,200,000     | 1,200,000   | 1,200,000  | High      | Monthly                  | Quality           | Reduced service delivery         |
|  | % customer satisfaction (ARS)                           | 100%                     | 95%          | 95%             | 95%           | 95%         | 95%        | High      | Annual                   | Perception        | Reduced customer service         |
|  |   |                          |              |                 |               |             |            |           |                          | _                 |                                  |

| Actual<br>2016/17<br>3,269<br>1,312<br>503<br>4<br>440<br>22<br>0<br>687<br>301<br>Actual<br>2016/17 | 2 1,083<br>3 504<br>4 4<br>0 453<br>2 18<br>0 0                    | 0<br>(5)<br>0<br>0<br>0<br>0<br>Forecast            | Budget<br>2018/19<br>3,053<br>1,070<br>322<br>5<br>648<br>18<br>0<br>688<br>301 | Budget<br>2019/20<br>3,067<br>1,070<br>327<br>5<br>658<br>18<br>0<br>688<br>301 | Budget<br>2020/21<br>3,081<br>1,070<br>333<br>5<br>666<br>19<br>0<br>688 | Budget<br>2021/22<br>3,11:<br>1,07:<br>34:<br>68:<br>19:<br>(68: |
|--|--|---|---|---|--|--|
| 1,312<br>503<br>4<br>440<br>22<br>0<br>687<br>301  | 2 1,083<br>3 504<br>4 4 9 453<br>2 18 9 0 0 7 688<br>301 Original  | 41<br>0<br>0<br>(5)<br>0<br>0<br>0<br>0<br>Forecast | 1,070<br>322<br>5<br>648<br>18<br>0<br>688                                      | 1,070<br>327<br>5<br>658<br>18<br>0<br>688                                      | 1,070<br>333<br>5<br>666<br>19   | 1,070<br>343<br>688<br>19  |
| 503<br>4<br>440<br>22<br>0<br>687<br>301<br>Actual   | 3 504<br>4 4<br>9 453<br>2 18<br>0 0<br>7 688<br>1 301<br>Original | 0<br>(5)<br>0<br>0<br>0<br>0<br>Forecast            | 322<br>5<br>648<br>18<br>0<br>688   | 327<br>5<br>658<br>18<br>0<br>688   | 333<br>5<br>666<br>19  | 34:<br>(68:<br>19  |
| 4<br>440<br>22<br>0<br>687<br>301<br>Actual  | 4 4 4<br>0 453<br>2 18<br>0 0 0<br>7 688<br>1 301<br>Original      | 0<br>(5)<br>0<br>0<br>0<br>0<br>Forecast            | 5<br>648<br>18<br>0<br>688  | 5<br>658<br>18<br>0<br>688  | 5<br>666<br>19<br>0  | 689<br>19  |
| 22<br>0<br>687<br>301<br><b>Actual</b>   | 2 18<br>2 18<br>0 0 688<br>1 301<br>Original                       | (5)<br>0<br>0<br>0<br>0<br>Forecast                 | 648<br>18<br>0<br>688   | 658<br>18<br>0<br>688   | 666<br>19  | 19   |
| 22<br>0<br>687<br>301<br><b>Actual</b>   | 2 18<br>0 0<br>7 688<br>1 301<br>Original                          | 0<br>0<br>0<br>0<br>Forecast                        | 18<br>0<br>688  | 18<br>0<br>688  | 19<br>0  | 19   |
| 0<br>687<br>301<br><b>Actual</b>   | 0<br>7 688<br>1 301<br>Original                                    | 0<br>0<br>0<br>Forecast                             | 0<br>688  | 0<br>688  | 0  | (  |
| 687<br>301<br>Actual   | 7 688<br>301<br>Original   | 0<br>0<br>Forecast                                  | 688   | 688   |  | 688  |
| 301<br>Actual  | 301<br>Original  | 0<br>Forecast                                       |   |   | 688  | 689  |
| Actual   | Original   | Forecast  | 301   | 301   |  | 000  |
|  |  |   |   | 301   | 301  | 30   |
| _0.0,  | 2017/18  | Variance<br>2017/18 P7                              | Budget<br>2018/19   | Budget<br>2019/20   | Budget<br>2020/21  | Budget<br>2021/22  |
| 456  | 390  | (30)  | 405   | 491   | 491  | 49 <sup>-</sup>  |
| 0  | 0  | · ·   | 0   | 0   | 0  | (  |
| 95   |  | (5)   | 66  | 66  | 66   | 6  |
| 361  | 309  | (25)  | 339   | 425   | 425  | 42   |
| 0  | 0  | 0   | 0   | 0   | 0  | (  |
| 0  | 0  | 0   | 0   | 0   | 0  | (  |
| 0  | 0  | 0   | 0   | 0   | 0  | (  |
| 2,813  | 2,662  | 5   | 2,648   | 2,576   | 2,591  | 2,620  |
| Actual<br>2016/17  | Original<br>Budget<br>2017/18                                      | Forecast<br>Variance<br>2017/18 P7                  | Budget<br>2018/19   | Budget<br>2019/20   | Budget<br>2020/21  | Budget<br>2021/22  |
| 72   | 799  |   |   | 200   | 350  |  |
|  |  |   | 100   |   |  |  |
|  |  |   |   |   |  |  |
|  |  |   |   |   |  |  |



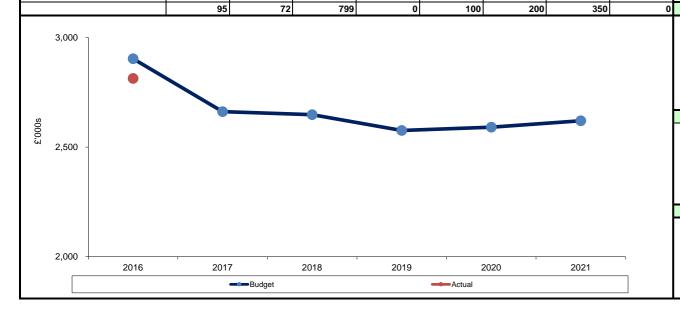


# Summary of major budget etc. changes

2018/19

2019/20

Total savings £78k CH68/69 of which £48k was deferred to 2019/20 Savings - Letting of space for coffee shop franchise in libraries - £30k



Savings CH68/69 deferred until 2019/20 -£48k Savings CH67 Merton Art Space £38k

2020/21

2021/22

|                        |         |                 | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - N<br>Libraries   | MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |            |                |       |
|------------------------|---------|-----------------|--|---|------------|----------------|-------|
|                        |         |                 | PROJECT DESCRIPTION  | MAJOR PROJECTS BENEFITS                 | Likelihood | Risk<br>Impact | Score |
| Pro                    | oject 1 | Project Title:  | Partnership development  | Improved customer experience            | Lincilliou | ппраос         | 00010 |
| Start date             | 2015-16 | Project Details | Continue to develop partnership approach to delivering services in libraries. Increase health partnerships. Refine outcomes in partnership agreements.   |   | 2          | 1              | 2     |
| End date               | 2018-19 |                 | partitional partition and a second control of the partition of the partiti |   |            |                |       |
| Pro                    | oject 2 | Project Title:  | Heritage Strategy  | Improved effectiveness                  |            |                |       |
| Start date             | 2015-16 | Project Details | Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.  |   | 3          | 1              | 3     |
| End date               | 2019-20 |                 |  |   |            |                |       |
| Pro                    | oject 3 | Project Title:  | London Libraries Consortium  | Improved effectiveness                  |            |                |       |
| Start date             | 2015-16 | Project Details | Implement actions in the LLC Strategy and procure a new library management system.   |   | 3          | 2              | 6     |
| End date               | 2018-19 |                 |  |   |            |                |       |
| Pro                    | oject 4 | Project Title:  | Children & Young People's projects   | Improved customer experience            |            |                |       |
| Start date             | 2013-14 | Project Details | Embed the Schools and Libraries Membership schemes for primary and high schools. Embed outcomes from 'My Library' project.   |   | 3          | 1              | 3     |
| End date               | 2019-20 |                 | outcomes from My Library project.  |   |            |                |       |
| Pro                    | oject 5 | Project Title:  | Customer consultation, marketing and promotion   | Improved customer experience            |            |                |       |
| Start date             | 2016-17 | Project Details | Undertake customer surveys to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as  |   | 2          | 1              | 2     |
| Eco date               | 2020-21 |                 | Library Connect.   |   |            |                |       |
|                        | oject 6 | Project Title:  | Income Generation  | Improved efficiency (savings)           |            |                |       |
| St <del>art</del> date | 2016-17 | Project Details | Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities.  |   | 3          | 2              | 6     |
| End date               | 2019-20 |                 | sealines each ac mentin have opened minor techniques opportunities.  |   |            |                |       |
| Pro                    | oject 7 | Project Title:  | Assisted digital support   | Improved customer experience            |            |                |       |
| Start date             | 2013-14 | Project Details | Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives and the Customer Contact project.   |   | 2          | 2              | 4     |
| End date               | 2018-19 |                 | mational initiatives and the outsomer contact project.   |   |            |                |       |
| Pro                    | oject 8 | Project Title:  | Security services contract   | Improved efficiency (savings)           |            |                |       |
| Start date             | 2015-16 | Project Details | On-going monitoring of performance. Develop security guard services to play a more active role in  |   | 3          | 2              | 6     |
| End date               | 2018-19 | ,               | service transformation and to support with new lone working arrangements.  |   |            |                |       |
| Pro                    | oject 9 | Project Title:  | Library redevelopments   | Improved customer experience            |            |                |       |
| Start date             | 2015-16 | Project Details | Continue to develop the new Colliers Wood Library and maximise the use of space in existing  |   | 3          | 2              | 6     |
| End date               | 2018-19 |                 | libraries. Work with other departments to identify new development opportunities.  |   |            |                |       |
| Pro                    | ject 10 | Project Title:  |  |   |            |                |       |
| Start date             |         | Project Details |  |   |            |                | 0     |
| Projects               |         |                 |  |   |            |                |       |

| Cllr Nick Draper Cabinet Me<br>Service                                 | Providers:                  |                     | lture                         | The London wellbeing of sophisticated | our residents.<br>d evidence bas | erton is comm<br>The service is<br>sed approache | itted to provide delivered the delivered the delivered the delivered the delivered to what we | rough a comi<br>deliver. | missioning                                     | model, contracting service | es to the best providers         | ocial, economic, health and in the field and by developing |
|--|-----------------------------|---------------------|-------------------------------|---------------------------------------|----------------------------------|--|---|--------------------------|--|----------------------------|----------------------------------|--|
|  | ames College<br>vork London |                     |                               | courses.                              | will continue to                 | o provide popu                                   | uar courses w   | vniist expand            | ing provisi                                    | on for families and ennanc | eng our range of maths           | s, English and employability                               |
|  |                             |                     |                               | Plan                                  | ning Assumpt                     | ions   |   |                          |  |                            |                                  | The Corporate strategies the                               |
| Anticipated demand   |                             | 2016                | 6/17                          | 2017                                  | 7/18                             | 2018   | 3/19  | 2019                     | )/20   | 2020/21                    | 2021/22                          | service contributes to                                     |
| Total number of learners   |                             | 328                 | 35                            | 32                                    | 85                               | 328  | 85  | 328                      | 35   | 3285                       | 3285                             | Culture and Sport Framework                                |
| Number of accredited learner   | s                           | 140                 | 67                            | 14                                    | 67                               | 146  | 67  | 140                      | 67   | 1467                       | 1467                             | Employment and Skills Action Plan                          |
| Total number of enrolments   |                             | 390                 | 64                            | 39                                    | 64                               | 396  | 3964  |                          | 64   | 3964                       | 3964                             | al Educational Needs and Disabilities                      |
|  |                             |                     |                               |                                       |                                  |  |   |                          |  |                            |                                  | Medium Term Financial Strategy                             |
| Anticipated non financial resou  | irces                       | 2016                | 6/17                          | 2017                                  | 7/18                             | 2018   | 8/19  | 2019                     | 0/20   | 2020/21                    | 2021/22                          | Community Plan   |
| Staff (Commissioning Team)   |                             | 3.6                 |                               |                                       | .8                               | 3.7  |   | 3.7                      |  | 3.75                       | 3.75                             | Equality Strategy  |
| Staff (LDD Curriculum manage   |                             | 1                   | · <del>-</del>                | 1                                     |                                  | 0  |   | 0.7                      |  | 0                          | 0                                | 1  |
| South Thames College   |                             |                     |                               |                                       | Sufficient re                    | esources to pro                                  | vide service  |                          | <u>.                                      </u> |                            |                                  |  |
| Groundwork London  |                             |                     |                               |                                       |                                  | Sufficient re                                    | esources to pro   | vide service             |  |                            |                                  |  |
| Doufour on a in diagram  |                             | Actua               | l Performance                 | (A) Performano                        | e Target (P) Pr                  | roposed Target                                   | t (T)   | Dala                     |  | Domontina ovolo            | lu diantau tuma                  | Main immed if indicates not made                           |
| Performance indicator  |                             | 2017/18(T)          | 2018/19(P)                    | 2019/20(P)                            | 2020/21(P)                       | 2021/22(P)                                       | Pola  | rity                     | Reporting cycle                                | Indicator type             | Main impact if indicator not met |  |
| Number of enrolments per annu  | um                          | n/a                 | 3964                          | 3964                                  | 3964                             | 3964   | 3964  | Hig                      | jh   | Quarterly                  | Outcome                          | Reduced uptake of service                                  |
| Number of new learners per anr (not registered as learners in previous |                             | n/a                 | 50%                           | 45%                                   | 40%                              | 40%  | 40%   | Hig                      | High Quarterly Outcome                         |                            |                                  | Reduced uptake of service                                  |
| Number of completers (% retention rate                                 |                             | n/a                 | 93%                           | 94%                                   |                                  |  |   | Annual                   | Outcome  | Reduced service delivery   |                                  |  |
| % overall success rate of accredited cours                             |                             | n/a                 | 85%                           | 86%                                   | 88%                              | 90%  | 90%   | Hig                      | High Annual Outcome                            |                            | Outcome                          | Reduced uptake of service                                  |
| of end of course evaluations where teach<br>is rated as good or above  | ing and learning            | n/a                 | 95%                           | 95%                                   | 95%                              | 95%  | 95%   | Hig                      | jh   | Annual                     | Perception                       | Reduced service delivery                                   |
| % of enrolments from deprived w  | ards                        | n/a                 | 27%                           | 30%                                   | 32%                              | 35%  | 35%   | Hig                      | jh   | Quarterly                  | Quality                          | Reduced uptake of service                                  |
| Average cost per learner   |                             | n/a                 | £247                          | £247                                  | £247                             | £247   | £247  | Lo                       | W  | Annual                     | Unit cost                        | Reduced uptake of service                                  |
|  |                             |                     |                               |                                       |                                  |  |   |                          |  |                            |                                  |  |
|  |                             |                     |                               |                                       |                                  |  |   |                          |  |                            |                                  |  |
|  |                             |                     |                               |                                       |                                  |  |   |                          |  |                            | . =                              |  |
|  |                             | Financ              | ial Informati                 |                                       |                                  |  |   |                          |  | Additio                    | nal Expenditure Info             | ormation   |
| Revenue  | Final Budget<br>2016/17     | Actual<br>2016/17   | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7    | Budget<br>2018/19                | Budget<br>2019/20                                | Budget<br>2020/21   | Budget<br>2021/22        |  |                            |                                  |  |
| Expenditure Old Service  | <b>3,107</b> 2,062          | <b>1,638</b><br>910 | <b>1,411</b>                  | <b>-42</b>                            | 1,427                            | 1,443  | <b>1,459</b>  | 1,491                    |  |                            |                                  |  |
| Contractor's Fee   | 660                         | 393                 | 1,038                         | -68                                   | 1,052                            | 1,070  | 1,085   | 1,116                    |  |                            |                                  |  |
| Employees (Commissioning Team)   | 112                         | 116                 | 184                           | 6                                     | 232                              | 229  | 229   | 229                      |  |                            |                                  |  |
| Employees (LDD Curriculum Manager)                                     | 63                          | 45                  | 123                           |                                       | 77                               | 77   | 77  |                          |  |                            |                                  |  |
| Support Service Other Costs  | 179<br>32                   | 168<br>7            | 28<br>38                      |                                       | 28<br>38                         |  | 28<br>40  |                          |  |                            |                                  |  |
| Revenue  | Final Budget<br>2016/17     | Actual<br>2016/17   | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7    | Budget<br>2018/19                | Budget<br>2019/20                                | Budget<br>2020/21   | Budget 2021/22           |  |                            |                                  |  |
| Income   | 1,173                       | 1,381               | -36                           |                                       | 1,381                            | 1,381  |   |                          |  |                            |                                  |  |
| Adult Education Block Grant Adult Apprenticeships Grant                | 2312<br>17                  | 1080                | 1,347<br>27                   |                                       | 1,347<br>27                      | 1,347<br>27                                      | 1,347<br>27   |                          |  |                            |                                  |  |
| Other Income   | 7                           | -23                 | 7                             | 7                                     | 7                                | 7  |   |                          |  |                            |                                  |  |
| Council Funded Net Budget  | 30                          | -6                  | 46                            | 62                                    | 78                               | 110  |   |                          |  |                            |                                  |  |
| Capital Expenditure  | Final Budget<br>2016/17     | Actual<br>2016/17   | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7    | Budget<br>2018/19                | Budget<br>2019/20                                | Budget<br>2020/21   | Budget<br>2021/22        |  |                            |                                  |  |
|  |                             |                     |                               |                                       |                                  |  |   |                          |  |                            |                                  |  |

Description of main activities and objectives

**Commissioned Service** 

|                  |         |                    | DETAILS OF MAJOR PROJECTS  Merton Adult Learning  |                              |            |                |       |
|------------------|---------|--------------------|---|------------------------------|------------|----------------|-------|
|                  |         |                    | PROJECT DESCRIPTION   | MAJOR PROJECTS BENEFITS      | Likelihood | Risk<br>Impact | Score |
| Pro              | ject 1  | Project Title:     | Improve Ofsted status   | Improved effectiveness       | Entomiood  | impuot         | 00010 |
| Start date       | 2016/17 | - Project Details: | Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status                             |                              | 3          | 2              | 6     |
| End date         | 2018/19 |                    | the view to define virig a Good Status  |                              |            |                |       |
| Pro              | ject 2  | Project Title:     | Embed employability, maths and English strands in courses where applicable  | Economic outcomes            |            |                |       |
| Start date       | 2016/17 | - Project Details: | Embed key threads around employability, maths and English into courses delivered by new providers.  |                              | 2          | 1              | 2     |
| End date         | 2018/19 |                    |   |                              |            |                |       |
| Pro              | ject 3  | Project Title:     | Develop new apprenticeschip scheme  | Economic outcomes            |            |                |       |
| Start date       | 2016/17 | - Project Details: | Increase the number of apprenticeships in Merton working with local employers.  |                              | 2          | 1              | 2     |
| End date         | 2019-20 |                    |   |                              |            |                |       |
| Pro              | ject 4  | Project Title:     | Expand provision in deprived areas of the borough and / or amongst deprived communities   | Improved effectiveness       |            |                |       |
| Start date       | 2016/17 | - Project Details: | Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs. |                              | 3          | 1              | 3     |
| End date         | 2018/19 |                    | productively market convides to residente with the greatest needs.  |                              |            |                |       |
| Pro              | ject 5  | Project Title:     | Embed new evidence base and overhaul course provision   | Improved customer experience |            |                |       |
| Start date       | 2017/18 | - Project Details: | Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision. |                              | 2          | 1              | 2     |
| En <b>Q</b> late | 2018/19 |                    | ioanning coances minor rotaining a ricaian or provision.  |                              |            |                |       |
| No Pro           | ject 6  | Project Title:     | Embed new commissioning arrangements across all services  | Improved effectiveness       |            |                |       |
| Start date       | 2016/17 | - Project Details: | Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services                                 |                              | 3          | 2              | 6     |
| End date         | 2019/20 |                    |   |                              |            |                |       |
| Pro              | ject 7  | Project Title:     |   | Select one major benefit     |            |                |       |
| Start date       |         | Project Details:   |   |                              |            |                | 0     |
| End date         |         |                    |   |                              |            |                |       |
| Pro              | ject 8  | Project Title:     |   | Select one major benefit     |            |                |       |
| Start date       |         | Project Details:   |   |                              |            |                | 0     |
| End date         |         | ,                  |   |                              |            |                |       |
| Pro              | ject 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         |         | 1 Tojout Details.  |   |                              |            |                |       |

|   |                         | Public Health   |                    |                       |                   |                   |                                  |                   |                  |              |                               | P            | anning Assu                  | ımntions     |                             |   |  |                          | The Corporate strategies your                  |
|---|-------------------------|-----------------|--------------------|-----------------------|-------------------|-------------------|----------------------------------|-------------------|------------------|--------------|-------------------------------|--------------|------------------------------|--------------|-----------------------------|---|--|--------------------------|--|
| CIIr 1  | Tobin Byers:Cab         |                 | r Adult Social     | Care                  |                   |                   | Anticipate                       | ed demand         |                  | 201          | 6/17                          |              | 7/18                         |              | 8/19                        | 2019/20   | 2020/21  | 2021/22                  | service contributes to                         |
| Enter a brie  | f description of y      | our main activ  | ities and objec    | ctives below          |                   |                   |                                  | l health          |                  |              | ,705                          |              | 856                          | 21,          |                             | 21,158  | 21,309   | 21,460                   | Sexual Health Strategy                         |
| Public Health services curre  |                         |                 |                    |                       |                   |                   | •                                | & alcohol         |                  |              | /280 Alcohol                  |              | 340 alcohol                  | <u> </u>     | 340 alcohol                 | TBC   | TBC  | TBC                      | Health & Wellbeing Strategy                    |
| Services to improve heal     (including the following means)                      |                         |                 |                    |                       |                   | Sup               | port to CCG (%                   |                   | acity)           |              | )%                            | 40           |                              |              | %                           | 40%   | 40%  | 40%                      |  |
| (including the following m<br>5 services, National Child                          |                         |                 | ılı, ində neali    | ui checks, Hea        | aitriy Chiid U-   |                   | NHS Hea                          | Ith Checks        |                  |              | 300                           |              | 180                          |              | 500                         | 2600  | TBC  | TBC                      |  |
| <ul> <li>Commissioning support f</li> </ul>                                       | unction to the C        | CG (mandator    | y)and council;     | ;                     |                   | Nati              | onal Child Meas                  | urement Progra    | amme             |              | Cohort : 2,468<br>hort: 2,029 |              | Cohort : 2528<br>hort: 2,119 |              | ohort : 2541<br>hort: 2,174 | Reception Cohort: 2,555<br>Year 6 Cohort: 2,229 | Reception Cohort: 2568<br>Year Six Cohort: 2,285 | Reception Cohort: 2,582  |  |
| <ul> <li>Health protection oversig</li> </ul>                                     |                         |                 |                    |                       |                   |                   |                                  | (750)             |                  |              |                               |              |                              |              |                             |   |  | Year Six Cohort: 2,340   |  |
| Health intelligence includ  | ling JSNA (mand         | iatory)         |                    |                       |                   | Hoolth Vio        | iting New Birth \                | vement (TBC)      | l now hirtho     |              | BC<br>246                     |              | BC<br>222                    |              | 3C<br>76                    | TBC<br>3130                                     | TBC<br>3085                                      | TBC                      |  |
| Our vision for public healt   | th in Merton ov         | er the next fiv | e vears is to      | :                     |                   | nealth vis        | iting inew birtin                | visits. estimated | Tiew births      | 32           | 240                           | 32           |                              | 3            | 10                          | 3130  | 3000   | 3039                     |  |
| <ul> <li>Protect and improve physic</li> </ul>                                    | sical and mental        | health outcom   | nes for the who    | ole population i      |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| throughout the life course  |                         |                 |                    |                       | est and           | An                | ticipated non fi                 | inancial resour   | rces             | 201          | 6/17                          | 201          | 7/18                         | 201          | 8/19                        | 2019/20   | 2020/21  | 2021/22                  |  |
| <ul> <li>East of the borough, with</li> <li>Fulfil our statutory PH du</li> </ul> |                         | rinanciai envei | ope available.     | -                     |                   |                   |                                  | (FTE)             |                  | 15           | 5.93                          | 16           | .56                          |              | .66                         | 18.66   | 18.66  | 18.66                    |  |
| <ul> <li>Contribute to Merton bec</li> </ul>                                      |                         | best council ir | 2020               |                       |                   |                   | Staff (T                         | rainees)          |                  |              | 2                             |              | 2                            |              | 2                           | 2   | 2  | 2                        |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   |                  | A . ( )      |                               | (A) D. (     | T                            | T) D         |                             |   |  |                          |  |
| Our strategic objectives a<br>Objective 1: Service transform                      |                         | r East Marton   | Model of Hea       | olth and Wallha       | ing and           | (I BC2            | Performane<br>020 indicators     |                   | nurnia)          | 2016/17(A)   | performance (<br>2017/18(T)   |              | 2019/20(P)                   | 2020/21(P)   | 2021/22(P)                  | Polarity  | Reporting cycle                                  | Indicator type           | Main impact if indicator not met               |
| Wilson health and communi   |                         |                 |                    |                       | ing and           |                   | osis per 100,000 p               |                   |                  | · · · /      | <u> </u>                      | ` '          | . ,                          | ` '          |                             | Lligh   | Annual   | Output                   | Detrimental to public health                   |
| ransformation   |                         |                 | · ·                |                       |                   |                   |                                  |                   |                  | N/A          | 1141.7                        | 1181.6       | 1222.9                       | 1265.7       | TBC                         | High  |  | Output                   | Detrimental to public nealth                   |
| <b>Shinativa 2:</b> Embaddina ha  | alth 9 wallhaina        | into council bu | ioinaaa Emb        | and bankband          | م ما المبد        |                   | ople offered HI\ ho accept offer |                   |                  | N/A          | 80%                           | 86%          | 92%                          | 97%          | TBC                         | High  | Annual   | Outcome<br>Outcome       | Reduced quality of service                     |
| Objective 2: Embedding he<br>is relevant outcome across                           |                         |                 |                    |                       |                   |                   | ful completion of                |                   |                  | N/A<br>N/A   | 73%<br>9%                     | 79%<br>9.0%  | 84%<br>9.0%                  | 90%          | TBC<br>9.0%                 | High<br>High                                    | Annual<br>Quarterly                              | Outcome                  | Failure to meet PHOF target                    |
| ealth as marker for good g  | overnment and           |                 |                    |                       |                   |                   | essful completion                |                   | ,                | N/A          | 60%                           | 60%          | 60%                          | 60%          | 60%                         | High  | Quarterly  | Outcome                  | •  |
| ision of best London counc  | cil                     |                 |                    |                       |                   |                   | ss weight in chi                 |                   |                  | 34.4%        | 34.7%                         | 34.2%        | 33.7%                        | TBC          | TBC                         | Low   | Annual   | Outcome                  | Increase prevalence of long term<br>conditions |
| Objective 3: Strengthening  | commissioning           | and commission  | oning support      | – Develon nuh         | lic health        | Reduce % gap      | in age 10-11 obe                 | sity between East | & West Merton    | N/A          | 9.2%                          | 8.0%         | 8.0%                         | TBC          | TBC                         | Low   | Annual   | Outcome                  | CONGRESS                                       |
| strategic commissioning (en   | nd-to-end) & pub        | lic health supp | ort to commis      | sioning for hea       | lth and           | Health Visiting   | - % of New Birth                 | Reviews within    | 14 days of birth |              | 1                             |              |                              | 1            | -                           |   |  | Ι Τ                      |  |
| vellbeing outcomes using a  |                         |                 |                    | oorative commi        | ssioning          |                   |                                  |                   |                  | 96.2%        | 90%                           | 90%          | 90%                          | 90%          | 90%                         | High  | Monthly  | Outcome                  | Poor childhood outcomes                        |
| approaches for developmen   | nt and delivery o       | integrated se   | rvice models       |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
|   |                         |                 |                    |                       |                   | % participation   | in National Chil                 | d Measurement     | t Programme of   | 07.004       | 050/                          | ora:         | 0507                         | 050/         | 050/                        | Lliah   | Annual   | Outcom -                 | Drooch statuters duty                          |
|   |                         |                 |                    |                       |                   |                   | Year 6                           |                   |                  | 97.8%        | 95%                           | 95%          | 95%                          | 95%          | 95%                         | High  | Annual   | Outcome                  | Breach statutory duty                          |
|   |                         | DEPART          | MENTAL BUDG        | GET AND RESO          | URCES             |                   |                                  |                   |                  |              |                               | 2018/19 Ex   | penditure                    |              |                             |   |  | 2018/19 Income           |  |
|   | _                       |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              | •                            |              |                             |   |  | _                        |  |
| evenue £'000s   | Final Budget            | Actual          | Original<br>Budget | Forecast<br>Variance  | Budget            | Budget            | Budget                           | Budget            |                  |              |                               |              |                              |              | ■Employees                  |   |  |                          |  |
| Volido 2 0000   | 2016/17                 | 2016/17         | 2017/18            | 2017/18 P7            | 2018/19           | 2019/20           | 2020/21                          | 2021/22           |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| cpenditure  | 10,888                  | 11,025          | 10,948             | 94                    | 10,099            | 9,297             | 9,297                            | 9,297             |                  |              |                               | Ш            |                              |              | ■Premises                   |   |  |                          |  |
| nployees  | 1,047                   | 1,148           | 1,115              | . ,                   |                   | 1,177             | 1,177                            | 1,177             | 1                |              | - 1                           | l III        |                              |              |                             |   |  |                          |  |
| emises<br>ansport   | 2                       | 2               | 2                  | 2 0                   | 3                 | 3                 | 3                                | 3                 | 1                |              |                               |              |                              |              |                             |   |  |                          |  |
| pplies & Services   | 7,868                   | 7,918           | 3,194              | 1 4                   | 2,893             | 2,621             | 2,621                            | 2,621             | 1                |              |                               |              |                              |              | ■Transport                  |   |  |                          |  |
| d party payments  | 1,801                   | 1,801           | 6,483              | 91                    | 5,873             | 5,343             | 5,343                            | 5,343             |                  |              |                               |              |                              |              |                             |   |  |                          | ■Government grants                             |
| ransfer payments upport services  | 167                     | 0<br>155        | 0<br>151           | 0                     | 151               | 151               | 0<br>151                         | 0<br>151          | 1                |              |                               |              |                              |              | ■Supplies &                 | Sandage   |  |                          |  |
| epreciation   | 0                       | 0               | 0                  | 0                     | 131               | 0                 | 0                                | 0                 | 1                |              |                               |              |                              | _            | =Supplies &                 | Services  |  | 11                       | ■ Reimbursements                               |
|   | Final Budget            | Actual          | Original           | Forecast              | Budget            | Budget            | Budget                           | Budget            |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| evenue £'000s   | 2016/17                 | 2016/17         | Budget             | Variance              | 2018/19           | 2019/20           | 2020/21                          | 2021/22           |                  |              |                               |              |                              |              | ■3rd party pa               | ayments   |  |                          |  |
| come  | 11,219                  | 11,356          | 2017/18<br>10,948  | 2017/18 P7<br>3 (114) | 10,699            | 10,397            | 10,397                           | 10,397            | +                |              |                               |              |                              |              |                             |   |  |                          |  |
| overnment grants  | 10,998                  | 10,998          | 10,727             | 7 0                   | 10,448            | 10,176            | 10,176                           | 10,176            |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| eimbursements<br>ustomer & client receipts  | 221                     | 358             | 221                | (114)                 | 251               | 221               | 221                              | 221               | 1                |              |                               |              |                              |              | ■Transfer pa                | yments  |  |                          |  |
| echarges  | 0                       | 0               | 0                  | 0                     |                   | 0                 | 0                                | 0                 | 1                |              |                               |              |                              |              |                             |   |  |                          | ,  |
| eserves   | 0                       | 0               | 0                  | 0                     | 0                 | 0                 | 0                                | 0                 |                  | 1            |                               |              |                              |              | ■Support ser                | vices   |  |                          |  |
| puncil Funded Net Budget  | (331)                   | (331)           | 0                  | 0 (20)                | (600)             | (1.100)           | (1,100)                          | (1,100)           | 4                |              |                               |              |                              |              |                             |   |  |                          |  |
| ounch Funded Net Budget   | <u> </u>                | /               | Original           | Forecast              | 1                 |                   |                                  | , , , , , ,       |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| apital Budget £'000s  | Final Budget<br>2016/17 | Actual 2016/17  | Budget             | Variance              | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21                | Budget<br>2021/22 |                  |              |                               |              |                              |              | Summary                     | of major budget etc.                            | changes  |                          |  |
|   | 2010111                 |                 | 2017/18            | 2017/18 P7            |                   |                   |                                  |                   | -                |              |                               |              |                              |              |                             | 2018/19   |  |                          |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   | For 2018/10      | 0 the nation | al grant rom                  | naine the er | ame and the                  | oro aro no a | dditional tra               |   | he MTES over an abov                             | (a the £1 million (£400k | CSF & £600k C&H) . if there                    |
|   |                         |                 |                    |                       |                   |                   |                                  |                   | is no other      | change the   | budget avai                   | ilable for P | H will be £9                 | 9.7m.        | uullionai lia               | nsier requirements in t                         | ile Will 5 Over all abov                         | re the £1 million (£400k | CSI & 2000k C&II). II lilele                   |
|   |                         |                 |                    |                       |                   |                   |                                  |                   | ]                | •            | •                             |              |                              |              |                             |   |  |                          |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   | Dependent        | on Govern    | ment grant                    | exact figure | es to he co                  | nfirmed (CS  | R in Nov 20                 | 15 announced: Ring F                            | ence removed, from 20                            | )18/19 Recurrent 6.2%    | savings (2015/16) plus 2.2%                    |
|   |                         |                 |                    |                       |                   |                   |                                  |                   | in 2016/17 p     | plus 2.5% ir | n 2017/18 pl                  | lus additio  | nal 2.6% in                  | 2018/19)     | 140                         | . o announced. Ring I                           |  | ,                        |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              | ·                             |              |                              | ,            |                             |   |  |                          |  |
|   | 1                       |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             | 2019/20   |  |                          |  |
|   | 0                       | 0               | 0                  | 0 וי                  |                   | u 0               | 0                                | 0                 |                  |              |                               |              |                              |              |                             | 2019/20   |  |                          |  |
| 0   |                         |                 |                    |                       |                   |                   |                                  |                   | From 2010/       | /20 the noti | onal nublic                   | health area  | nt will and a                | nd funding   | will be via lo              | ncal husiness rates M                           | ork is underway at na                            | tional regional and loca | al levels to understand the                    |
| 2016  | 20                      | 1               | 2018               | 2019                  |                   | 2020              | 2021                             |                   | implications     | of this cha  | nge on the                    | PH budget    | . Contribution               | on of £400k  | to CSF & £1                 | 1.1m to C&H.                                    | on to unuoiway at Ila                            | , rogional and 1000      | al levels to understand the                    |
| 25.0  |                         |                 |                    | 20.0                  |                   |                   |                                  |                   | l .              |              | -                             | •            |                              |              |                             |   |  |                          |  |
| -200 -  |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| -400  |                         | 1               |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
|   |                         | •               |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             | 2020/21   |  |                          |  |
| 20003   |                         |                 |                    |                       |                   |                   |                                  |                   | l _ ,            |              |                               |              |                              |              |                             |   |  |                          |  |
| <sup>ੱ</sup> ਜ -600 -   |                         |                 |                    |                       |                   |                   |                                  |                   | Public Heal      | th budget w  | ill be funde                  | d from loca  | I business                   | rates. Contr | ibution of £4               | 00k to CSF & £1.1m to                           | o C&H.   |                          |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| -800 -  |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| -000  |                         |                 |                    |                       |                   |                   |                                  |                   | 1                |              |                               |              |                              |              |                             |   |  |                          |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             | 2021/22   |  |                          |  |
| -1,000 -  |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             | <b>-</b>  |  |                          |  |
|   |                         |                 |                    | <b>&gt;</b> -         |                   | •                 |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| -1,200  |                         |                 |                    |                       |                   | -                 | _                                |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
| 1,200   |                         |                 |                    |                       |                   |                   |                                  |                   |                  |              |                               |              |                              |              |                             |   |  |                          |  |
|   |                         |                 |                    |                       |                   |                   |                                  |                   | 1                |              |                               |              |                              |              |                             |   |  |                          |  |

|                                 |          |                                 | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YE Public Health  | AR PERIOD                     |            |                |       |
|---------------------------------|----------|---------------------------------|---|-------------------------------|------------|----------------|-------|
|                                 |          |                                 | PROJECT DESCRIPTION   | MAJOR PROJECTS BENEFITS       | Likelihood | Risk<br>Impact | Score |
| Pro                             | oject 1  | Project Title:                  | East Merton Model of Health and Wellbeing/Wilson (TOM URN: PH 5)  | Improved effectiveness        | Likomioou  | mpaot          | 000.0 |
| Start date                      | 2018/19  | Project Details:                | TOM TRANSFORMATION DELIVERY PLAN - EAST MERTON MODEL AND WILSON Public Health, Merton CCG and the East Merton GP Locality are working in partnership to develop and deliver the East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation. This is a major programme aimed at co-creating a model for East Merton, incorporating design of health and community campus, community engagement, better use of wider public sector estates and development of social investment funding models. There are some key programmes of work that sit under this, including Social Prescribing, and a Whole System Approach to Diabetes: SOCIAL PRESCRIBING: Social prescribing is part of the programme and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, strengthening relationships between primary care and the voluntary and community sector and services. WHOLE SYSTEM APPROACH TO DIABETES: Develop a whole systems approach to Diabetes, as agreed by the Health and Wellbeing Board in June 2017. This will be an exemplar for future work, is a pivotal opportunity as it connects the HWBB (as systems leaders) with health professionals, local place shapers (Clirs and GPs) and community 'connectors' to develop systems leadership and build a social movement to identify ideas and ways to tackle diabetes together. This will in turn inform the developing East Merton Model of Health and Wellbeing.  PH Lead: Amy Potter |                               | 3          | 3              | 9     |
| Pro                             | oject 2  | Project Title:                  | Embed Health and Wellbeing in all policies (TOM URN: PH2; PH3; PH4)   | Improved effectiveness        |            |                |       |
| Start date                      | 2018-19  | Project Details:                | TOM TRANSFORMATION DELIVERY PLAN - HEALTH IN ALL POLICIES  Embed "health in all policies" (HIAP)as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure; work in partnership with HR to deliver Healthy Workplace Programme; engage in growth and regeneration agenda, including optimising health improvement through the planning process, working with Comms around advertising and sponsorship policy. Key priorities in this programme include implementation of the multi-agency Merton Child Healthy Weight Action Plan and delivery of the Merton Dementia Action Alliance, and development of the Local Plan. PH lead: Clarissa Larsen; Julia Groom; Amy Potter   |                               | 2          | 2              | 4     |
| Pr                              | oject 3  | Project Title:                  | Sexual Health Strategy and Integrated sexual health services (TOM URN: PH6)   | Improved effectiveness        |            |                |       |
| Start date                      | 2018-19  | Project Details:                | TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT  Development of a Sexual health strategy that takes a liefcourse approach and focuses on priorities for prevention; embedding and furtther developing integrated  |                               | 3          | 3              | 9     |
| End date                        | 2021-22  |                                 | sexual health services; and suport for vulnerable groups. Mobilisation of co-commissioned integrated sexual health services, with joined up Level 2 CaSH services and Level 3 GUM services in a seamless provision. PH Lead: Julia Groom  |                               |            |                |       |
| Pr                              | oject 4  | Project Title:                  | Redesign of Adult substance misuse treatment services (drugs and alcohol) (TOM URN: PH6)  | Improved effectiveness        |            |                |       |
| Start date                      | 2018-19  | Project Details:                | TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT  Mobilise and embed the newly commissioned Integrated adult substance misuse service based on a preventative and recovery orientated model, working in conjunction with CCG and other stakeholders. Deliver the outcomes identified within the comprehensive substance misuse prevention framework through the  |                               | 3          | 3              | 9     |
| End date                        | 2020-21  |                                 | Substance Misuse Partnership Board (SMPB). PH Lead: Amy Potter  |                               |            |                |       |
| Standate  Standate  25  Endbate | 1        | Project Title: Project Details: | Development of collaborative commissioning approaches to adult services (TOM URN: PH7)  TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (ADULTS)  Explore development of new cross-team and cross-organisational (PH, ASC and other parts of C&H, and CCG) strategic approaches including defining Core Offer to CCG, and identifying opportunities for long term joint commisioning. Particular priority areas include:  - Mental Health pathways and substance misuse  - Falls prevention and strategic approach to active ageing  - Disability strategy  - Supported Housing   | Improved effectiveness        | 2          | 2              | 4     |
| Pre                             | oject 6  | Project Title:                  | - Approach to healthy lifestyles services post 3/2019 (break clause in current commissioning)  Development of integrated Children's Services (TOM URN: PH7)   | Improved effectiveness        |            |                |       |
| Start date  End date            | 2016-17  | Project Details:                | TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP)  Lead transformation of the Community health services towards a Healthy Child 0-19 years service, embedding health visiting and school nursing locality teams; develop a shared vision and development programme for closer integration of services including 0-19 Healthy Child and Children's Centres, to provide seamless care pathways for children and young people. Continue to develop a CYP joint commissioning function between PH, CSF and MCCG. PH Lead: Julia Groom   |                               | 2          | 3              | 6     |
| Pre                             | oject 7  | Project Title:                  | Joint Strategic Needs Assessment Plus/Intelligence Hub (TOM URN: PH11)  | Improved effectiveness        |            |                |       |
| Start date                      | 2018-19  | Project Details:                | TOM TRANSFORMATION DELIVERY PLAN - JSNA PLUS/INTELLIGENCE HUB  Develop a programmatic approach to public health intelligence covering: the JSNA analysis and support to strategy and commissioning decisions through a range of accessible outputs /products; Performance measurement and monitoring in support of continuous improvement of strategies and services in achieving   |                               | 2          | 2              | 4     |
| End date                        | 2021-22  |                                 | outcomes; and Information management including sharing /linkages of data across the council/CCG and through the development of a Merton Intelligence Hub. PH Lead: Amy Potter   |                               |            |                |       |
| Pro                             | oject 8  | Project Title:                  |   | Improved effectiveness        |            |                |       |
| Start date                      |          | Project Details                 |   |                               | 2          | 2              | 4     |
| End date                        |          | Project Details:                |   |                               |            |                |       |
| Pro                             | oject 9  | Project Title:                  |   | Improved efficiency (savings) |            |                |       |
| Start date                      |          | Project Details:                |   |                               | 2          | 2              | 4     |
| End date                        |          |                                 |   |                               |            |                |       |
| Pro                             | oject 10 | Project Title:                  |   | Improved effectiveness        |            |                |       |
| Start date                      |          | Project Detailer                |   |                               | 2          | 2              | 4     |
| End date                        |          | Project Details:                |   |                               |            |                |       |

# **Corporate Services**

| Business Improvement   |  |         | Planning Assur | mptions |         |         |         | The Corporate strategies your       |
|--|--|---------|----------------|---------|---------|---------|---------|-------------------------------------|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance  | Anticipated demand                               | 2016/17 | 2017/18        | 2018/19 | 2019/20 | 2020/21 | 2021/22 | service contributes to              |
| Enter a brief description of your main activities and objectives below   | Core IT Systems support and management (days)    | 5000    | 5720           | 5720    | 5720    | 5720    | 5720    | Customer Contact Strategy           |
| Continuous Improvement and Corporate Change will:  | Continuous improvement & Corporate Change (days) | 880     | 880            | 880     | 880     | 880     |         | IT Strategy and Implementation Plan |
| - Support DMTs to embed a culture of continuous business improvement within the organisation   | Policy, Strategy & Partnerships                  | 770     | 770            | 770     | 770     |         |         | Information Management Strategy     |
| through the provision of tools, techniques, advice and support – including but not limited to Lean.  - Ensure change is effectively planned for and managed across the organisation, embedding | Comms & Engagement                               | 1120    | 1120           | 880     | 880     | 880     | 880     | Voluntary Sector Strategy           |
| change management principles and methodologies.  |  |         |                |         |         |         |         | Equality Strategy                   |
| - Drive and faciliate the Targeting Operating Models (TOM) refresh process - Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs                        | Anticipated non financial resources              | 2016/17 | 2017/18        | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Community Plan                      |
| and CMT.   | Staff - CI & CC (FTE & fixed term)               | 5.3     | 4.8            | 4.8     | 3.0     | 2.0     | 2.0     | Communications Strategy             |
|  | Staff - Policy, Strategy & Partnerships          | 4.8     | 4.8            | 4.8     | 4.8     | 3.8     | 3.8     |                                     |
| Business Systems team will work with the organisation to establish and deliver the IT Strategy and associated implementation plan. Through the Technical Design Authority (TDA) they will      | Staff - Business Systems Team (FTE + projects)   | 26.5    | 28.7           | 28.7    | 26.2    | 26.2    | 26.2    |                                     |
| ensure a coordinated and planned approach is adopted for the implementation and support of   | Comms & Engagement                               | 7.0     | 7.0            | 5.5     | 5.5     | 5.5     | 5.5     |                                     |

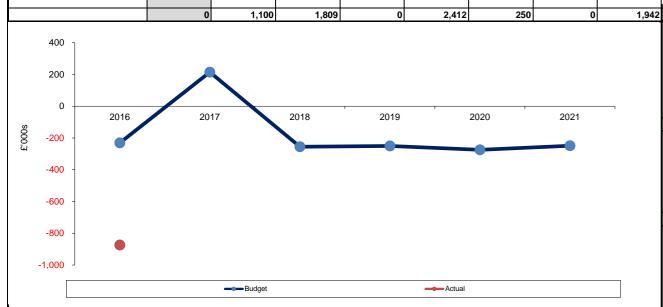
and associated implementation plan. Through the Technical Design Authority (TDA) they will ensure a coordinated and planned approach is adopted for the implementation and support of technology, complying with the agreed corporate strategy, standards and supportability. They will proactively provide advice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

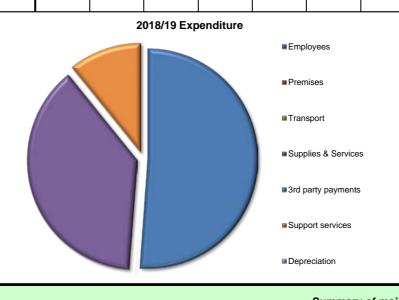
The **Policy, Strategy and Partnerships team** supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties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

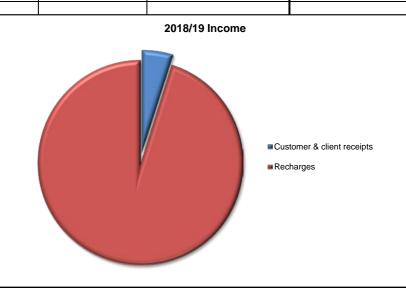
The **Communications team i**s responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events.

| Staff - Business Systems Team (FTE + projects)                         | 26         | 6.5          | 28          | 3.7           | 28          | 3.7        | 26.2     | 26.2            | 26.2              |                              |
|--|------------|--------------|-------------|---------------|-------------|------------|----------|-----------------|-------------------|------------------------------|
| Comms & Engagement   | 7          | .0           | 7           | .0            | 5           | 5.5        | 5.5      | 5.5             | 5.5               |                              |
| Performance indicator  | Actual Po  | erformance ( | A) Performa | nce Target (F | P) Proposed | Target (T) | Polarity | Reporting cycle | Indicator type    | Main impact if indicator not |
| (LBC2020 indicators highlighted in purple)                             | 2016/17(A) | 2017/18(T)   | 2018/19(P)  | 2019/20(P)    | 2020/21(P)  | 2021/22(P) | Polarity | Reporting cycle | indicator type    | met                          |
| Systems availability   | 99.73%     | 99%          | 99%         | 99%           | 99%         | 99%        | High     | Monthly         | Business critical | Reduced service delivery     |
| % positive and neutral coverage tone                                   | 88.47%     | 92%          | 92%         | 92%           | 92%         |            | High     | Monthly         | Perception        | Reputational risk            |
| No. of new volunteers recruited  | n/a        | 350          | 350         | 350           | 350         | TBC        | High     | Quarterly       | Outcome           | Reduced customer service     |
| % who agree people from different backgrounds get on (ARS)             | 93%        | 90           | 90          | 90            | 90          | 90         | High     | Annual          | Perception        | Reputational risk            |
| % agree Merton is making the area a better place to live (ARS)         | 76%        | N/A          | TBC         | N/A           | TBC         | N/A        | High     | Annual          | Perception        | Reputational risk            |
| % of residents who feel informed about council services (ARS)          | 81%        | N/A          | TBC         | N/A           | TBC         | N/A        | High     | Annual          | Perception        | Reputational risk            |
| % of residents who agree the council involves them in making decisions | 62%        | N/A          | TBC         | N/A           | TBC         | N/A        | High     | Annual          | Perception        | Reputational risk            |
|  |            |              |             |               |             |            |          |                 |                   |                              |

|                            |                         | DEPARTM           | IENTAL BUDG                   | ET AND RESO                        | URCES             |                   |                   |                   |
|----------------------------|-------------------------|-------------------|-------------------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Expenditure                | 3,481                   | 4,263             | 3,244                         | 125                                | 2,810             | 2,835             | 2,810             | 2,83              |
| Employees                  | 2,149                   | 2,823             | 1,244                         | 165                                | 1,437             | 1,437             | 1,387             | 1,38              |
| Premises                   | 0                       |                   | 0                             | 1                                  | 0                 | 0                 | 0                 |                   |
| Transport                  | 3                       | 2                 | 3                             | (3)                                | 2                 | 2                 | 2                 |                   |
| Supplies & Services        | 1,011                   | 1,107             | 1,693                         | (38)                               | 1,068             | 1,093             | 1,119             | 1,1               |
| 3rd party payments         | 0                       |                   |                               |                                    | 0                 | 0                 |                   |                   |
| Support services           | 317                     | 331               | 303                           | •                                  | 303               | 303               | 303               | 3                 |
| Depreciation               |                         |                   |                               |                                    |                   |                   |                   |                   |
| Revenue 1'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Incom(C)                   | 3,712                   | 5,137             | 3,030                         | (179)                              | 3,065             | 3,085             | 3,085             | 3,0               |
| Government grants          |                         |                   |                               |                                    |                   |                   |                   |                   |
| Reimbursements             |                         | 893               |                               | 35                                 |                   |                   |                   |                   |
| Customer & client receipts | 114                     | 46                | 114                           | (189)                              | 149               | 169               | 169               | 1                 |
| Recharges                  | 3,598                   | 4,198             | 2,916                         | (25)                               | 2,916             | 2,916             | 2,916             | 2,9               |
| Reserv                     |                         |                   |                               |                                    |                   | 0                 |                   |                   |
| Capital Funded             |                         |                   |                               |                                    |                   |                   |                   |                   |
| Council Funded Net Budget  | (231)                   | (874)             | 214                           | (54)                               | (255)             | (250)             | (275)             | (24               |
| Capital Budget £'000s      | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Customer Contact Programme |                         | 420               | 1,006                         |                                    | 1,050             | 250               |                   | 1,9               |
| IT Systems Projects        |                         | 89                | 405                           |                                    | 1,012             |                   |                   |                   |
| Social Care IT System      |                         | 591               | 398                           |                                    | 350               |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   | -                 |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |







### Summary of major budget etc. changes

### 2018/19

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k

CS2015-02 Expiration of salary protection 16k

 $\textbf{CSREP 2018-19 (13)} \ \ \text{Maintenance and Support reduction} \ \ \textbf{£}10k$ 

CSREP 2018-19 (14) M3 support to Richmond/Wandsworth £20k

CSREP 2018-19 (15) Street Naming and Numbering Fees/Charges Review  $\,\pm 15k$ 

CSREP 2018-19 (16) Operating cost reduction  $\pm 11k$ 

2019/20

 $\textbf{2018-19 CS14} \; \textbf{M3} \; \text{support to Richmond/Wandsworth} \, \textbf{£20k}$ 

2020/21

2018-19 CS15 Policy & Partnerships - reduce headcount £50k

|                       |          |                  | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Business Improv   |   |             |                |       |
|-----------------------|----------|------------------|--|---|-------------|----------------|-------|
|                       |          |                  | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFIT   | Likelihood  | Risk<br>Impact | Score |
| Pr                    | oject 1  | Project Title:   | Customer Contact programme   | Improved customer experience  | LIKEIIIIOOO | impact         | Score |
| Start date  End date  | 2013-14  | 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. | 3           | 2              | 6     |
| Pr                    | oject 2  | Project Title:   | Electronic document and records management system  | Improved efficiency (savings)   |             |                |       |
| Start date  End date  | 2013-14  | 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     |
|                       |          |                  |  |   |             |                |       |
| Pr                    | oject 3  | Project Title:   | Social Care Information System - phase 2   | Improved efficiency (savings)   |             |                |       |
| Start date  End date  | 2018/19  | Project Details: | Further enhancements and functionality to the Mosaic system.   | A fit for purpose system that supports efficient business practices and care management now and into the future   | 1           | 3              | 3     |
|                       |          |                  |  |   |             |                |       |
| Pr                    | oject 4  | Project Title:   |  |   |             |                |       |
| Start date            |          | Project Details: |  |   |             |                | 0     |
| End date              |          |                  |  |   |             |                |       |
| Pr                    | oject 5  | Project Title:   | Strategic Partner Programme  |   |             |                |       |
| Start date            | 2017-18  | Project Details: | Selecting new strategic partners from the voluntary sector to provide Information, Advice and Guidance plus support and advice to the sector as a whole. This will involve co-producing specifications with the voluntary sector and statutory partners. The new programme will start in April | Improved Information, Advice and Guidance will improve prevention/early intervention and defer the need for expensive acute interventions. As the range of public sector services reduce and thresholds are raised, the voluntary sector is an increasingly important provider of services to residents. It is vital that   |             |                | 0     |
| E date                | 2018-19  |                  | 2019.  | there is support and advice to enable the sector to grow and adapt.   |             |                |       |
| ⊕<br>N Pr             | oject 6  | Project Title:   | 4Ps  |   |             |                |       |
| St <b>&amp;</b> Ddate | 2017-18  | Project Details: | Procure and implement M3LP and M3PP hosted environment through CCS framework and migrate all content from current on-premise systems.  | Renewal of contract to comply with procurement regulations, migration to managed hosted (cloud) solution, precursor for provision of system for shared services with Wandsworth and Richmond and  | 2           | 2              | 4     |
| End date              | 2018/9   |                  | Content from current on promise systems.   | upgrade path to new product version Asure.  |             |                |       |
| Pr                    | oject 7  | Project Title:   |  |   |             |                |       |
| Start date            |          | Project Details: |  |   | 0           | 0              | 0     |
| End date              |          |                  |  |   |             |                |       |
| Pr                    | oject 8  | Project Title:   |  |   |             |                |       |
| Start date            |          | Project Details: |  |   | 0           | 0              | 0     |
| End date              |          |                  |  |   |             |                |       |
| Pr                    | oject 9  | Project Title:   |  |   |             |                |       |
| Start date            |          | Project Details: |  |   | 0           | 0              | 0     |
| End date              |          | ,                |  |   |             |                |       |
| Pro                   | oject 10 | Project Title:   |  |   |             |                |       |
| Start date            |          | Project Details: |  |   | 0           | 0              | 0     |
| End date              |          | ,                |  |   |             |                |       |

|  | Corr   | porate Governar   | ance               |  |  |                             |                                     |  |  |                           |                  | Pla            | anning Assum | mptions         |   |                     |                     |                       | The Corporate strategies your                     |
|--|--|-------------------|--------------------|--|--|-----------------------------|-------------------------------------|--|--|---------------------------|------------------|----------------|--------------|-----------------|---|---------------------|---------------------|-----------------------|---|
| Cllr Mark /  | Allison: Deputy L                                |                   |                    | r Finance  |  |                             | Anticipat                           | ted demand                                       |  | 201                       | )16/17           |                | 17/18        | •               | 18/19   | 2019/20             | 2020/21             | 2021/22               | service contributes to                            |
| Enter a brief  | f description of y                               | your main acti    | vities and obje    | ctives below                                     |  | 4                           | Resi                                | sidents  |  | 205                       | 5,722            | 207            | 7,410        | 208             | 8,607   | 209,771             | 210,902             | 1                     | Information Governance Policy                     |
| Corporate Governance is mad  | Je up of 5 core                                  | services:         |                    |  | 1  | 1                           | Off                                 | fficers  | -  | 1 7                       | Ţ                |                | 1            |                 |   | -                   | †                   | 1                     | Equality Strategy                                 |
| Unformation Covernance - ma  | spage comple                                     | into MD & Me      | mbor enquirie      | a Francisco of !                                 | Information                                      | 1                           | Cour                                | uncillors  |  | F                         | 60               | F              | 60           |                 |   |                     |                     |                       | Risk Management Strategy                          |
| Information Governance - man requests, ensuring organisatio                                    | onal complianc                                   | e with Data Pr    | rotection Act a    | and the Transpa                                  | arency   |                             | Eler                                | ections  |  |                           | 2                | · ·            | 1            | /               | 1   |                     | 1                   |                       | Procurement Strategy                              |
| agenda, including maintaining  | g the Publication                                | on Scheme. Als    | so provides the    | e Local Land C'                                  | harges   | Ar                          | nticipated non fi                   |  | urces  |                           | )16/17           | 2017           |              |                 | 18/19   | 2019/20             | 2020/21             | 2021/22               |   |
| function. GDPR - General Data  | a Protection Ke                                  | egulation         |                    |  | J  |                             |                                     | ff (FTE)   |  |                           | cl. Invest&audit |                | 28.9         |                 | 28.9  | 28.9                | 28.9                |                       |   |
| <u>Democracy Services</u> - maintain   |  |                   |                    | ${\it a}$ o Councillors ${\it e}$                | and Mayor &                                      | <u> </u>                    |                                     | - Election                                       |  |                           | 1300             |                | 300          |                 | 800   | 0                   | 500                 | 500                   |   |
| ensures council has robust dec   | cision making a                                  | arrangements      | •                  |  | J  | <u> </u>                    |                                     | - Canvas   |  |                           | 150              |                | 150          |                 | 150   | 150                 | 150                 | 150                   |   |
| Electoral Services - Electoral S   | Services carrie                                  | as out the state  | utory maintena     | ance of the regir                                | ster of  | # PC                        |                                     | nce indicator                                    |  |                           | <del></del>      | (A) Performan  |              | <u> </u>        | <del>, , , , , , , , , , , , , , , , , , , </del> | Polarity            | Reporting cycle     | Indicator type        | Main impact if indicator not                      |
| electors, administers elections  | is and referendu                                 | dums and under    | ertakes the work   | rk needed on bo                                  | ooundary and                                     | •                           | 2020 indicators I                   |  | ,  | 2016/17(A)                | , ,              | , ,            | ( )          | , ,             | ) 2021/22(P)                                      |                     |                     |                       | met   |
| electoral reviews. The move to challenges to the way the UK's                                  |  |                   |                    |  |  |                             | lit actions impleme                 |  |  | 90%                       | 90%              | 90%            | 90%          | 90%             | +   | High                | Quarterly           | Business critical     | Increased fraud                                   |
| work load.   | Giodiorai S                                      | 55 WOIN C         | as roomics         | a organiou,                                      | Horodood   |                             |                                     | eted against plan                                |  | 93%                       | 90%              | 90%            | 90%          | 90%             | 4   | High                | Quarterly           | Business critical     | Increased fraud                                   |
| Internal Audit and Investigation   | one- Merton h                                    | as isingd the s   | audit and fraud    | nartnershin wi                                   | th ite   |                             |                                     | dealt with in time                               |  | 80%                       | 85%              | 85%            | 85%          | 85%             | 4   | High                | Monthly             | Perception            | Reduced customer service                          |
| Internal Audit and Investigation neighbouring authorities. Internand Investigations covered by | nal Audit cove                                   | red by SWLAF      | P (South West      | t London Audit                                   | Partnership)                                     |                             | Complaints progr                    |  | _  | 6%                        | 9%               | 9%             | 9%           | 9%              | +   | High                | Quarterly           | Perception            | Reduced customer service                          |
| and Investigations covered by  | / SWLFP (Sour                                    | uth West Londr    | on Fraud Partr     | nership) coverir                                 | ng Merton,                                       |                             |                                     | - dealt with in time                             |  | 85%                       | 85%              | 85%            | 85%          | 85%             | +   | High                | Monthly             | Perception            | Reduced customer service                          |
| Kingston, Richmond, Sutton ar<br>appraisal of risk management,                                 | ر, governance ۶                                  | s internal conf   | rol processes      | and fraud risks                                  | including  |                             | nber of supplemen                   | , ,  |  | 24                        | 20               | 18             | 16           | 14              | 4   | Low                 | Quarterly           | Perception            | Government intervention                           |
| planned & unplanned audits. Ir ordinates the Annual Governar                                   | nvestigates alle                                 | egations of por   | or control and     | conflicts of inte                                | erest. Co-                                       |                             | ncillors who agree                  |  |  | 75                        | 80               | 75             | 80           | 80              | 4   | High<br>High        | Annual<br>Monthly   | Perception<br>Quality | Poor decision making                              |
| practice/weak controls to mem  | nbers. Investio                                  | ation of exterr   | nal and internal   | i fraud.   | reports hoor                                     |                             | budsman complai<br>dsman complaints |  |  | 90%                       | 90%              | 90%            | 90%          | 90%             | +   |                     |                     |                       | Rework Government intervention                    |
| There is also the shared Legal   | 3  | ,                 |                    |  | Cutton   |                             | FOI refusal notice                  |  | . , .,                                       | 7%                        | 40%              | 40%            | 40%          | 40%             | +   | Low                 | Quarterly           | Perception            | Government intervention                           |
| and Kingston; this service has   | service with the sits own Service                | ce Plan.          | Ough or morn.      | iONU, vvanuona                                   | Jim, Sunon                                       |                             | ew electors added                   |  |  | 0%<br>N/A                 | 4%<br>25.000     | 4%<br>25.000   | 4%<br>25.000 | 4%<br>25.000    | 4   | Low                 | Quarterly<br>Annual | Perception Perception | Government intervention  Reduced customer service |
|  |  |                   | THENTAL BUD        | GET AND RESO                                     | SUBCES   | NU. UI IIU.                 | / electors addo-                    | 1 to the regions.                                | of electors                                  | N/A                       | 25,000           | 25,000         | 25,000       | 25,000          | 4   | — Figit             | Attituai            |                       | Reduced customer service                          |
|  |  | 1 1               | Original           | Forecast   | Т  |                             |                                     |  | 4  |                           | •                | 2018/19 Exp    | .penditure   |                 |   |                     |                     | 2018/19 Income        |   |
| Revenue £'000s   | Final Budget<br>2016/17                          | Actual<br>2016/17 | Budget<br>2017/18  | Variance<br>2017/18 P7                           | Budget<br>2018/19                                | Budget<br>2019/20           | Budget<br>2020/21                   | Budget<br>2021/22                                |  |                           |                  |                |              |                 | Employees   |                     | _                   |                       |   |
| Expenditure  | 3,588  | 8 3,728           |                    | _  |  | 2,998                       | 8 3,030                             | 0 3,063  | .3   |                           |                  | 4              |              |                 | pioyees   |                     |                     |                       |   |
| Employees  | 1,557  |                   |                    | 180  | 0 1,193  |                             |                                     |  | _  |                           |                  |                |              |                 |   | 1                   |                     |                       |   |
| Premises   | 0  | 0 12              | 2 1                | 1 14   | 4 1  | 1                           | 1 1                                 | 1 1  | 1  |                           |                  |                |              | ■P <sup>r</sup> | Premises  | 1                   |                     |                       | <u> </u>  |
| Transport  | 21   |                   | -                  |  |  |                             |                                     |  | <u></u>                                      |                           |                  |                |              | <b>A</b>        | -   |                     |                     |                       | _   |
| Supplies & Services  3rd party payments  | 1,170<br>493                                     |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              | lack            |   |                     |                     |                       |   |
| Support services   | 347  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              | ■Tr             | Transport   |                     |                     |                       |   |
| Depreciation   | <u> </u>   | ſ <u></u>         |                    |  |  | '                           |                                     |  | 1  |                           |                  | A L            |              |                 |   |                     |                     |                       | ■Recharges  |
| Revenue 1000s  | Final Budget<br>2016/17                          | Actual 2016/17    | Original<br>Budget | Forecast<br>Variance                             | Budget<br>2018/19                                | Budget<br>2019/20           | Budget<br>2020/21                   | Budget<br>2021/22                                | 1  |                           |                  |                |              | ■S              | Supplies & Services                               | ;                   |                     |                       | = Noonarges                                       |
| Incom  | 2,535  |                   | 2017/18<br>2 1,776 | 2017/18 P7<br>76 (303)                           |  |                             |                                     |  | <u>,                                    </u> |                           |                  |                |              |                 |   | 1                   |                     |                       |   |
| Government grants  |  |                   | •,                 | 100-1  | <del>-,</del> +                                  | .,,                         |                                     | -,-  | 4  |                           |                  |                |              |                 |   | 1                   |                     |                       |   |
| Reimbursements   | 0'   | J,                |                    |  |  |                             |                                     |  |  |                           |                  |                |              | ■ 3ro           | 3rd party payments                                |                     |                     |                       |   |
| Custome & client receipts  | 2.53/  | 2.67              | 1 77               | (303)  | 1 776  | 0 1 776                     | °                                   | <u> </u>   | <u> </u>                                     |                           |                  | <b>\</b>       |              |                 |   |                     |                     |                       | /   |
| Recharges<br>Reserves  | 2,535  | 5 2,672           | 2 1,776            | (303)  | 1,776  | 1,776                       | 1,776                               | 6 1,776  | <u>-</u>                                     |                           |                  |                |              | <b>■</b> ¢      | Support services                                  | 1                   |                     |                       |   |
| Capital Funded   | <del>                                     </del> | <u> </u>          | +                  | +  | +  | $\qquad \qquad \overline{}$ |                                     | <del>                                     </del> | 4  | 7                         |                  |                |              | <b>≡</b> ∪u,    | .ppoп services                                    | 1                   |                     |                       | I   |
| Council Funded Net Budget  | 1,053  | 3 1,056           | ,                  |  | 4) 1,240   | 1,222                       | 2 1,254                             | 4 1,287  | ภั   |                           |                  |                |              |                 |   |                     |                     |                       |   |
| 2 12 L Devilant Cloops   | Final Budget                                     | t Actual          | Original           | Forecast   | Budget   | Budget                      | Budget                              | Budget   |  |                           |                  |                |              |                 | Omarv   | Comics budget of    | L-2000              |                       |   |
| Capital Budget £'000s  | 2016/17  | 2016/17           | Budget<br>2017/18  | Variance 2017/18 P7                              | 2018/10  | 2019/20                     | 2020/21                             | 2021/22  |  |                           |                  |                |              |                 | Summary   | of major budget etc | 3. changes          |                       |   |
| ,  |  |                   | 7017               | 2017/102   | <del>                                     </del> |                             |                                     |  |  |                           |                  |                |              |                 |   | 2018/19             |                     |                       |   |
| ſ <u>'</u>   |  | 4                 | <u> </u>           | <del>                                     </del> | <u> </u>   | 1                           |                                     |  | CSD43 Sh                                     | hare FOI and              | d Informatic     | on Governa     | nce nolicy ' | 10k             |   |                     |                     |                       |   |
| ſ <u>'</u>   |  | 4                 | 1                  | <del>  '</del>                                   | Ţ  | 1                           |                                     |  |  | 6 Delete audit            |                  |                |              | OK.             |   |                     |                     |                       |   |
| ſ <u>'</u>   |  | 4                 | 1                  | <u> </u>   | T  | 1 '                         |                                     |  |  | <b>8-19 (9)</b> Reduction |                  |                |              |                 |   |                     |                     |                       |   |
| ſ <u>'</u>   |  | 4                 | 1                  | <del>  '</del>                                   | Ţ  | 1                           |                                     |  |  | 3-19 (11) Audit an        |                  |                |              | ce £50k         |   |                     |                     |                       |   |
| · '  |  | 4                 | 1                  | <del>                                     </del> | <u> </u>   | 1                           |                                     |  | -  | .5 (,                     | Alu minera. U    | J113           | OII II. 2    | E 100           |   |                     |                     |                       |   |
| ſ <u>'</u>   |  | 4                 | 1                  | + ,  | <del>                                     </del> |                             |                                     |  | 1  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| ı  |  | 4                 | 1                  | +  | <del>                                     </del> |                             |                                     |  | 1  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| i '  | 0'   | al e              | o r                | o r'   | 0  | را و                        | al O'                               | a r  | ol   |                           |                  |                |              |                 |   | 2019/20             |                     |                       |   |
| 1  |  |                   | -                  | 1  | -  |                             |                                     | •  | 2018-19 CS1                                  | 13 Audit and inve         | vactigations -   | Poduction in   | convice £50k |                 |   |                     |                     |                       |   |
| 1,500 ¬  |  |                   |                    |  |  |                             |                                     |  | 2010-13 0313                                 | Audit and mee             | estigations .    | Reduction in 5 | SI VICE TOOK |                 |   |                     |                     |                       |   |
|  |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| 4  |  | _                 |                    |  |  |                             | _                                   |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| <u> </u>   |  | <u> </u>          |                    |  |  | -                           |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| .  |  |                   | _                  |  | _  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |
|  |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| 1,000 -  |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   | 2020/21             |                     |                       |   |
| 00   |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| 5,00   |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       | I   |
| 1  |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       | I   |
| 1  |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       | I   |
| 500 -  |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |
| 1  |  |                   |                    |  |  |                             |                                     |  |  |                           |                  |                |              |                 |   |                     |                     |                       |   |

**─**Budget

----Actual

|                        |                          |                                 | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Corporate Governance  | 10 OVER THE FOUR YEAR PERIOD  |            |                |       |
|------------------------|--------------------------|---------------------------------|--|-------------------------------|------------|----------------|-------|
|                        |                          |                                 | PROJECT DESCRIPTION  | MAJOR PROJECTS BENEFITS       | Likelihood | Risk<br>Impact | Score |
| Pr                     | oject 1                  | Project Title:                  | Support new intake of councillors  | Improved customer experience  | Enemiood   | impuot         | 00010 |
| Start date  End date   | 01/12/2017<br>31/03/2022 | Project Details:                | To prepare for and then support new intake of councillors following May 2018 council elections and support to councillors who are in new roles (Cabinet, Mayorm committee chairs). To ensure a smooth introduction of any consequent changes to decision making structure or process. Project plan to prepare for May 2018 to be drafted October 2017.   |                               | 2          | 2              | 4     |
|                        |                          |                                 |  |                               |            |                |       |
| Start date             | 01/05/2015<br>31/03/2019 | Project Title: Project Details: | Efficiency programme in Mayor's Office  To monitor and review the impact of the Service Level Agreement in the Mayor's Office, particularly in relation to spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To maintain reduction in spend on petrol due to SLA and purchase of hybrid car. To promote online event booking to save staff time and provide improved service for customers. | Improved efficiency (savings) | 3          | 1              | 3     |
| Pr                     | oject 3                  | Project Title:                  | Committee report workflow  | Improved effectiveness        |            |                |       |
| Start date             | 01/06/2014               | Project Details:                | To improve workflow through implementation of features within new software system. Consolidate electronic submission of reports - 2015/16 rolled out to Cabinet and Council. Autumn 2017 rolled out to scrutiny and Standards & General Purposes Committee. Team PI to be used and reported to DMTs  |                               | 2          | 1              | 2     |
| End date               | 01/10/2018               |                                 | from January 2018.   |                               |            |                |       |
| Pr                     | oject 4                  | Project Title:                  | Scrutiny Improvement Programme   | Improved customer experience  |            |                |       |
| Start date             | 01/04/2014               | Project Details:                | To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview   |                               | 2          | 1              | 2     |
| End date               | 31/03/2018               | ,                               | and Scrutiny Commission each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.   |                               |            |                |       |
| Pr                     | oject 5                  | Project Title:                  | Creation of centralised Local Land Charges Register  | Improved customer experience  |            |                |       |
| Start date             | 2014-15                  | Project Details:                | Review of LLC service delivery; dependent on national directive  |                               | 3          | 1              | 3     |
| E date                 | 2017-18                  |                                 |  |                               |            |                |       |
| N Pr                   | oject 6                  | Project Title:                  | 2018/22 Administer statutory elections, referendums and ballots.   | Risk reduction and compliance |            |                |       |
| St <del>art</del> date | 01/04/2018               | Project Details:                | Administer full borough council elections in 2018 and 2022, Mayor of London and London Assembly elections in 2020, and the next parliamentary General Election (currently scheduled for 2022) together with any other referendums and ballots that may be required.  |                               | 3          | 3              | 9     |
| End date               | 31/03/2022               |                                 |  |                               |            |                |       |
| Pr                     | oject 7                  | Project Title:                  | Work with Local Government Boundary Commission on planned Electoral Review of Merton   | Infrastructure renewal        |            |                |       |
| Start date             | 2019-20                  | Project Details:                | Work with Local Government Boundary Commission to produce proposals on new ward boundaries   |                               | 3          | 2              | 6     |
| End date               | 2020-21                  |                                 |  |                               |            |                |       |
| Pr                     | oject 8                  | Project Title:                  | General Data Protection Regulation (GDPR)  | Risk reduction and compliance |            |                |       |
| Start date             | 01/04/2017               | Project Details:                | To ensure the council is prepared for 25 May 2018 when the new Data Protection Regulations come  |                               | 4          | 3              | 12    |
| End date               | 31/03/2019               |                                 | into force, and to ensure compliance thereafter.   |                               |            |                |       |
| Pr                     | oject 9<br>I             | Project Title:                  |  | Select one major benefit      |            |                |       |
| Start date             |                          | Project Details:                |  |                               | 0          | 4              | 0     |
| End date               |                          |                                 |  |                               |            |                |       |
| Pro                    | oject 10                 | Project Title:                  |  | Risk reduction and compliance |            |                |       |
| Start date             |                          | Project Details:                |  |                               | 0          | 3              | 0     |
| End date               |                          |                                 |  |                               |            |                |       |

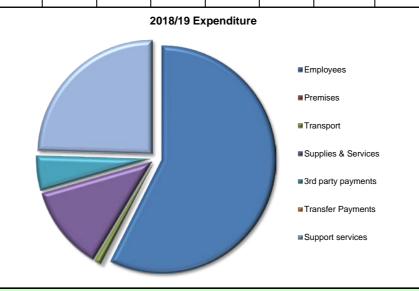
| Customer Services   |                                       |         | Planning Assu | mptions |         |         |         | The Corporate strategies your  |
|---|---------------------------------------|---------|---------------|---------|---------|---------|---------|--------------------------------|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance   | Anticipated demand                    | 2016/17 | 2017/18       | 2018/19 | 2019/20 | 2020/21 | 2021/22 | service contributes to         |
| Enter a brief description of your main activities and objectives below  | Benefit/Council Tax support claimants | 15,400  | 14,500        | 14,000  | 14,000  | 13000   | 13000   | Channel migration              |
|   | Telephone callers                     | 500,000 | 450,000       | 400,000 | 375,000 | 350,000 | 350000  | Customer Contact Strategy      |
| There are 5 core services:  | Face to face customers                | 85,000  | 80,000        | 70,000  | 65,000  | 60,000  | 55000   | Medium term Financial Strategy |
| Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.   | Council tax properties                | 83,500  | 84,000        | 85,000  | 85,500  | 86,000  | 86,500  |                                |
| Housing Benefit - responsible for administering housing and council tax benefit schemes &   | Anticipated non financial resources   | 2016/17 | 2017/18       | 2018/19 | 2019/20 | 2020/21 | 2021/22 |                                |
| identification and prevention of fraud;   | Staff (FTE)                           | 143     | 142           | 141     | 137     | 137     | 137     |                                |
| <b>Merton Link</b> - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; |                                       |         |               |         |         |         |         |                                |
| Registrars - responsible for registration of births & deaths, marriages & civil partnerships.   |                                       |         |               |         |         |         |         |                                |

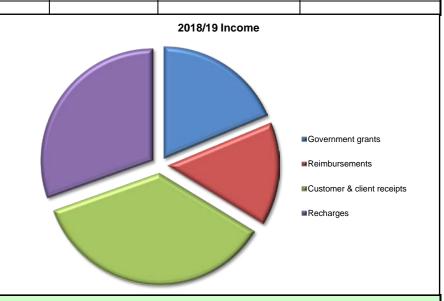
citizenship ceremonies & nationality services; **Bailiffs** - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.

Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload

| Performance indicator  | Actual p   | erformance ( | (A) Performa | ince Target ( | T) Proposed | Target (P) | Polarity | Reporting cycle | Indicator type    | Main impact if indicator not |
|--|------------|--------------|--------------|---------------|-------------|------------|----------|-----------------|-------------------|------------------------------|
|  | 2016/17(A) | 2017/18(T)   | 2018/19(P)   | 2019/20(P)    | 2020/21(P)  | 2021/22(P) | Folarity | Reporting Cycle | ilidicator type   | met                          |
| % of Merton Bailiff files paid in full (exc parking & misc debt) | 52%        | 58%          | 58%          | 52%           | 52%         | 52%        | High     | Monthly         | Outcome           | Loss of income               |
| Business Rates collected   | 97.91%     | 97.50%       | 97.50%       | 97.50%        | 97.50%      | 97.50%     | High     | Monthly         | Business critical | Loss of income               |
| Council Tax Collected  | 97.64%     | 97.25%       | 97.25%       | 97.25%        | 97.25%      | 97.25%     | High     | Monthly         | Business critical | Loss of income               |
| First contact resolution   | 75%        | 75%          | 75%          | 75%           | 75%         | 75.00%     | High     | Monthly         | Perception        | Reduced customer service     |
| Event income (Marriages, Civil Partnerships etc.)                | 535,193    | 425,000      | 440,000      | 450,000       | 460,000     | 460,000    | High     | Monthly         | Business critical | Loss of income               |
| % of on-line transactions (HB Claims)                            | 70%        | 62%          | 63%          | 64%           | 65%         | 66%        | High     | Monthly         | Business critical | Reduced customer service     |
| Time taken to process Housing Benefit COC                        | 8 days     | 10 days      | 9 days       | 8 days        | 8 days      | 8days      | Low      | Monthly         | Business critical | Customer hardship            |
| Time taken to process new Housing Benefit claims                 | 15 days    | 16 days      | 15 days      | 14 days       | 14 days     | 13 days    | Low      | Monthly         | Business critical | Customer hardship            |
| _  |            |              |              |               |             |            |          |                 |                   |                              |

|                            |                         | DEPARTI           | MENTAL BUDG                   | ET AND RESO                        | URCES             |                   |                   |                   |
|----------------------------|-------------------------|-------------------|-------------------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Expenditure                | 9,160                   | 9,429             | 9,084                         | 423                                | 8,886             | 8,689             | 8,713             | 8,737             |
| Employees                  | 5,234                   | 5,288             | 5,152                         | 268                                | 5,103             | 4,947             | 4,947             | 4,947             |
| Premises                   | 36                      | 25                | 29                            | 33                                 | 24                | 24                | 24                | 25                |
| Transport                  | 78                      | 92                | 80                            | 3                                  | 81                | 82                | 83                | 84                |
| Supplies & Services        | 1,466                   | 1,748             | 1,048                         | 199                                | 1,061             | 1,012             | 1,028             | 1,044             |
| 3rd party payments         | 153                     | 81                | 431                           | (79)                               | 438               | 444               | 451               | 457               |
| Transfer Payments          | 45                      | 61                |                               | 0                                  | 0                 | 0                 | 0                 | 0                 |
| Support services           | 2,148                   | 2,134             | 2,343                         | 0                                  | 2,180             | 2,180             | 2,180             | 2,180             |
| Depreciation               | 0                       |                   | 0                             |                                    |                   |                   |                   |                   |
| Revenue 5'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Income                     | 6,833                   | 7,123             | 6,479                         | (643)                              | 6,469             | 6,583             | 6,604             | 6,619             |
| Governent grants           | 1,232                   | 1,259             | 1,232                         | 15                                 | 1,211             | 1,211             | 1,211             | 1,211             |
| Reimbu <b>ka</b> ments     | 1,030                   | 1,231             | 970                           | (330)                              | 970               | 970               | 970               | 970               |
| Customar & client receipts | 2,288                   | 2,457             | 2,308                         | (319)                              | 2,318             | 2,433             | 2,453             | 2,468             |
| Recharges<br>Reserves      | 2,283                   | 2,176             | 1,969                         | (10)                               | 1,969             | 1,969             | 1,969             | 1,969             |
| Reserves                   |                         |                   |                               |                                    |                   |                   |                   |                   |
| Capital Funded             |                         |                   |                               |                                    |                   |                   |                   |                   |
| Council Funded Net Budget  | 2,327                   | 2,306             | 2,604                         | (221)                              | 2,418             | 2,106             | 2,109             | 2,118             |
| Capital Budget £'000s      | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Westminster Coroners Court |                         |                   | 460                           |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |



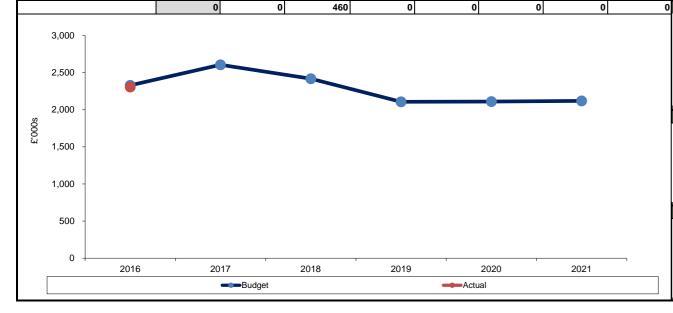


### 2018/19

SD19 Communications staff savings 49k

REP 2018-19 (6) Reduction in running costs budgets £9k

REP 2018-19 (7) Increase in translations income £10k



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

CS2016 -07 Cash Collection Reduction £30k

CS2016 -06 Merton Link - efficiency savings £30k

2018-19 CS08 Increase in income from Enforcement Service  $\pm 100 k$ 

2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k

### 2020/21

Summary of major budget etc. changes

2018-19 CS08 Increase in income from Enforcement Service £20k

### 2021/22

2018-19 CS08 Increase in income from Enforcement Service  ${ t £}15k$ 

|                               |          |   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Customer Services  | 10 OVER THE FOUR YEAR PERIOD |            |                |       |
|-------------------------------|----------|---|---|------------------------------|------------|----------------|-------|
|                               |          |   | PROJECT DESCRIPTION   | MAJOR PROJECT BENEFIT        | Likelihood | Risk<br>Impact | Score |
| Pr                            | oject 1  | Project Title:                          | Universal Credit Implementation   | Economic outcomes            | Enemiood   | impuot         | 00010 |
| Start date                    | 2015-16  | Project Details:                        | Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government - All job centres in |                              | 2          | 1              | 2     |
| End date                      | 2019-20  |   | Merton will implement UC for new claims by April 18   |                              |            |                |       |
| Pr                            | oject 2  | Project Title:                          | Implement an Outside Wedding Venue  | Economic outcomes            |            |                |       |
| Start date                    | 2013-14  | Project Details:                        | Planning permission approved for outside wedding venue at Morden Park House. Funding has identified   |                              | 2          | 2              | 4     |
| End date                      | 2018-19  |   | identified  |                              |            |                |       |
| Pr                            | oject 3  | Project Title:                          | Council Tax support scheme  | Economic outcomes            |            |                |       |
| Start date                    | 2017-18  | Project Details:                        | During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for                |                              | 2          | 1              | 2     |
| End date                      | 2018-19  |   | implementation in 2019/20   |                              |            |                |       |
| Pr                            | oject 4  | Project Title:                          | Review Debt Collection Processes  | Improved effectiveness       |            |                |       |
| Start date                    | 2015-16  | Project Details:                        | With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.                  |                              | 2          | 1              | 2     |
| End date                      | 2018-19  |   | debt collection processes will be undertaken as part of the system implementation.  |                              |            |                |       |
| Pr                            | oject 5  | Project Title:                          | Redesign of Merton Link   | Improved customer experience |            |                |       |
| Start date                    | 2015-16  |   |   |                              | 2          | _              | 2     |
| <del>P</del><br>කු<br>Eල date | 2018-19  | Project Details:                        | Implement the re-design of Merton Link area to improve the customer experience and increase self service  |                              | 2          | 1              | 2     |
| N Pr                          | oject 6  | Project Title:                          |   | Select one major benefit     |            |                |       |
| St <b>&amp;v</b> )date        |          |   |   |                              |            |                |       |
| End date                      |          | Project Details:                        |   |                              | 0          | 0              | 0     |
|                               | oject 7  | Project Title:                          |   | Select one major benefit     |            |                |       |
|                               |          | Froject Title.                          |   | Select one major benefit     |            |                |       |
| Start date                    |          | Project Details:                        |   |                              | 0          | 0              | 0     |
| End date                      |          | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |   |                              |            |                |       |
| Pr                            | roject 8 | Project Title:                          |   | Select one major benefit     |            |                |       |
| Start date                    |          |   |   |                              | 0          | 0              | 0     |
| End date                      |          | Project Details:                        |   |                              |            |                |       |
|                               |          | Decised Title                           |   | Calast and mainth anofit     |            |                |       |
|                               | oject 9  | Project Title:                          |   | Select one major benefit     |            |                |       |
| Start date                    |          | Project Details:                        |   |                              | 0          | 0              | 0     |
| End date                      |          | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |   |                              |            |                |       |
| Pro                           | oject 10 | Project Title:                          |   | Select one major benefit     |            |                |       |
| Start date                    |          |   |   |                              |            |                |       |
|                               |          | Project Details:                        |   |                              | 0          | 0              | 0     |
| End date                      |          |   |   |                              |            |                |       |

|   |                  | Planning Assumptions The Corporate s |                    |                      |                                       |  |              |                      |                 | The Comments startening comm |                |                              |                      |                         |                  |                     |                 |                |   |
|---|------------------|--------------------------------------|--------------------|----------------------|---------------------------------------|--|--------------|----------------------|-----------------|------------------------------|----------------|------------------------------|----------------------|-------------------------|------------------|---------------------|-----------------|----------------|---|
| Clly Mork   | Allison: Deputy  | man Resource                         |                    | v Finance            |                                       |  | Anticina     | ted demand           |                 | 201                          | 6/17           |                              | nning Assur<br>17/18 | •                       | 18/19            | 2019/20             | 2020/21         | 2021/22        | The Corporate strategies your             |
|   | f description of |                                      |                    |                      |                                       | Employees in                               |              | , payroll, advice,   | I&D EAP etc     |                              | 100            |                              | 200                  |                         | 000              | 3800                | 3800            | 3800           | service contributes to Workforce Strategy |
|   |                  |                                      | -                  |                      |                                       | Employees ii                               |              | to be appointed      |                 | 16                           |                |                              | 50                   |                         | 40               | 145                 | 140             | 142            | Economic Development Strategy             |
| 1) Support effective peopl  | le managemen     | t across the                         | organisation       | through              |                                       |  |              | es to be appointed   |                 | 3                            |                |                              | 33                   |                         | 33               | 33                  | 33              | 33             | Equality Strategy                         |
| development of a workford   | ce strategy/TO   | M people lay                         | er                 |                      |                                       | Δ  |              | financial resou      |                 | 201                          |                |                              | 17/18                |                         | 18/19            | 2019/20             | 2020/21         | 2021/22        | Equality Strategy                         |
| Support effective peopl development of a workford by Implement and maintain data, payroll, performanc provide HR advice and Produce HR metrics, and produce HR metrics, and by Produce HR metrics, and produce HR metrics | n efficient HK t | ransactions i<br>Lannraisal I        | for recruitme      | nt, induction, e     | employee                              | ^  |              | f (FTE)              | 1003            | 3                            |                |                              | 35                   |                         | 31               | 31                  | 31              | 31             |   |
| 3) Provide HR advice and  | consultancy s    | upport acros                         | s the Counci       | l                    |                                       |  | Otal         | . ( )                |                 | · ·                          |                | <u> </u>                     |                      | +                       | 01               | 01                  |                 | 01             |   |
| 4) Produce HR metrics, an   | nalyse people-   | related probl                        | ems and take       | e appropriate        | actions                               |  |              |                      |                 | 1                            |                |                              |                      |                         |                  |                     |                 |                |   |
| 5) Produce HR strategies, management  | , policy framew  | orks and sys                         | stems to supp      | port effective p     | people                                |  |              |                      |                 |                              |                |                              |                      | +                       |                  |                     |                 |                |   |
| 6) Support and develop ca   | apacity building | in Members                           | 3                  |                      |                                       |  | Performa     | nce indicator        |                 | Actual Pe                    | erformance     | ce (A) Performance Target (T |                      | (T) Proposed Target (P) |                  |                     |                 |                | Main impact if indicator not              |
| ' ' '   |                  |                                      |                    |                      |                                       | (LBC                                       |              | s highlighted in     | purple)         | 2016/17(A)                   |                |                              | 2019/20(P)           |                         |                  | Polarity            | Reporting cycle | Indicator type | met                                       |
|   |                  |                                      |                    |                      |                                       | (===                                       |              | hire (days)          | r,              | 91                           | 90             | 90                           | 90                   | 90                      | 90               | Low                 | Monthly         | Outcome        | Increased costs                           |
|   |                  |                                      |                    |                      |                                       | No of wor                                  |              | sickness, exclu      | iding schools   | 9.5                          | 7.5            | 7.5                          | 7                    | 7                       | 7                | Low                 | Monthly         | Outcome        | Increased costs                           |
|   |                  |                                      |                    |                      |                                       | 1101 01 1101                               |              | als completed        | ianig concolo   | 96%                          | 98%            | 98%                          | 98%                  | 98%                     | 98%              | High                | Annual          | Outcome        | Poor decision making                      |
|   |                  |                                      |                    |                      |                                       |  |              | L&D satisfaction     |                 | 95%                          | 83%            | 83%                          | 90%                  | 90%                     | 90%              | High                | Quarterly       | Outcome        | Poor decision making                      |
|   |                  |                                      |                    |                      |                                       | No. of                                     |              | vt Apprenticeship Le |                 | N/A                          | 35             | 46                           | 46                   | 46                      | 46               | High                | Quarterly       | Outcome        | Increased costs                           |
|   |                  |                                      |                    |                      |                                       |  |              | engagement (Sta      |                 | 87%                          | N/A            | 87%                          | N/A                  | 87%                     | N/A              | High                | Biennial        | Outcome        | Reputational risk                         |
|   |                  |                                      |                    |                      |                                       | % of staff who would recommend Merton as a |              |                      |                 | 90%                          | N/A            | 90%                          | N/A                  | 90%                     | 14//             | High                | Biennial        | Perception     | Select impact                             |
|   |                  |                                      |                    |                      |                                       | - Class Wild                               |              | esignation rate      | , 222 10 110111 | 90 /o<br>N/A                 | 12%            | 12%                          | 12%                  | 12%                     |                  | Low                 | Quarterly       | Outcome        | Select impact                             |
|   |                  |                                      |                    |                      |                                       |  | . January II | 3                    |                 | 14//                         | 12/0           | 12/0                         | 12/0                 | 12/0                    |                  |                     | - Cauciony      | 2 0.001110     | Color impuor                              |
|   |                  | DEPART                               | MENTAL BUD         | GET AND RESC         | OURCES                                |  |              |                      |                 |                              |                | 0040445 =                    |                      |                         |                  |                     | 1               | 0046461        | •   |
|   |                  |                                      | Original           | T                    |                                       |  |              |                      | 1               |                              | :              | 2018/19 Ex                   | penditure            |                         |                  |                     |                 | 2018/19 Income |   |
| Revenue £'000s  | Final Budget     | Actual                               | Budget             | Forecast             | Budget                                | Budget                                     | Budget       | Budget               |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| Nevellue & 0005   | 2016/17          | 2016/17                              | 2017/18            | Variance 2017/18 P7  | 2018/19                               | 2019/20                                    | 2020/21      | 2021/22              |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| F and the   |                  |                                      |                    |                      |                                       |  |              |                      | l               |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| Expenditure   | 3,177            | 3,105                                |                    |                      |                                       |  |              |                      |                 | 4                            |                |                              |                      | ■Fn                     | nployees         |                     |                 |                |   |
| Employees<br>Premises   | 2,252<br>47      | 2,065<br>35                          |                    |                      | , , , , , , , , , , , , , , , , , , , |  |              |                      |                 |                              |                |                              |                      |                         | , .,             |                     |                 |                | l   |
| Transport   | 2                | 5                                    | (3                 |                      | (3)                                   | ) (3                                       |              |                      | 1               |                              |                |                              |                      | ■ Pr                    | emises           |                     |                 |                |   |
| Supplies & Services   | 495              | 545                                  | 220                | 6 35                 | 229                                   | 232  | 235          | 238                  |                 |                              |                |                              |                      |                         | omioco           |                     |                 |                | <b>\</b>                                  |
| 3rd party payments  | 0                |                                      | 29                 |                      |                                       |  |              |                      | 1 /             |                              |                |                              |                      | ит.                     | ansport          |                     |                 |                | ■Reimbursements                           |
| Support services  | 381              | 455                                  | 398                | 8                    | 398                                   | 398  | 398          | 398                  | ,               |                              |                | l                            |                      |                         | ansport          |                     |                 |                | 1   |
| Depreciation  |                  |                                      | Original           | Forecast             |                                       |  | <u> </u>     |                      |                 |                              |                |                              |                      | -0.                     | !: 0 0:          | .                   | J               |                | ■Customer & client receipts               |
| Revenu <u>e £</u> '000s   | Final Budget     | Actual                               | Budget             | Variance             | Budget                                | Budget                                     | Budget       | Budget               | l V             |                              |                |                              |                      | ■ St                    | pplies & Service | s                   |                 |                |   |
| Ū   | 2016/17          | 2016/17                              | 2017/18            | 2017/18 P7           | 2018/19                               | 2019/20                                    | 2020/21      | 2021/22              | I 1             |                              |                |                              |                      |                         |                  |                     | \               | -              |   |
| Income  | 3,333            | 2,900                                | 2,95               | 3 69                 | 2,953                                 | 2,954                                      | 2,954        | 2,953                | ١ '             |                              |                |                              |                      | ■3rd                    | d party payments | 5                   |                 |                | ■ Recharges                               |
| Government grants   |                  |                                      | _                  |                      |                                       |  |              |                      |                 |                              |                |                              |                      | /                       |                  |                     |                 |                |   |
| Reimbutements Customer & client receipts  | 79<br>391        | 70<br>368                            |                    |                      | 79                                    |  |              |                      | 1               |                              |                |                              |                      | ■Su                     | pport services   |                     |                 |                |   |
| Recharges   | 2,863            | 2,462                                |                    |                      | 2,315                                 |  |              |                      | 1               |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| Rechardes<br>Reserves   | 2,000            | 2,102                                | 2,01.              | 1                    | 2,0.0                                 | 2,010                                      | 2,010        | 2,0.0                | 1               |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| Capital frunded   |                  |                                      |                    |                      |                                       |  |              |                      | ]               |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| Council Funded Net Budget   | (156)            | 205                                  |                    | (-)                  | (142)                                 | (131)                                      | (120)        | (108)                |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| Capital Budget £'000s   | Final Budget     | Actual                               | Original<br>Budget | Forecast<br>Variance | Budget                                | Budget                                     | Budget       | Budget               |                 |                              |                |                              |                      |                         | Summary          | of major budget etc | changes         |                |   |
| Cupital Dauget 2 0000   | 2016/17          | 2016/17                              | 2017/18            | 2017/18 P7           | 2018/19                               | 2019/20                                    | 2020/21      | 2021/22              |                 |                              |                |                              |                      |                         | Cummary          |                     | o. onungeo      |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  | 2018/19             |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      | CSREP 2018-19   | 9 (12) Reducti               | ion in posts a | across the dep               | partment £1          | 85k                     |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              | -              | •                            |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      | 1               |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      | 1               |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   | 0                | 0                                    | 1                  | 0  0                 | )  0                                  | )  0                                       | (            | )  0                 |                 |                              |                |                              |                      |                         |                  | 2019/20             |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 250   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 000   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 200 -   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 150 -   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 130   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 100 -   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  | 2020/21             |                 |                |   |
| %<br>50 -   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 4   | <b>■</b> Budget  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 0   |                  | <u> </u>                             |                    | -                    | -                                     |  |              | Actual               |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 2016  | 20               | 17                                   | 2018               | 2019                 | )                                     | 2020                                       | 2021         |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| -50 -   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| -100 -  |                  |                                      |                    |                      |                                       |  | _            |                      |                 |                              |                |                              |                      |                         |                  | 0001/00             |                 |                |   |
| -100  |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  | 2021/22             |                 |                |   |
| -150 -  |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| 100   |                  |                                      | _                  |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| -200  |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
| Ī   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |
|   |                  |                                      |                    |                      |                                       |  |              |                      |                 |                              |                |                              |                      |                         |                  |                     |                 |                |   |

|                       |             |                  | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O<br>Human Resources  | F 10 OVER THE FOUR YEAR PERIOD        |             |          |       |
|-----------------------|-------------|------------------|---|---------------------------------------|-------------|----------|-------|
|                       |             |                  | PROJECT DESCRIPTION   | MAJOR PROJECT BENEFIT                 | Likelihood  | Risk     | Score |
| Pr                    | oject 1     | Project Title:   | Workforce Strategy  | Improved staff skills and development | Likeliilood | IIIIpact | Score |
| Start date            | 2014-15     | Project Details: | Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change                            |                                       | 3           | 3        | 9     |
| End date              | 2018-19     |                  | organisational onango   |                                       |             |          |       |
| Pr                    | oject 2     | Project Title:   | Establishment and workforce   | Improved staff skills and development |             |          |       |
| Start date            | 2015-16     | Project Details: | Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff |                                       | 3           | 4        | 12    |
| End date              | 2018-19     |                  |   |                                       |             |          |       |
|                       | oject 3     | Project Title:   | Review HR policies  | Improved effectiveness                |             |          |       |
| Start date            | 2015-16     | Project Details: | Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development                                    |                                       | 3           | 3        | 9     |
| End date              | 2018-19     |                  |   |                                       |             |          |       |
|                       | oject 4     | Project Title:   | Review and retender key HR contracts  | Improved effectiveness                |             |          |       |
| Start date            | 2016-17     | Project Details: | Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA   |                                       | 3           | 3        | 9     |
| End date              | 2018-19     | Desired Title    |   | Out of a constant and fit             |             |          |       |
|                       | oject 5     | Project Title:   |   | Select one major benefit              |             |          |       |
| Start date            |             | Project Details: |   |                                       | 0           | 0        | 0     |
| ච<br>පුල්date<br>ල    |             | ,                |   |                                       |             |          |       |
| ဂိ                    | oject 6<br> | Project Title:   |   | Select one major benefit              |             |          |       |
| St <b>&amp;T</b> date |             | Project Details: |   |                                       | 0           | 0        | 0     |
| End date              |             | ,                |   |                                       |             |          |       |
| Pr                    | oject 7     | Project Title:   |   | Select one major benefit              |             |          |       |
| Start date            |             | Project Details: |   |                                       | 0           | 0        | 0     |
| End date              |             | Troject Details. |   |                                       |             |          |       |
| Pr                    | oject 8     | Project Title:   |   | Select one major benefit              |             |          |       |
| Start date            |             | Project Details: |   |                                       | 0           | 0        | 0     |
| End date              |             | Project Details. |   |                                       |             |          |       |
| Pr                    | oject 9     | Project Title:   |   | Select one major benefit              |             |          |       |
| Start date            |             |                  |   |                                       | 0           | 0        | 0     |
| End date              |             | Project Details: |   |                                       |             |          | -     |
| Pro                   | pject 10    | Project Title:   |   | Select one major benefit              |             |          |       |
| Start date            |             |                  |   |                                       |             |          | _     |
| End d-+-              |             | Project Details: |   |                                       | 0           | 0        | 0     |
| End date              |             |                  |   |                                       |             |          |       |

### Enter a brief description of your main activities and objectives below Infrastructure & Transactions Division (I&T) is a support service made up of six functions

Infrastructure and Transactions Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance

**IT Service Delivery** - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.

Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.

Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing

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

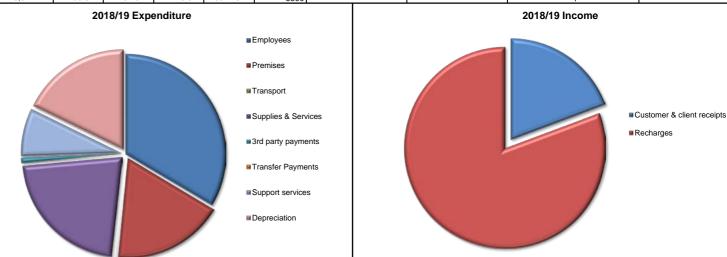
Client Financial Affairs - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.

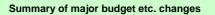
Commercial Services & Procurement - Are the strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.

|  |                          | Planning Assum           | ptions                    |         |         | The Corporate strategies your |                                     |
|--|--------------------------|--------------------------|---------------------------|---------|---------|-------------------------------|-------------------------------------|
| Anticipated demand                                     | 2016/17                  | 2017/18                  | 2018/19                   | 2019/20 | 2020/21 | 2021/22                       | service contributes to              |
| Repairs & Maintenance of Corporate Buildings (Revenue) | 740,000                  | 740,000                  | 700,00                    | 600,00  | 600,00  | 600,000                       | Civic Centre Accommodation Strategy |
| IT Service Calls                                       | 28,500                   | 28,500                   | 27,800                    | 25,500  | 25,000  | 25,000                        | IT Strategy and Implementation Plan |
| Health & Safety Statutory Inspections                  | 100                      | 100                      | 100                       | 100     | 100     | 100                           | Risk Management Strategy            |
| Transactions requested by departments                  | 115,000                  | 85,000                   | 80,000                    | 80,000  | 80,000  | 80,000                        | Local Plan                          |
| Number of Client Affairs cases being managed           | 250                      | 250                      | 250                       | 250     | 250     | 250                           | Procurement Strategy                |
| Procurement Support (Number of projects)               | 45                       | 50                       | 42                        | 42      | 42      | 42                            | Workforce Strategy                  |
| Anticipated non financial resources                    | 45 50<br>2016/17 2017/18 |                          | 2018/19                   | 2019/20 | 2020/21 | 2021/22                       | Medium Term Financial Strategy      |
| FM (FTE)   | 32.9                     | 32.9                     | 35.5                      | 33.5    | 33.5    | 30.5                          |                                     |
| Transactional Services (FTE)                           | 13.3                     | 13.3                     | 13.3                      | 10.3    | 10.3    | 10.3                          |                                     |
| IT Service Delivery (FTE)                              | 30                       | 29                       | 27                        | 27      | 27      | 27                            |                                     |
| Safety Services (FTE)                                  | 5.5                      | 5                        | 4                         | 4       | 4       | 4                             |                                     |
| Client Financial Affairs (FTE)                         | 7                        | 7                        | 7                         | 7       | 7       | 7                             |                                     |
| Commercial Services & Procurement (FTE)                | 5                        | 5                        | 9                         | 9       | 9       | 7                             |                                     |
| Management   | 2                        | 2                        | 2                         | 2       | 2       | 2                             |                                     |
| Performance indicator                                  | Actual Performance Targe | t (A) Performance Target | t (T) Proposed Target (P) |         |         |                               | Main impact if indicator not        |

| Management  | 2             | !            | 2              |              | 2             |              | 2        | 2               | 2                 |                              |
|---|---------------|--------------|----------------|--------------|---------------|--------------|----------|-----------------|-------------------|------------------------------|
| Performance indicator                                       | Actual Perfor | rmance Targe | et (A) Perforr | nance Target | t (T) Propose | d Target (P) | Polarity | Departing evels | Indicator type    | Main impact if indicator not |
| (LBC2020 indicators highlighted in purple)                  | 2016/17(A)    | 2017/18(T)   | 2018/19(P)     | 2019/20(P)   | 2020/21(P)    | 2021/22(P)   | Polarity | Reporting cycle | indicator type    | met                          |
| Customer Satisfaction - IT incident resolution              | 95%           | 90%          | 90%            | 90%          | 90%           | 90%          | High     | Monthly         | Outcome           | Reduced customer service     |
| First time fix rate for IT Service Desk                     | 83%           | 72%          | 75%            | 75%          | 75%           | 75%          | High     | Monthly         | Outcome           | Reduced service delivery     |
| Health and Safety workplace inspections completed on time   | 36            | 60           | 50             | 50           | 50            | 50           | High     | Quarterly       | Outcome           | Breach statutory duty        |
| Income - External Fees                                      | 261,286       | 320,000      | 320,000        | 320,000      | 320,000       | 320,000      | High     | Quarterly       | Output            | Loss of income               |
| Invoices paid within 30 days from invoice date              | 91%           | 95%          | 95%            | 95%          | 95%           | 95%          | High     | Monthly         | Business critical | Reduced service delivery     |
| Invoices paid within 30 days of receipt by LBM              | 95%           | 95%          | 95%            | 95%          | 95%           | 95%          | High     | Monthly         | Business critical | Reduced service delivery     |
| Number of staff working from Civic Centre                   | 1,189         | 1,400        | 1,200          | 1,300        | 1,400         | 1,400        | High     | Quarterly       | Outcome           | Underused resource           |
| Repairs & Maintenance ratio of Reactive to Planned          | 34/66         | 30/70        | 30/70          | 30/70        | 30/70         | 30/70        | High     | Annual          | Outcome           | Increased costs              |
| New referrals processed within 21 days                      | 94%           | 93%          | 94%            | 95%          | 95%           | 95%          | High     | Monthly         | Outcome           | Reduced customer service     |
| Client Post Office voucher acc't balance falls below £2.5K  | 1             | 0            | 0              | 0            | 0             | 0            | Low      | Monthly         | Outcome           | Customer hardship            |
| % of influencible spend published on contracts register     | N/A           | 70%          | 85%            | 95%          | 100%          | 100%         | High     | Quarterly       | Outcome           | Reputational risk            |
| % of suppliers accounting for the 20% of influencible spend | N/A           | 70%          | 60%            | 50%          | 40%           | 40%          | Low      | Annual          | Output            | Increased costs              |
| CO2 emissions from corporate buildings (tonnes)             | 6,924         | 7739.84      | 7434.32        | 7128.8       | 6914.94       | 6800         | Low      | Annual          | Output            | Environmental issues         |

|                            |                         |                   |                               |                                    |                   | 002 0             |                   | orate bananing    |
|----------------------------|-------------------------|-------------------|-------------------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                            |                         | DEPARTM           | ENTAL BUDGE                   | T AND RESOU                        | RCES              |                   |                   |                   |
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Expenditure                | 13,824                  | 12,585            | 12,844                        | (194)                              | 12,045            | 11,734            | 11,741            | 11,82             |
| Employees                  | 4,378                   | 4,437             | 4,113                         | 182                                | 4,045             | 3,903             | 3,829             | 3,82              |
| Premises                   | 2,665                   | 2,205             | 2,674                         | 141                                | 2,162             | 2,103             | 2,143             | 2,18              |
| Transport                  | 25                      | 15                | 30                            | (9)                                | 26                | 27                | 27                | 2                 |
| Supplies & Services        | 3,183                   | 2,790             | 2,655                         | (392)                              | 2,628             | 2,516             | 2,555             | 2,59              |
| 3rd party payments         | 0                       |                   | 312                           | (112)                              | 98                | 99                | 101               | 10                |
| Transfer Payments          | 9                       | 18                | 9                             | (5)                                | 9                 | 9                 | 9                 |                   |
| Support services           | 1,423                   | 979               | 911                           | 0                                  | 936               | 936               | 936               | 93                |
| Depreciation               | 2,141                   | 2,141             | 2,140                         | 0                                  | 2,140             | 2,140             | 2,140             | 2,14              |
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Income                     | 12,207                  | 12,557            | 12,638                        | (251)                              | 12,397            | 12,587            | 12,587            | 12,58             |
| Government grants          |                         |                   |                               |                                    |                   |                   |                   |                   |
| Reimbursements             |                         |                   |                               |                                    | 46                | 46                | 46                | 4                 |
| Customer & client receipts | 2,351                   | 1,935             | 2,674                         | (190)                              | 2,387             | 2,577             | 2,577             | 2,57              |
| Recharges                  | 9,856                   | 10,622            | 9,964                         | (61)                               | 9,964             | 9,964             | 9,964             | 9,96              |
| Reserves                   |                         |                   |                               |                                    |                   |                   |                   |                   |
| Capital Funded             |                         |                   |                               |                                    |                   |                   |                   |                   |
| Council Funded Net Budget  | 1,617                   | 28                | 206                           | 57                                 | (352)             | (853)             | (846)             | (765              |
| Capital Budget £'000s      | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |
| Capital Building Works     |                         | 558               | 733                           |                                    | 600               | 950               | 650               | 65                |
| Invest to Save             |                         | 401               | 1,479                         |                                    | 2,010             | 300               | 300               | 30                |
| IT Modernisation           |                         | 903               | 2,268                         |                                    | 1,085             | 630               | 1,060             | 97                |
| Water / Fire Safety Works  |                         | 183               | 447                           |                                    | 350               |                   |                   |                   |
|                            |                         |                   |                               |                                    |                   |                   |                   |                   |
|                            |                         | 2015              | 4.007                         |                                    | 40:5              | 4.000             | 2012              | 4.00              |
|                            | 0                       | 2,045             | 4,927                         | 0                                  | 4,045             | 1,880             | 2,010             | 1,92              |





2018/19

CS71 Deletion of two posts 43k (deferred by 6 months)

CSD2 Energy savings 150k

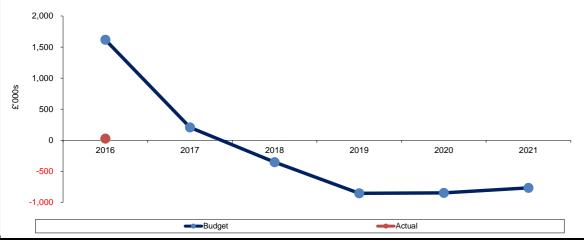
CS2015-09 Restructure of Safety Services and Emergency Planning 30k

CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K

CSREP 2018-19 (1) Renegotiation of income generated through the corporate catering contract £20k

CSREP 2018-19 (2) Review the specification on the corporate cleaning contract and reduce frequency of visits £15k

2019/20



CS2016-08 Income from letting two floors vacant space in Civic Centre £190 CS2015-03 Restructure of Transactional Services team 50k

CSD7 Restructure Print and Post service and delete two posts 23k

2018-19 CS01 Revenue Saving associated with current MFD contract £150k

2018-19 CS02 Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k

2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description. £33k

### 2020/21

CS2015-03 Restructure of Transactional Services team 50k

CSD7 Restructure Print and Post service and delete two posts 24k

|            |         |                   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM Infrastructure and Transactions  |                               |             |                |       |
|------------|---------|-------------------|--|-------------------------------|-------------|----------------|-------|
|            |         |                   | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFIT         | Likelihood  | Risk<br>Impact | Score |
| Pr         | oject 1 | Project Title:    | Implementation of IT Strategy & Plan   | Improved efficiency (savings) | Likeiiiiood | Шраст          | Score |
| Start date | 2016-17 | Project Details:  | Implementation of corporate IT Strategy & Plan which has been developed on the basis of information  |                               | 3           | 2              | 6     |
| End date   | 2018-19 | ,                 | derived from departmental Target Operating Models.   |                               |             |                |       |
| Pr         | oject 2 | Project Title:    | Digital Archiving of existing paper records  | Improved efficiency (savings) |             |                |       |
| Start date | 2014-15 | Project Details:  | Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact |                               | 1           | 1              | 1     |
| End date   | 2018-19 | ,                 | programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).   |                               |             |                |       |
| Pr         | oject 3 | Project Title:    | Upgrading of IT Disaster Recovery Arrangements   | Risk reduction and compliance |             |                |       |
| Start date | 2013-14 | Project Details:  | Complete works to improve disaster recovery arrangements for the Councils main IT systems and  |                               | 2           | 3              | 6     |
| End date   | 2017-18 | ,                 | minimise any potential loss of service in the event of a major incident or IT equipment failure.   |                               |             |                |       |
| Pr         | oject 4 | Project Title:    | Replacement of PABX Equipment  | Risk reduction and compliance |             |                |       |
| Start date | 2017/18 | Project Details:  | Replace obsolete PABX and associated telephony equipment.  |                               | 2           | 3              | 6     |
| End date   | 2018/19 | 1 Tojout Botano.  |  |                               |             |                |       |
| Pr         | oject 5 | Project Title:    | Implement New Procurement Service Delivery Model   | Improved effectiveness        |             |                |       |
| Start date | 2016-17 | Project Details:  | Implement a new "Centre led" procurement operating model and embed catagory management across the Council.   |                               | 4           | 2              | 8     |
| Eco date   | 2018-19 |                   | the Council.   |                               |             |                |       |
|            | oject 6 | Project Title:    | Energy "Invest to Save" Initiatives  | Improved efficiency (savings) |             |                |       |
| Standdate  | 2017-18 | Project Details:  | Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum         |                               | 3           | 2              | 6     |
| End date   | 2018-19 | ojeet 2 etaile.   | financial pay back of between 7 and 10 years.  |                               |             |                |       |
| Pr         | oject 7 | Project Title:    | Undertake 'Make/Buy/Share' reviews of key service provision  | Improved efficiency (savings) |             |                |       |
| Start date | 2017-18 | Project Details:  | Review of current operational service delivery models to ensure that the Council is utilising the most   |                               | 3           | 2              | 6     |
| End date   | 2018-19 | ,                 | cost effective and efficient means of providing services to both internal and external customers.  |                               |             |                |       |
| Pr         | oject 8 | Project Title:    | Review Departmental Business Continuity/Disaster Recovery plans  | Risk reduction and compliance |             |                |       |
| Start date | 2016-17 | Project Details:  | Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and   |                               | 2           | 2              | 4     |
| End date   | 2017-18 | 1 Toject Details. | arrangements in order to ensure that they are robust and fit for purpose.  |                               |             |                |       |
| Pr         | oject 9 | Project Title:    | Upgrade to Office 365  | Improved effectiveness        |             |                |       |
| Start date | 2018/19 | Project Details:  | Complete works to upgrade from current version of Microsoft Office to Office 365 and implement   |                               | 4           | 3              | 12    |
| End date   | 2019/20 |                   | cloud based services, including telephony.   |                               |             |                |       |

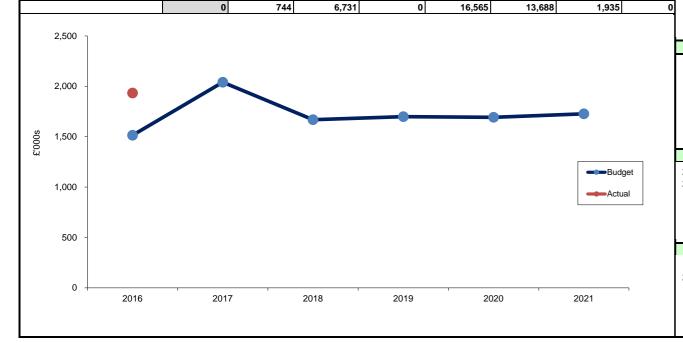
| Resources   |  |                       | Planning Assu            | mptions                |          |                 |                | The Corporate strategies your   |
|---|--|-----------------------|--------------------------|------------------------|----------|-----------------|----------------|---------------------------------|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance   | Anticipated demand                                     | 2016/17               | 2017/18                  | 2017/18 2018/19        |          | 2020/21         | 2021/22        | service contributes to          |
| Enter a brief description of your main activities and objectives below  | Revenue/Capital Budget Managers                        | 147/23                | 139/23                   | 139/23                 | 139/23   | 139/23          | 139/23         | Medium Term Financial Strategy  |
| Resources is made up of four major areas of activity:   | Voluntary Sector Organisations Supported               | 150+                  | 150+                     | 150+                   | 150+     |                 |                | Capital Strategy                |
|   | Budget, Service, Performance & Risk Monitoring Reports | 8                     | 8                        | 8                      | 8        | 8               | 8              | Equality Strategy               |
| Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling  | Budget, Service, Performance & Risk Closing Reports    | 2                     | 2                        | 2                      | 2        | 2               | 2              | Procurement Strategy            |
| and reporting & monitoring. Over the next four years we will transform by improving use of  | Anticipated non financial resources                    | 2016/17               | 2017/18                  | 2018/19                | 2019/20  | 2020/21         | 2021/22        | Risk Management Strategy        |
| technology /reviewing processes /how information is stored in our financial systems.  | Staff (FTE)  | 54.6                  | 51.6                     | 48.6                   | 47.6     | 47.6            | 47.6           | Treasury Management Strategy    |
| Business planning - manage Financial Strategy & Capital Strategy/Monitoring Financial   | Staff (Trainees)                                       | 4                     | 2                        | 2                      | 2        |                 | 2              | Voluntary Sector Strategy       |
| Systems Liaison & Development, Business & Service Planning, Performance Management  | Staff (Apprentices)                                    | 0                     | 0                        | 0                      | 0        | 0               | 0              | Corporate Asset Management Plan |
| (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk integrate financial business & parformance information. Over the next four years we will   | Performance indicator                                  | Actual Performance    | (A) Performance Target ( | T) Proposed Target (P) | Polarity | Departing avale | Indicator type | Main impact if indicator not    |
| improve robustness of our systems & projections, challenge services to improve their  | (LBC2020 indicators highlighted in purple)             | 2016/17(A) 2017/18(T) | 2018/19(P) 2019/20(P)    | 2020/21(P) 2021/22(P)  | Polarity | Reporting cycle | indicator type | met                             |
| Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice. | Accuracy of P10 Revenue Forecast (compared to outturn) | 91% 90%               | 90% 90%                  | 90%                    | High     | Annual          | Outcome        | Poor decision making            |
| legislation and best practice.  | Accuracy of P8 Capital Forecast                        | 91.5% 90%             | 90% 90%                  | 90%                    | High     | Annual          | Outcome        | Poor decision making            |
|   |  |                       |                          |                        |          |                 |                |                                 |

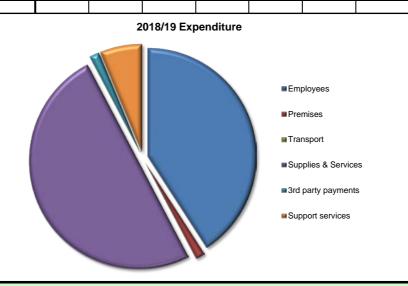
Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

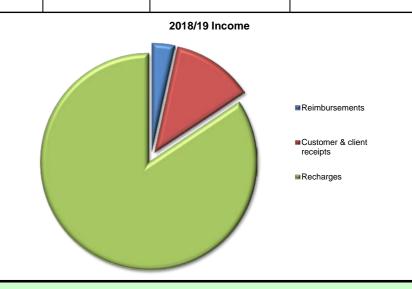
<u>Treasury and pensions</u> - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for

| Voluntary Coolor Organications Supported               | 10         | JUT        | ''          | JUT           | 13                     | υ <del>τ</del> | 130+     |                 |                   | ı    | oupital otherogy             |  |
|--|------------|------------|-------------|---------------|------------------------|----------------|----------|-----------------|-------------------|------|------------------------------|--|
| Budget, Service, Performance & Risk Monitoring Reports |            | 8          |             | 8             |                        | В              | 8        | 8               | 8                 | 1    | Equality Strategy            |  |
| Budget, Service, Performance & Risk Closing Reports    |            | 2          |             | 2             |                        | 2              | 2        | 2               | 2                 | i    | Procurement Strategy         |  |
| Anticipated non financial resources                    | 201        | 6/17       | 201         | 7/18          | 201                    | 8/19           | 2019/20  | 2020/21         | 2021/22           |      | Risk Management Strategy     |  |
| Staff (FTE)  | 54         | 4.6        | 5           | 1.6           | 48                     | 3.6            | 47.6     | 47.6            | 47.6              | Tr   | easury Management Strategy   |  |
| Staff (Trainees)                                       | ,          | 4          |             | 2             |                        | 2              | 2        | 2               | 2                 | 1    | Voluntary Sector Strategy    |  |
| Staff (Apprentices)                                    | 0          |            | 0           |               | 0                      |                | 0        | 0               | 0                 | Corr | porate Asset Management Plan |  |
| Performance indicator                                  |            |            | A) Performa | nce Target (T | T) Proposed Target (P) |                | Polarity | Bonorting avala | Indicator type    |      | Main impact if indicator not |  |
| (LBC2020 indicators highlighted in purple)             | 2016/17(A) | 2017/18(T) | 2018/19(P)  | 2019/20(P)    | 2020/21(P)             | 2021/22(P)     | Polarity | Reporting cycle | indicator type    |      | met                          |  |
| Accuracy of P10 Revenue Forecast (compared to outturn) | 91%        | 90%        | 90%         | 90%           | 90%                    |                | High     | Annual          | Outcome           |      | Poor decision making         |  |
| Accuracy of P8 Capital Forecast                        | 91.5%      | 90%        | 90%         | 90%           | 90%                    |                | High     | Annual          | Outcome           |      | Poor decision making         |  |
| Number of Adjustments to Draft Accounts                | 0          | 0          | 0           | 0             | 0                      |                | Low      | Annual          | Business critical |      | Government intervention      |  |
| Action plans in place for 'red' risks                  | 100%       | 90%        | 90%         | 90%           | 90%                    |                | High     | Quarterly       | Outcome           |      | Poor decision making         |  |
| % of Loans Paid on Time                                | N/A        | 92%        | 93%         | 94%           | 94%                    |                | High     | Quarterly       | Business critical |      | Reputational risk            |  |
| % of Claims Responded to within 5 Working Days         | N/A        | 94%        | 95%         | 96%           | 96%                    |                | High     | Quarterly       | Outcome           |      | Reduced customer service     |  |
| Delivery against current year MTFS savings target      | N/A        | 100%       | 100%        | 100%          | 100%                   |                | High     | Quarterly       | Business critical |      | Poor decision making         |  |
|  |            |            |             |               |                        |                |          |                 |                   |      |                              |  |
|  |            |            |             |               |                        |                |          |                 |                   |      |                              |  |
|  |            |            |             |               |                        |                |          |                 |                   |      |                              |  |

|                            |                         | DEPARTM           | ENTAL BUDGE                   | T AND RESOUR                       | RCES              |                   |                   |                   |          |
|----------------------------|-------------------------|-------------------|-------------------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|----------|
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |          |
| Expenditure                | 7,931                   | 8,142             | 7,715                         | 364                                | 7,471             | 7,501             | 7,494             | 7,530             |          |
| Employees                  | 3,387                   | 3,524             | 3,229                         | 293                                | 3,054             | 3,024             | 3,024             | 3,024             | ĺ        |
| Premises                   | 101                     | 105               | 103                           | 2                                  | 104               | 106               | 107               | 109               |          |
| Transport                  | 2                       | 5                 | 2                             | 1                                  | 2                 | 2                 | 2                 | 2                 |          |
| Supplies & Services        | 3,971                   | 3,943             | 3,807                         | 68                                 | 3,735             | 3,793             | 3,783             | 3,815             | ĺ        |
| 3rd party payments         | 157                     | 157               | 108                           | 0                                  | 109               | 111               | 113               | 114               | ĺ        |
| Support services           | 313                     | 408               | 466                           | 0                                  | 466               | 466               | 466               | 466               |          |
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget 2021/22    |          |
| Income                     | 6,417                   | 6,209             | 5,674                         | (143)                              | 5,802             | 5,802             | 5,802             | 5,802             | ĺ        |
| Government grants          |                         |                   |                               |                                    |                   |                   |                   |                   |          |
| Reimbersements             | 54                      | 396               | 54                            | (151)                              | 198               | 198               |                   | 198               |          |
| Customer & client receipts | 726                     | 775               | 726                           | 8                                  | 710               | 710               |                   | 710               | ĺ        |
| Recharges                  | 5,637                   | 5,038             | 4,894                         |                                    | 4,894             | 4,894             | 4,894             | 4,894             |          |
| 2                          |                         |                   |                               |                                    |                   |                   |                   |                   | ĺ        |
| 0                          |                         |                   |                               |                                    |                   |                   |                   |                   |          |
| Coun of unded Net Budget   | 1,514                   | 1,933             | 2,041<br>Original             | 221<br>Forecast                    | 1,669             | 1,699             | 1,692             | 1,728             |          |
| Capital Budget £'000s      | Final Budget<br>2016/17 | Actual<br>2016/17 | Budget<br>2017/18             | Variance<br>2017/18 P7             | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |          |
| Financial Systems          |                         | 538               | 18                            |                                    |                   |                   |                   |                   |          |
| ePayments                  |                         |                   | 107                           |                                    |                   |                   | 125               |                   | S        |
| Invoice Scanning SCIS/FIS  |                         |                   | 41                            |                                    |                   |                   |                   |                   | <u>S</u> |
| Multi-Function Device      |                         |                   | 36                            |                                    |                   | 600               |                   |                   | Č        |
| Acquisitions Budget        |                         | 206               | 5,580                         |                                    | 5,792             |                   |                   |                   | c        |
| Capital Bidding Fund       |                         |                   |                               |                                    | 1,186             |                   |                   |                   | Ĭ        |
| Housing Company            |                         |                   | 949                           |                                    | 9,587             | 13088             | 1810              |                   | 1        |







## Summary of major budget etc changes

### 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 75k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11) CSREP 2018-19 (3) Miscellaneous budgets within Resources £13k

CSREP 2018-19 (4) Recharges to the pension fund £128k

### 2019/20

2018-19 CS05 Reduction in permanent staffing £30k

### 2020/21

2018-19 CS06 Miscellaneous budgets within Resources £17k 2018-19 CS07 Retender of insurance contract £50k

### 2021/22

2018-19 CS07 Retender of insurance contract £25k

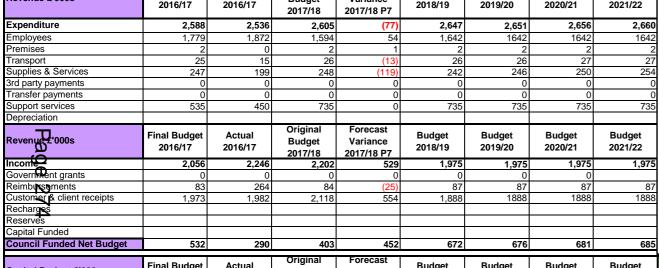
|                        |                    |                                 | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Resources   |  |            |        |       |
|------------------------|--------------------|---------------------------------|--|--|------------|--------|-------|
|                        |                    |                                 | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFIT  |            | Risk   |       |
| Pro                    | oject 1            | Project Title:                  | Evaluation of future funding levels  | Risk reduction and compliance  | Likelihood | Impact | Score |
| Start date             | 2017-18            | Project Details:                | Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.  | Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received. | 2          | 2      | 4     |
|                        | - ' 1 0            | Desired Title                   | , ,  | Lancon de Martine con  |            |        |       |
| Start date             | 2013-14<br>2018-19 | Project Title: Project Details: | Financial systems re-engineering programme  Procurement of a single integrated financial system to replace the suite of products that are currently used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. The system went live on 06/02/17 and the accounts were closed using the new system. A post-implementation review has been completed with a system controls Internal Audit Review scheduled for 2018. A programme of development has been | Improved effectiveness  Lean reviews being undertaken on to areas of operation.  | 2          | 2      | 4     |
| Lift date              | 2010-19            |                                 | agreed and a permanent team of three people is being established within Business Planning to develop and maintain the system in accordance with legislation and best practice.   |  |            |        |       |
| Pro                    | oject 3            | Project Title:                  | Develop and implement whole life costing for capital projects  | Improved effectiveness   |            |        |       |
| Start date  End date   | 2018-19            | Project Details:                | This project will be undertaken in four stages  1) Develop a template to capture appropriate information  2) Pilot the template on two selected schemes  3) Amend the template  4) Apply the temple to selected schemes  |  | 3          | 2      | 6     |
| Pro                    | oject 4            | Project Title:                  | Improve joint finance and business planning  | Improved effectiveness   |            |        |       |
| Start date             | 2016-17            | Project Details:                | The project requires the quarterly update of service plans scheduled to start with September 2017  |  | 2          | 2      | 4     |
| End date               | 2018-19            | ŕ                               | information. Provision made this year to update financial information for Period 7 monitoring  |  |            |        |       |
| P Pro                  | oject 5            | Project Title:                  | Pilot Early closure of Accounts 2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close   | Improved effectiveness   |            |        |       |
| Stan date  O  Encodate | 2015-16            | Project Details:                | deadlines apply.  Work is currently underway to ensure the lessons learned from the 16/17 closedown process and external auditors comment are addressed and changes implemented for 17/18  | Current performance indicators will be adjusted for this.  | 1          | 3      | 3     |
| (O                     | 2010-19            |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |
|                        |                    |                                 |  |  |            |        |       |

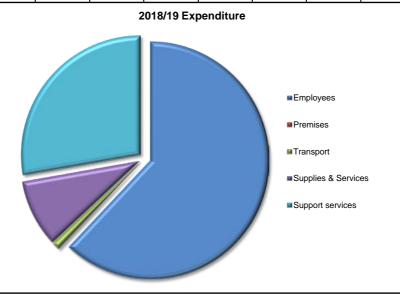
| Silai  | red Legal Services                               | s                           |                        |  |                   |                   |                      |                           |                      |                       | Pla                   | nning Assun           | nptions               |                  |                 |                 |                   | The Corporate strategies your          |
|--|--|-----------------------------|------------------------|--|-------------------|-------------------|----------------------|---------------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|-----------------|-----------------|-------------------|--|
| Cllr Mark Allison: Deputy  |  |                             | Finance                |  |                   | Anticipat         | ted demand           |                           | 201                  | 6/17                  |                       | 7/18                  | 201                   | 8/19             | 2019/20         | 2020/21         | 2021/22           | service contributes to                 |
| Enter a brief description of y   |  |                             |                        |  |                   |                   | nours for Merton     |                           |                      | 500                   |                       | ,125                  |                       | 125              | 19125           |                 |                   | Contribute to all Corporate Strategies |
| , and a second a second and a second a second and a second a second and a second and a second a second a second a second and a second |  |                             |                        |  |                   |                   | ours for Richmond    | d                         |                      | 895                   |                       | ,828                  | 13,                   |                  | 13828           |                 |                   |  |
|  |  |                             |                        | }  |                   |                   | hours for Sutton     |                           | 198                  |                       |                       | ,835                  | 22,                   |                  | 22835           |                 |                   |  |
| The service delivers legal advice, supp  | ort and represer                                 | ntation to all              | I services acr         | ross the   |                   |                   | ours for Kingston    | ]                         | 113                  |                       |                       | ,329                  |                       | 329              | 11329           |                 |                   |  |
| London Borougns of Merton, Sutton, Ric<br>Kingston upon Thames, including to are   | nnona, wands<br>ns lenath deliver                | worth and the rv vehicles ( | (Achieving fo          | rougn of<br>or Children                          | (                 |                   | irs for Wandswor     |                           |                      |                       |                       | ,487                  |                       | 487              | 22487           |                 |                   |  |
| The service delivers legal advice, support<br>London Boroughs of Merton, Sutton, Ric<br>Kingston upon Thames, including to arm<br>and currently ,Sutton Housing Partnersh<br>The service also provides advice in relat   | ip) and several                                  | local autho                 | ority trading c        | ompanies.  |                   |                   | r Achieving for Cl   |                           | 115                  | 583                   |                       | ,222                  |                       | 222              | 11222           |                 |                   |  |
| The service also provides advice in relat<br>processes in all councils and advice to n   | tion to the const                                | itution and o               | decision mak           | ang  | Chargea           | able hours for S  | utton Housing Pa     | artnership                | 25                   |                       |                       | 516                   | 2,                    | 516              | 2516            |                 |                   |  |
| processes in all councils and advice to n  | nombers in relat                                 | uon to theil                | 10163.                 | ŗ  | An                |                   | financial resour     | ces                       | 201                  |                       | 201                   |                       | 201                   | 8/19             | 2019/20         | 2020/21         | 2021/22           |  |
|  |  |                             |                        | ŗ  |                   | Staff             | f (FTE)              |                           | 92                   | 2.3                   | 10                    | 08.3                  | 10                    |                  | 108.3           | 108.3           |                   |  |
|  |  |                             |                        | ŗ  |                   | Appr              | rentices             |                           | (                    | 0                     |                       | 2                     |                       | 2                | 2               |                 |                   |  |
|  |  |                             |                        | ,  |                   |                   |                      |                           |                      |                       | (n) 5 - 1             |                       |                       | . (3)            |                 |                 |                   |  |
|  |  |                             |                        | 1  |                   | Performan         | nce indicator        |                           |                      |                       |                       |                       | Proposed Tai          |                  | Polarity        | Reporting cycle | Indicator type    | Main impact if indicator no met        |
|  |  |                             |                        | 1  |                   | Chargo            | able hours           |                           | 2016/17(A)<br>82,005 | 2017/18(T)<br>103,722 | 2018/19(P)<br>103,722 | 2019/20(P)<br>103,722 | 2020/21(P)<br>103,722 | 2021/22(P)       | High            | Monthly         | Business critical | Loss of income                         |
|  |  |                             |                        | ,  |                   |                   | e for SLLP           |                           | 82,005<br>N/A        | £100,000              | £100,000              | £100,000              |                       |                  | High            | Quarterly       | Outcome           | Loss of income                         |
|  |  |                             |                        | }  | 1st draft S10     |                   | ent to client dept v | within 10 dave            | N/A                  | 90%                   | 90%                   | 90%                   | 90%                   |                  | High            | Quarterly       | Perception        | Reputational risk                      |
|  |  |                             |                        | }  |                   |                   | r of successful ou   |                           | N/A                  | 80%                   | 80%                   | 80%                   | 80%                   |                  | High            | Quarterly       | Perception        | Reputational risk                      |
|  |  |                             |                        | }  |                   |                   | ws within 20 work    |                           | N/A                  | 80%                   | 80%                   | 80%                   | 80%                   |                  | High            | Quarterly       | Perception        | Breach statutory duty                  |
|  |  |                             |                        | }  | . 101100          |                   |                      | ·3>/-                     | 14/1                 | 0070                  | 3070                  | 0070                  | 3370                  |                  | ·a              |                 | . 5.500           | 2.535 Statutory duty                   |
|  |  |                             |                        | •  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  |  |                             |                        | ļ  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  |  |                             |                        |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  | DEPARTME   |                             | ET AND RESO            | URCES  |                   |                   |                      |                           |                      |                       | 2018/19 Ex            | penditure             |                       |                  |                 |                 | 2018/19 Income    |  |
| venue £'000s Final Budget  | Actual   | Original                    | Forecast               | Budget   | Budget            | Budget            | Budget               |                           |                      |                       | _                     | <b>,</b>              |                       |                  |                 |                 |                   |  |
| 2016/17  | 2016/17  | Budget<br>2017/18           | Variance<br>2017/18 P7 | 2018/19  | 2019/20           | 2020/21           | 2021/22              |                           |                      |                       |                       |                       |                       |                  | 1               |                 |                   |  |
| penditure 5,083  |  | 6,740                       |                        | 6,892  | 6,892             | 6,842             | 6,842                |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| nployees 4,464   |  | 5,924                       | 1                      |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| remises 5  | ·  | 5                           |                        | 5  | _                 |                   | <u> </u>             |                           |                      |                       |                       |                       | =E~-                  | lovees           | 1               |                 |                   |  |
| ansport 14 applies & Services 415  |  | 14<br>556                   |                        | 603  |                   |                   |                      |                           |                      |                       |                       |                       | ■ Emp                 | loyees           |                 |                 |                   |  |
| d party payments   | 2,428  | 330                         | (9)                    | 0  | 003               | 003               | , 603                |                           |                      |                       |                       |                       | ■Prei                 | nises            |                 |                 |                   |  |
| ipport services 185  |  | 240                         |                        | 240  | 240               | 240               | 240                  |                           |                      |                       | V                     |                       | ■Trar                 | sport            |                 |                 |                   |  |
| epreciation  | <del></del>                                      | Original                    | Faranat                |  |                   |                   | -                    |                           |                      |                       | V                     |                       | -1101                 | зроге            |                 |                 |                   | ■ Customer & client receipts           |
| even(£)£'000s  | Actual   | Original<br>Budget          | Forecast<br>Variance   | Budget   | Budget            | Budget            | Budget               |                           |                      |                       |                       |                       | ■Sup                  | olies & Services |                 |                 |                   |  |
| 2016/17  | 2016/17  | 2017/18                     | 2017/18 P7             | 2018/19  | 2019/20           | 2020/21           | 2021/22              |                           |                      |                       |                       |                       | ■3rd                  | party payments   |                 |                 |                   |  |
| 5,082  | 8,311  | 6,759                       | (179)                  | 6,958  | 6,958             | 6,958             | 6,958                |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| Government grants Reimbursements 0   | 2,428  |                             | $\vdash$               | <del>                                     </del> |                   |                   |                      |                           |                      |                       |                       |                       | ■Sup                  | oort services    |                 |                 |                   |  |
| ustome & client receipts 5,082   |  | 6,759                       | (179)                  | 6,958  | 6,958             | 6,958             | 6,958                |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| echar <b>ce</b> 0  |  | 0                           |                        | 0  | 0                 | 0                 | 0                    |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| apital Funded  | 51   | (20)                        | <del></del>            | (66)   | (66)              | (116)             | ) (116)              |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| ouncil Funded Net Budget 1   |  | Original                    | Forecast               | (00)   | (00)              | ` '               |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| apital Budget £'000s Final Budget 2016/17  | ACTUAI   | Budget                      | Variance               | Budget<br>2018/19                                | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22    |                           |                      |                       |                       |                       |                       | Summary of       | major budget et | c. changes      |                   |  |
| 2010,17  | <del></del>                                      | 2017/18                     | 2017/18 P7             |  | _310/20           |                   |                      |                           |                      |                       |                       |                       |                       |                  | 2018/19         |                 |                   |  |
|  | <del>                                     </del> | $\longrightarrow$           |                        | +  |                   | <del> </del>      |                      |                           |                      |                       |                       |                       |                       |                  | 2010/19         |                 |                   |  |
|  | <del>                                     </del> | $\longrightarrow$           |                        | +  |                   | <u> </u>          |                      | 000045 40                 | 0 044 000 5          | oductie - !           | munnin                | oto                   |                       |                  |                 |                 |                   |  |
|  |  |                             |                        | <del>                                     </del> |                   |                   |                      | CS2015-12<br>CSREP 2018-1 |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  |  |                             | · ·                    |  |                   |                   |                      | C3KLF 2016-1              | 13 (10) SEEP - 1     | increase iii ie       | gai ilicollie 12      | ZJK                   |                       |                  |                 |                 |                   |  |
|  |  |                             |                        |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  |  |                             |                        |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  | <del>                                     </del> |                             | <u> </u>               | <u> </u>   |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  | 2040/02         |                 |                   |  |
| 0  | 0  | 0                           | 0                      | 0  | 0                 | 0                 | 기 0                  |                           |                      |                       |                       |                       |                       |                  | 2019/20         |                 |                   |  |
| 00   |  |                             |                        |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  |  |                             |                        |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 90   |  |                             |                        |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
|  |  |                             |                        |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40   |  |                             |                        |  | 2020              | 2004              |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40 -   |  | 2046                        | 0010                   |  | 2020              | 2021              |                      |                           |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40 -   | DZ   | 2018                        | 2019                   |  |                   |                   |                      |                           |                      |                       |                       |                       |                       |                  | 2020/21         |                 |                   |  |
| 40 -   | DZ   | 2018                        | 2019                   |  |                   |                   |                      | I                         | SLLp - reduct        | ion in legal d        | emand £50k            |                       |                       |                  |                 |                 |                   |  |
| 4010 - 2016 -60 -  | ŊZ   | 2018                        | 2019                   |  |                   |                   |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40 -   | BZ   | 2018                        | 2019                   |  | •                 |                   |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40 -<br>-10 -<br>2016 -<br>20<br>-60 -<br>-110 -   | DZ   | 2018                        | 2019                   | <u></u>  | •                 | -                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40 -<br>-10 -<br>2016 -<br>20  | NZ   | 2018                        | 2019                   |  | •                 | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40 -<br>-10 -<br>2016 -<br>20<br>-60 -<br>-110 -<br>-160 -   | NZ   | 2018                        | 2019                   |  | -                 | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  |                 |                 |                   |  |
| 40 -<br>-10 - 2016 <b>20</b>   |  | 2018                        | 2019                   |  |                   | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  | 2021/22         |                 |                   |  |
| 40 -<br>-10 -<br>2016 -<br>20<br>-60 -<br>-110 -<br>-160 -<br>-210 -   | DZ   | 2018                        | 2019                   |  | •                 | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  | 2021/22         |                 |                   |  |
| 40 -<br>-10 -<br>2016 -<br>20<br>-60 -<br>-110 -<br>-160 -   | DZ   | 2018                        | 2019                   |  | •                 | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  | 2021/22         |                 |                   |  |
| 40 -<br>-10 -<br>2016 -<br>20<br>-60 -<br>-110 -<br>-160 -<br>-210 -<br>-260 -   | 07   | 2018                        | 2019                   |  |                   | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  | 2021/22         |                 |                   |  |
| 40 -<br>-10 -<br>2016 20<br>-60 -<br>-110 -<br>-160 -<br>-210 -  | 07   | 2018                        | 2019                   |  |                   | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  | 2021/22         |                 |                   |  |
| 4010 - 2016 -20 -60110160210260 -  | Budget   | 2018                        | 2019                   | Actual   |                   | •                 |                      | 2018-19 CS12              |                      |                       |                       |                       |                       |                  | 2021/22         |                 |                   |  |

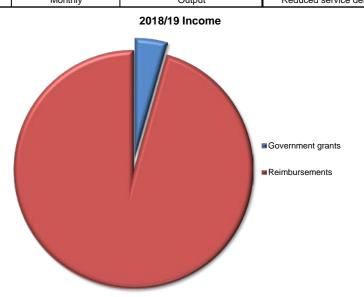
|                               |          |                   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Shared Legal Services  | 10 OVER THE FOUR YEAR PERIOD  |            |                |       |
|-------------------------------|----------|-------------------|---|-------------------------------|------------|----------------|-------|
|                               |          |                   | PROJECT DESCRIPTION   | MAJOR PROJECTS BENEFITS       | Likelihood | Risk<br>Impact | Score |
| Pr                            | oject 1  | Project Title:    | Increase 3rd party income   | Economic outcomes             |            |                |       |
| Start date                    | 2018-19  | Project Details:  | To increase income from fees and charges of 3rd parties by £150k (£25k per council)   |                               | 4          | 2              | 8     |
| End date                      | 2018-19  |                   |   |                               |            |                |       |
| Pr                            | oject 2  | Project Title:    | Increase Productivity   | Improved efficiency (savings) |            |                |       |
| Start date                    | 2018-19  | Project Details:  | To identify productivity improvements as a result of the implementation of workflows in debt, housing, property matters and prosecutions.                 |                               | 2          | 1              | 2     |
| End date                      | 2018-19  |                   | property manage and processes.  |                               |            |                |       |
| Pr                            | oject 3  | Project Title:    | Future Model  | Improved sustainability       |            |                |       |
| Start date                    | 2018-19  | Project Details:  | Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure                 |                               | 2          | 2              | 4     |
| End date                      | 2018-19  |                   | So any mornanto Basiness en astare  |                               |            |                |       |
| Pr                            | oject 4  | Project Title:    | In House Advocates  | Improved efficiency (savings) |            |                |       |
| Start date                    | 2018-19  | Project Details:  | The in house advocacy team to deliver £300k of savings on counsel expenditure on children's social care matters across Merton, Sutton, AFC and Wandsworth |                               | 0          | 0              | 0     |
| End date                      | 2018-19  |                   | date matters delege worten, buttern, full o and wandowerth  |                               |            |                |       |
| Pr                            | oject 5  | Project Title:    |   | Select one major benefit      |            |                |       |
| Start date                    |          |                   |   |                               | 0          | 0              | 0     |
| <del>P</del><br>වූ<br>Eල date |          | Project Details:  |   |                               |            |                |       |
| N Pr                          | oject 6  | Project Title:    |   | Select one major benefit      |            |                |       |
| St <del>art</del> date        |          | Project Details:  |   |                               | 0          | 0              | 0     |
| End date                      |          |                   |   |                               |            |                |       |
| Pr                            | oject 7  | Project Title:    |   | Select one major benefit      |            |                |       |
| Start date                    |          | Project Details:  |   |                               | 0          | 0              | 0     |
| End date                      |          |                   |   |                               |            |                |       |
| Pr                            | oject 8  | Project Title:    |   | Select one major benefit      |            |                |       |
| Start date                    |          | Project Details:  |   |                               | 0          | 0              | 0     |
| End date                      |          | 0,000 2 01001     |   |                               |            |                |       |
| Pr                            | oject 9  | Project Title:    |   | Select one major benefit      |            |                |       |
| Start date                    |          | Project Details:  |   |                               | 0          | 0              | 0     |
| End date                      |          | i Toject Details. |   |                               |            |                |       |
| Pro                           | oject 10 | Project Title:    |   | Select one major benefit      | <u> </u>   |                |       |
| Start date                    |          | Project Details:  |   |                               | 0          | 0              | 0     |
| End date                      |          | . Tojou Dotano.   |   |                               |            |                |       |

## **Environment & Regeneration**

|  |                         | nt and Building  |                               |                                    |                   |                   |                   |  |           |              |              | nning Assu |  |                   |          |                 |                   | The Corporate strategies your  |
|--|-------------------------|------------------|-------------------------------|------------------------------------|-------------------|-------------------|-------------------|--|-----------|--------------|--------------|------------|--|-------------------|----------|-----------------|-------------------|--------------------------------|
| Cllr Martin Whelto   | on: Cabinet Mem         | ber for Regene   | eration, Enviro               | nment & Housi                      | ing               |                   | Anticipat         | ted demand                                       | 20        | 16/17        | 20           | 17/18      | 20   | 18/19             | 2019/20  | 2020/21         | 2021/22           | service contributes to         |
| Enter a brief  | f description of y      | our main activ   | ities and object              | ctives below                       |                   |                   | Enforcer          | ment cases                                       |           | 520          |              | 510        |  | 500               | 500      | 500             |                   | Economic Development Strategy  |
| Building Control   |                         |                  |                               |                                    |                   | Planni            | ng applications   | s (economy dependant)                            |           | 2700         | 2            | 800        | 2  | 800               | 2850     | 2900            |                   | Merton Regeneration Strategy   |
| Building Control competes w                                | ith Approved Ins        | pectors.(AIS).   | We provide a                  | Building Conti                     | rol Service in    | BC                | applications (e   | economy dependant)                               |           | 1550         | 1            | 600        | 1  | 650               | 1700     | 1750            |                   | Medium Term Financial Strategy |
| competition with AIS to delive                             | er high quality B       | uilding Control  | advice and re                 | egulation. We a                    | also regulate     |                   | Tree ap           | oplications                                      |           | 600          | - 6          | 600        | <del>                                     </del> | 600               | 600      | 600             |                   | <u> </u>                       |
| safety of structures and also                              | sports grounds.         |                  |                               |                                    |                   |                   | Pre an            | plications                                       |           | 115          | 1            | 120        | <del>                                     </del> | 125               | 125      | 125             |                   |                                |
| Development control  |                         |                  |                               |                                    |                   | Pi                |                   | mance agreements                                 |           | 20           |              | 25         |  | 30                | 30       | 30              |                   |                                |
| Promote sustainable regener adopted policies for the built | ration by assess        | ing and determ   | nining planning               | g applications                     | against the       |                   | 01                | ermitted development)                            |           | 620          |              | 640        |  | 640               | 640      | 650             |                   |                                |
| implement the Mayoral, Com                                 |                         |                  |                               |                                    | Continue to       |                   | 11 (1             | <u>'</u>   |           | 16/17        |              | 17/18      | 1  | 18/19             | 2019/20  | 2020/21         | 2021/22           |                                |
| implement the Mayoral, Com                                 | illiality illiastiu     | cture Levy (Cit  | L) charging re                | giirie.                            |                   | Ant               |                   | financial resources                              |           |              |              |            |  |                   |          |                 |                   |                                |
| Objectives   |                         |                  |                               |                                    |                   |                   |                   | f (FTE)  |           | 38           |              | 34         |  | 35                | 35       | 35              | 35                |                                |
| - continue to concentrate on                               | the commercial          | isation of the E | Building Contro               | ol (BC) service                    | and maintain      |                   |                   | nce indicator                                    |           |              | (A) Performa |            |  |                   | Polarity | Reporting cycle | Indicator type    | Main impact if indicator not   |
| or improve the market share                                |                         |                  |                               |                                    |                   | ,                 |                   | s highlighted in purple)                         | 2016/17(A | .) 2017/18(T | ) 2018/19(P) | 2019/20(P) | 2020/21(P  | ) 2021/22         |          | 3.3.            | 3,1               | met                            |
| -investigate formal sharing of                             |                         |                  |                               |                                    |                   | % Major           | applications p    | rocessed within 13 weeks                         | 71        | 67           | 70           | 72         | 73   | 73                | High     | Monthly         | Quality           | Reduced customer service       |
| - review the pre-application of                            |                         |                  |                               |                                    |                   | % Minor           | applications p    | processed within 8 weeks                         | 68        | 66           | 67           | 68         | 69   | 69                | High     | Monthly         | Quality           | Reduced customer service       |
| whether additional income ge<br>Agreements.                | eneration is poss       | sible especially | through Plan                  | ning Performa                      | nce               | % Other           | applications p    | processed within 8 weeks                         | 87        | 85           | 85           | 85         | 85   | 85                | High     | Monthly         | Quality           | Reduced customer service       |
| - implement mobile/flexible w                              | orking to improv        | e efficiency     |                               |                                    |                   | Vol               | ume of Plannir    | ng applications Total                            | 4597      | 4450         | 4500         | 4500       | 4500   | 4500              | High     | Monthly         | Quality           | Reduced customer service       |
| -as part of sustainable comm                               |                         |                  | sive developn                 | nent managem                       | nent process      |                   | % app             | peals lost                                       | 35        | 35           | 35           | 35         | 35   | 35                | Low      | Quarterly       | Perception        | Reputational risk              |
| to encourage regeneration.                                 | idiniioo to ondo.       | . a comprend     | .0.70 0070.0p                 |                                    | ю р. соссо        | Income            | e (Developmer     | nt and Building Control)                         | £1.9m     | £2.11m       | £2.11        | £2.11      | £2.11  | £2.11             | High     | Monthly         | Business critical | Loss of income                 |
| -establish a formal collaborat                             | tion regime with        | Sutton and Ki    | ngston boroug                 | ghs.                               |                   | %                 | Market share      | retained by LA (BC)                              | 47        | 54           | 56           | 58         | 60   | 60                | High     | Monthly         | Perception        | Loss of income                 |
| - re-procure the M3 database                               |                         |                  |                               |                                    |                   |                   |                   | ement cases closed                               | 524       | 450          | 450          | 450        | 450  | 450               | High     | Monthly         | Quality           | Reduced service delivery       |
| - move away from expensive                                 | and transient te        | emporary staff   | towards a mo                  | re established                     | and reliable      |                   |                   | forcement cases                                  | 542       | 650          | 650          | 700        | 750  | 750               | Low      | Monthly         | Output            | Reduced service delivery       |
|  |                         | DEDART           | MENTAL BUIDS                  | SET AND RESC                       | HIDCES            |                   | Dacklog of en     | TOTCETTETT CASES                                 | 342       |              |              |            | 730  | 730               | 2011     | Worlding        | Output            | reduced service delivery       |
| Revenue £'000s   | Final Budget<br>2016/17 | Actual 2016/17   | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22                                |           |              | 2018/19 Ex   | penditure  |  |                   |          |                 | 2018/19 Income    |                                |
| Expenditure  | 2,588                   | 2,536            |                               |                                    | 2,647             | 2,651             | 2,656             | 2,660  |           |              |              |            |  |                   |          |                 |                   |                                |
| Employees  | 1,779                   | 1,872            |                               |                                    |                   | 1642              | 1642              |  |           |              |              |            |  |                   |          |                 |                   |                                |
| Premises   | 2                       | 0                | 2                             | 1                                  | 2                 | 2                 | 2                 |  |           |              |              |            |  |                   |          |                 |                   |                                |
| Transport  | 25                      | 15               | 26                            | (13)                               | 26                | 26                | 27                | 7 27   |           |              |              | 1          | ■Ei  | mployees          |          |                 |                   |                                |
| Supplies & Services  | 247                     | 199              | 248                           | (119)                              | 242               | 246               | 250               | 254  |           |              |              |            |  |                   |          |                 |                   |                                |
| 3rd party payments   | 0                       | 0                | 0                             | 0                                  | 0                 | 0                 | C                 | 0  |           |              |              |            | ■Pi  | remises           |          |                 |                   |                                |
| Transfer payments  | 0                       | 0                | 0                             | 0                                  | 0                 | 0                 | 0                 | 0  |           |              |              |            |  |                   |          | //              | - W/              | ■Government grants             |
| Support services   | 535                     | 450              | 735                           | 0                                  | 735               | 735               | 735               | 735  |           |              |              |            | ■Tr  | ansport           |          |                 |                   | = Sovernment grants            |
| Depreciation   |                         |                  | Original                      | Farance                            |                   |                   |                   | <del>                                     </del> |           |              |              |            |  | ,                 |          |                 | V                 | ■ Reimbursements               |
| Revenue 2'000s   | Final Budget<br>2016/17 | Actual 2016/17   | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22                                |           |              |              |            | ■Si  | upplies & Service | s        |                 |                   | Reimbursements                 |
| Government grants  | <b>2,056</b>            | <b>2,246</b> 0   | <b>2,202</b><br>0             | <b>529</b>                         | <b>1,975</b>      | <b>1,975</b><br>0 | <b>1,975</b>      | <b>1,975</b>                                     |           |              |              |            | <b>■</b> Si                                      | upport services   |          |                 |                   |                                |



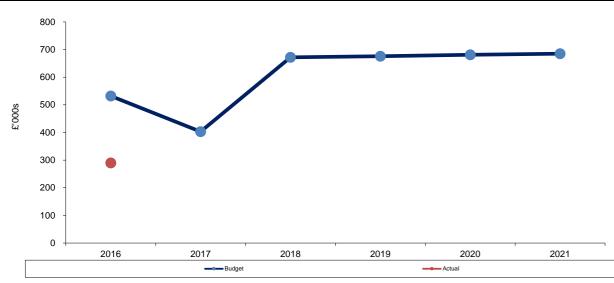




| D&BC1 = £9 D&BC2 = £9 D&BC3 = £9 | Capital Budget £'000s | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |               |
|----------------------------------|-----------------------|-------------------------|-------------------|-------------------------------|------------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| D&BC1 = £9 D&BC2 = £9 D&BC3 = £9 |                       |                         |                   |                               |                        |                   |                   |                   |                   |               |
| D&BC1 = £9 D&BC2 = £9 D&BC3 = £9 |                       |                         |                   |                               |                        |                   |                   |                   |                   | E&R33a = £75k |
| D&BC2 = £9<br>D&BC3 = £9         |                       |                         |                   |                               |                        |                   |                   |                   |                   | D&BC1 = £55k  |
| D&BC3 = £9                       |                       |                         |                   |                               |                        |                   |                   |                   |                   | D&BC2 = £50k  |
| D&BC5 = £3                       |                       |                         |                   |                               |                        |                   |                   |                   |                   | D&BC3 = £50k  |
|                                  |                       |                         |                   |                               |                        |                   |                   |                   |                   | D&BC5 = £35k  |
| 0 0 0 0 0 0 0                    |                       |                         |                   |                               |                        |                   |                   |                   |                   | 1             |
|                                  |                       | 0                       | 0                 | 0                             | 0                      | 0                 | 0                 | 0                 | 0                 |               |
|                                  |                       |                         |                   |                               |                        |                   |                   |                   |                   |               |

Summary of major budget etc. changes

2018/19

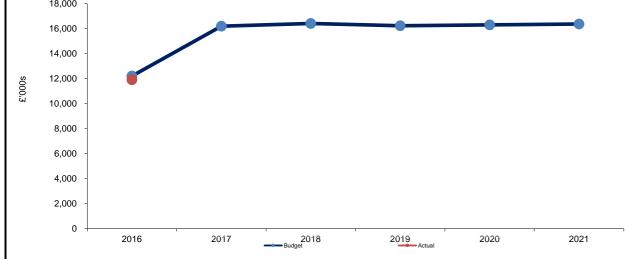


2019/20

2020/21

|                        |          |                  | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Development and Buil  |                                       |            |                  |       |
|------------------------|----------|------------------|--|---------------------------------------|------------|------------------|-------|
|                        |          |                  | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFIT                 | Likelihood | Risk<br>I Impact | Score |
| Pr                     | oject 1  | Project Title:   | Commercialisation of Building Control  | Improved efficiency (savings)         | Likeiiiioo | impaot           | 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               | 2018-19  |                  |  |                                       |            |                  |       |
| Pr                     | oject 2  | Project Title:   | Improving the development management processes   | Improved effectiveness                |            | 1                |       |
| Start date             | 2015-16  |                  | 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               | 2018-19  |                  |  |                                       |            |                  |       |
| Pr                     | oject 3  | Project Title:   | developing eforms and M3 capability and e-payments   | Improved customer experience          |            |                  |       |
| Start date             | 2014-15  | Project Details: | Enforcement eforms, BC eforms and DC e-payments  | Channel shift                         | 4          | 1                | 4     |
| End date               | 2018-19  |                  |  |                                       |            |                  |       |
| Pr                     | oject 4  | Project Title:   | Lean review of pre-application process (part of TOM)   | Improved effectiveness                | †          | +                |       |
| Start date             | 2016-17  |                  |  |                                       |            |                  |       |
| - Clart date           | 2010 11  | 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               | 2018-19  | Decised Title    |  |                                       |            |                  |       |
| Pr                     | oject 5  | Project Title:   | Re-procurement of M3 or equivalent IT system   | Improved effectiveness                |            |                  |       |
| Start date             | 2014-15  |                  |  |                                       | 3          | 1                | 3     |
| Pagdate                | 2018-19  | Project Details: | Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities                                  | savings through contract negotiation. |            |                  |       |
| 2 Pr                   | oject 6  | Project Title:   | Further develop Planning Performance agreements potential  | Economic outcomes                     |            |                  |       |
| St <b>&amp;Fi</b> date | 2014-15  | Project Details: | Ensure cost neutral or better staffing levels to ensure this can be delivered  | Regeneration certainty                | 1          | 2                | 2     |
| End date               | 2018-19  |                  |  |                                       |            |                  |       |
| Pr                     | 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          | 0                | 0     |
| End date               |          |                  |  |                                       |            |                  |       |

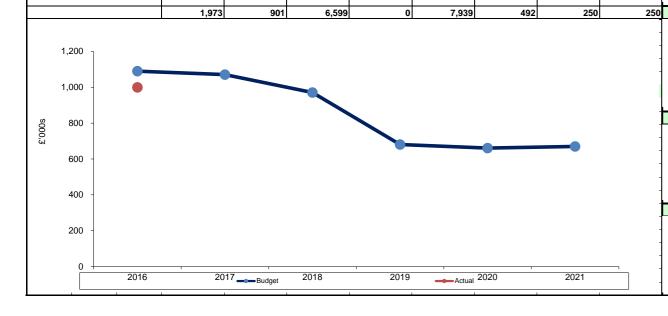
|   | Future Merto                            | n & Traffic and                  | Highways                       |                                    |                           |                   |                                |                   |            |                       | DI:          | nning Assun   | ntions                |                    |                   |                            | The Corporate strategies you                |
|---|---|----------------------------------|--------------------------------|------------------------------------|---------------------------|-------------------|--------------------------------|-------------------|------------|-----------------------|--------------|---------------|-----------------------|--------------------|-------------------|----------------------------|---|
| Cllr Martin Whelt   | ton: Cabinet Memi                       |                                  | <u> </u>                       | nment & Housin                     | q                         |                   | Anticipated                    | d demand          |            | 2016/17               |              | 7/18          | 2018/19               | 2019/20            | 2020/21           | 2021/22                    | service contributes to                      |
|   | ef description of y                     |                                  | •                              |                                    |                           |                   | Popul                          |                   |            | 205,722               | 207          | ',410         | 208,607               | 209,771            | 210,902           |                            | Air Quality Action Plan                     |
| ture Merton is the council's I  | lead on growth and                      | strategic devel                  | opment for the                 | Э                                  | 1                         |                   |                                |                   |            |                       |              |               |                       |                    |                   |                            | Climate Change Strategy                     |
| ng-term sustainability of the land the land in the land in the guality of life of | borough. Everythii                      | ng we do is abo                  | ut making Mer                  | rton a great plac                  | e and                     |                   |                                |                   |            |                       |              |               |                       |                    |                   |                            | Community Plan                              |
|   |   |                                  |                                |                                    | l.                        |                   |                                |                   |            |                       |              |               |                       |                    |                   |                            | Economic Development Strateg                |
| e team plans and monitors t<br>sinesses and jobs. We man                          | the delivery of new                     | housing in Mer                   | ton and suppo                  | orts the creation                  | of new                    | Anti              | cipated non fir                |                   | ırces      | 2016/17               |              | 7/18          | 2018/19               | 2019/20            | 2020/21           | 2021/22                    | Employment and Skills Action PI             |
| ough's network of roads, for  | otways, cycleways                       | and street light                 | ing are well m                 | aintained and sa                   | afe.                      |                   | Staff (                        | FIE)              |            | 51                    |              | 19            | 48                    | 48                 | 48                | 48                         | Health & Wellbeing Strategy                 |
| e team also manage major t  | town centre and es                      | tate regeneration                | on projects and                | d lead on the co                   | ordination of             |                   |                                |                   |            |                       |              |               |                       |                    |                   |                            | Local Plan  Local TfL Implementation Strate |
| astructure projects such as   | Crossrail 2. We ar                      | e responsible fo                 | or delivering lo               | ocally, objectives                 | s in the                  |                   |                                |                   |            |                       |              |               |                       |                    |                   |                            | Merton Regeneration Strategy                |
| yor's London Plan and May   | or's Transport Stra                     | tegy.                            |                                |                                    | İ                         |                   | Performance                    | e indicator       |            | Actual Performance    | (A) Performa | nce Target (T | ) Proposed Target (P) |                    |                   |                            | j gj  |
| ture Merton contributes to th   | ne Merton Partners                      | hip via the activ                | rities of the Su               | stainable Comm                     | nunities &                | (LBC202           | 20 indicators h                | nighlighted ir    | purple)    | 2016/17(A) 2017/18(T) | 2018/19(P)   | 2019/20(P)    | 2020/21(P) 2021/22(P) | Polarity           | Reporting cycle   | Indicator type             | Main impact if indicator no                 |
| nsport Partnership (SCTP),<br>oup. The team also services                         | , Economic Wellbe<br>s the Borough Plan | ing Group, Hou:<br>Advisorv Comr | sing Group an<br>nittee (BPAC) | and Design Rev                     | ge Steering<br>riew Panel |                   | New hom                        | nes built         |            | 688 411               | 411          | 411           | 411                   | High               | Annual            | Outcome                    | Loss of Government gra                      |
| RP)   |   | , , , , ,                        |                                | 3                                  |                           |                   | public Electric                |                   | -          | 30                    | 30           | 30            |                       | High               | Annual            | Outcome                    | Reputational risk                           |
| y service areas include:  |   |                                  |                                |                                    |                           | Numb              | per of business                |                   | roved      | 10                    | 10           | 10            |                       | High               | Annual            | Outcome                    | Environmental issues                        |
| generation, Economic Deve   | tion Urban Design                       | Highways, Plan                   | ning Policy, T                 | ransport Plannir                   | ng, Road<br>re Levy and   |                   | Street light re                | ,,                |            | 2 3                   | 3            | 3             | 3                     | Low                | Quarterly         | Quality                    | Reduced customer servi                      |
| management of Vestry Hal  | ll.                                     | i, manayement                    | or the contille                | anty minastructu                   | io Levy allu              | En                | Road emerge<br>ootway & Carria | ,                 | ion        | 100 100               | 100          | 100           | 100                   | High<br>High       | Monthly<br>Annual | Business critical  Quality | Reduced customer serv                       |
| rvice transformations identif   | jed in the TOM inv                      | olyę streamline                  | d processes fo                 | or project deliver                 | y, increased              | FU                | Streetwork i                   |                   | loi1       | N/A 95<br>36 36       | 95<br>37     | 95<br>37      | 95<br>38              | High               | Quarterly         | Quality                    | Increased costs Increased costs             |
| obile working, increasing onli<br>Iffic management records.                       | ine consultations a                     | nd interactive d                 | igitisation and                | mapping of high                    | nway and                  | St                | treetwork permi                |                   | ed)        | 99 98                 | 98           | 98            | 98                    | High               | Monthly           | Output                     | Loss of income                              |
|   |   | DEPARTMI                         | ENTAL BUDG                     | ET AND RESOU                       | RCES                      |                   |                                | <u> </u>          | Ĺ          | •                     |              |               |                       | g                  | ,                 | '                          |   |
|   | Final Budget                            | Actual                           | Original                       | Forecast                           | Budget                    | Budget            | Budget                         | Budget            | 1          |                       | 2018/19 Ex   | penaiture     |                       |                    |                   | 2018/19 Income             |   |
| evenue £'000s   | 2016/17                                 | 2016/17                          | Budget                         | Variance                           | 2018/19                   | 2019/20           | 2020/21                        | 2021/22           |            |                       |              |               | ■ Employees           |                    |                   |                            |   |
| penditure   | 15,080                                  | 15,114                           | 2017/18<br>19,805              | 2017/18 P7<br>25                   | 19,976                    | 19,894            | 19,964                         |                   |            |                       |              |               | . ,                   |                    |                   |                            |   |
| ployees   | 2,594                                   | 2,710                            | 2,378                          |                                    |                           | 2434              | 2435                           |                   | 1          |                       |              |               | ■ Premises            |                    |                   |                            |   |
| mises   | 1,047                                   | 1,053                            | 954                            |                                    | 968                       | 982               | 997                            |                   | 1          |                       |              |               |                       |                    |                   |                            |   |
| nsport<br>oplies & Services   | 132<br>3,153                            | 132<br>3,176                     | 135<br>2,222                   |                                    | 137<br>2,301              | 139<br>2184       | 141<br>2217                    |                   | 4          |                       |              |               | ■Transport            |                    |                   |                            | ■Government grants                          |
| party payments  | 3,155                                   | 423                              | 1,285                          |                                    | 1,305                     | 1324              | 1343                           |                   | 1          |                       |              |               | Transport             |                    |                   |                            | _ coronincia granto                         |
| insfer payments   | 0                                       | 0                                | 0                              | 0                                  | 0                         | 0                 | 0                              | 0                 |            |                       |              |               | -0                    | 4                  |                   |                            |   |
| pport services  | 1,424<br>6,334                          | 1,286<br>6,334                   | 1,819<br>11.012                |                                    | 1,819<br>11.012           | 1819<br>11012     | 1819<br>11012                  | 1819              | 1 /        |                       |              |               | ■Supplies & Serv      | rices              |                   |                            | Reimbursements                              |
| epreciation   | , i                                     | ,                                | Original                       | Forecast                           | ,                         |                   |                                |                   | 1 (        |                       |              |               |                       |                    |                   |                            | 1   |
| evenue £'000s   | Final Budget<br>2016/17                 | Actual 2016/17                   | Budget                         | Variance                           | Budget<br>2018/19         | Budget<br>2019/20 | Budget<br>2020/21              | Budget 2021/22    | I \        |                       |              |               | ■3rd party payme      | ents               |                   |                            | ■ Customer & client receipts                |
| · om D  | 2,870                                   | 3,199                            | 2017/18                        | 2017/18 P7                         | 3,560                     | 3,660             | 3,660                          |                   | ١ ١        | \                     |              |               | <i>,</i>              |                    |                   |                            | ,   |
| come<br>overthent grants  | 16                                      | 281                              | <b>3,602</b>                   | (1)                                | 3,360                     | 3,660             | 3,000                          | 1 3,000           | 1          |                       |              |               | ■Transfer payme       | ents               |                   |                            | ■Recharges                                  |
| ein sements   | 947                                     | 1,173                            | 1,199                          |                                    | 1,193                     | 1293              | 1293                           |                   |            |                       |              |               |                       |                    |                   |                            |   |
| ustoner & client receipts   | 1,907                                   | 1,745                            | 1,905<br>497                   |                                    | 1,869<br>497              | 1869<br>497       | 1869<br>497                    |                   |            |                       |              |               | ■Support service      | s                  |                   |                            |   |
| echarges  |   | Ů,                               | 401                            | , ·                                | 431                       | 497               | 451                            | 451               |            |                       |              |               |                       |                    |                   |                            |   |
| ouncil Funded Net Budget  |   |                                  |                                |                                    |                           |                   |                                |                   |            |                       |              |               | ■ Depreciation        |                    |                   |                            |   |
| uncil Funded Net Budget   | 12,210                                  | 11,915                           | 16,203                         |                                    | 16,416                    | 16,234            | 16,304                         | 16,375            |            |                       |              |               |                       |                    |                   |                            |   |
| Capital Budget £'000s   | Final Budget<br>2016/17                 | Actual<br>2016/17                | Original<br>Budget<br>2017/18  | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19         | Budget<br>2019/20 | Budget<br>2020/21              | Budget<br>2021/22 |            |                       |              |               | Summary               | of major budget of | etc changes       |                            |   |
| ghway Maintenance   | 1 1                                     | 5,192                            | 4,567                          |                                    | 3,641                     | 3,127             | 3,127                          | 3,127             |            |                       |              |               |                       | 2018/19            |                   |                            |   |
| nsport Improvement  | 1                                       | 1,172                            | 1,632                          |                                    | 1,000                     |                   |                                |                   | ENV16 = (  |                       |              |               |                       |                    |                   |                            |   |
| egeneration<br>her  |   | 3,254<br>53                      | 2,829                          |                                    | 3,032                     | 3,301             | 1,000                          | )                 | ENV17 = (  | £35k)                 |              |               |                       |                    |                   |                            |   |
|   |   | 53                               | 12                             |                                    |                           |                   |                                | 30                | E&R39 = £  | 250k<br>owth) = £157k |              |               |                       |                    |                   |                            |   |
|   |   | +                                |                                |                                    |                           |                   |                                |                   | LIKOT (OIK | OWIII) = 2137K        |              |               |                       |                    |                   |                            |   |
|   |   |                                  |                                |                                    |                           |                   |                                |                   | ]          |                       |              |               |                       |                    |                   |                            |   |
|   |   |                                  |                                |                                    |                           |                   |                                |                   | <u> </u>   |                       |              |               |                       |                    |                   |                            |   |
|   | 0                                       | 9,671                            | 9,040                          | 0                                  | 7,673                     | 6,428             | 4,127                          | 3,162             |            |                       |              |               |                       | 2019/20            |                   |                            |   |
|   |   | L                                |                                |                                    |                           |                   |                                |                   | E4 = (£100 | Ok)                   |              |               |                       |                    |                   |                            |   |
| 10 000  |   |                                  |                                |                                    |                           |                   |                                |                   |            | owth) = (£150k)       |              |               |                       |                    |                   |                            |   |
| 18,000  |   |                                  |                                |                                    |                           |                   |                                |                   | ·          | •                     |              |               |                       |                    |                   |                            |   |
| 16,000 -  |   |                                  |                                |                                    |                           | -                 |                                |                   |            |                       |              |               |                       |                    |                   |                            |   |
| •   |   |                                  |                                |                                    |                           |                   |                                |                   | I          |                       |              |               |                       |                    |                   |                            |   |
|   |   |                                  |                                |                                    |                           |                   |                                |                   |            |                       |              |               |                       |                    |                   |                            |   |
| 14,000 -  |   |                                  |                                |                                    |                           |                   |                                |                   |            |                       |              |               |                       |                    |                   |                            |   |

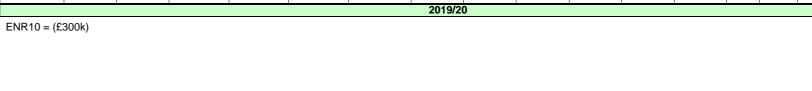


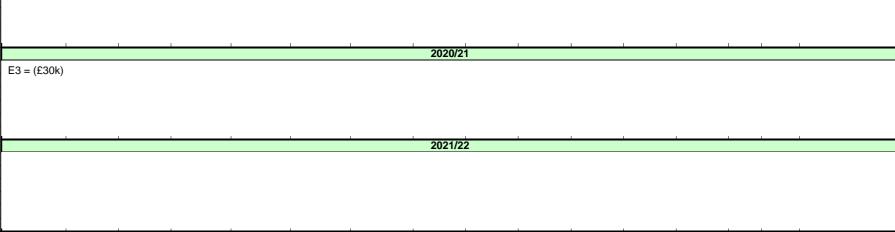
|            |         |                  | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)  |                        |             |                |       |
|------------|---------|------------------|--|------------------------|-------------|----------------|-------|
|            |         |                  | Future Merton & Traffic a  | and Highways           |             |                |       |
|            |         |                  | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFITS | Likelihood  | Risk<br>Impact | Score |
| Pro        | oject 1 | Project Title:   | Local Plan: Estate Regeneration  | Infrastructure renewal | Likeiiiioou | impaot         | 00010 |
| Start date | 2014/15 | Project Details: | Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also |                        | 3           | 2              | 6     |
| End date   | 2024/25 |                  | working with Moat housing to coordinate investment in regenerating Pollards Hill.  |                        |             |                |       |
| Pro        | oject 2 | Project Title:   | Rediscover Mitcham   | Infrastructure renewal |             |                |       |
| Start date | 2012-13 | Project Details: | Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local   |                        | 2           | 2              | 4     |
| End date   | 2017-18 | ,,               | businesses, and transport proposals, working closely with Transport for London.  |                        |             |                |       |
| Pre        | oject 3 | Project Title:   | Future Wimbledon & Crossrail 2   | Economic outcomes      |             |                |       |
| Start date | 2014-15 | Project Details: | Identifiying 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     |                        | 3           | 4              | 12    |
| End date   | 2022-23 | ·                | architecure, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)   |                        |             |                |       |
| 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 <i>Sites and Policies Plan</i>                          |                        | 3           | 1              | 3     |
| End date   | 2017-18 |                  | for the site following the outcome of the sites and Policies Plan  |                        |             |                |       |
| Pro        | oject 5 | Project Title:   | Local Authority Property Company   | Economic outcomes      |             |                |       |
| Start date | 2016-17 | Project Details: | Establish a Local Authority owned Property Company to develop sites to generate revenue income to  |                        | 2           | 2              | 4     |
| Egedate    | 2020-21 | ,                | assist the MTFS  |                        |             |                |       |
| N Pro      | oject 6 | 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 |                        | 3           | 2              | 6     |
| End date   | 2019-20 | Project Details. | public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18                           |                        |             |                |       |
| Pro        | oject 7 | 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   |                        | 2           | 2              | 4     |
| End date   | 2017-18 |                  | training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.  |                        |             |                |       |

| Leisure & Cultural Development   |   |                       | Planning Assur               | nptions                |           |                 |                   | The Corporate strategies your  |
|--|---|-----------------------|------------------------------|------------------------|-----------|-----------------|-------------------|--------------------------------|
| Cllr Nick Draper Cabinet Member for Community & Culture  | Anticipated demand  | 2016/17               | 2017/18                      | 2018/19                | 2019/20   | 2020/21         | 2021/22           | service contributes to         |
| Enter a brief description of your main activities and objectives below   | Population  | 205,722               | 207,410                      | 208,607                | 213,497   | 212,180         | 213,198           | Asset Management Plan          |
| Main Activities:   | No. of Children & Young People aged 8-17 in west of borough | 8,050                 | 8,200                        | 8,700                  | 12,407    | 12,445          | 12,604            | Children & Young person's Plan |
|  | Population of most disadvantaged wards                      | 127,540               | 128,100                      | 104,155                | 100,227   | 99,841          | 100,265           | Cultural Strategy              |
| Build infrastructure to enable local people to engage in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by | Users of Merton's Leisure Centres                           | 912,002               | 1,028,879                    | 1,092,592              | 1,100,026 | 1,115,078       | 1,124,265         | Community Plan                 |
| working with partners to increase the number, scope and quality of facilities, programmes, activities  | Anticipated non financial resources                         | 2016/17               | 2017/18                      | 2018/19                | 2019/20   | 2020/21         | 2021/22           | Open Spaces Strategy           |
| and events on offer.   | Staff (FTE)   | 13.6                  | 7.8                          | 7.8                    | 7.8       | 7.8             | 7.8               | Social Inclusion Strategy      |
| Main Objectives:   | Accommodation   | 7                     | 7                            | 7                      | 7         | 7               | 7                 | Voluntary Sector Strategy      |
| - Build a new Morden Leisure Centre & open it for public use before end of 2018  | Volunteers  | 20                    | 20                           | 20                     | 20        | 20              | 20                |                                |
| - Negotiate contract changes with GLL to operate Morden Leisure Centre & make contract savings   | Staff seasonal  | 30                    | 30                           | 30                     | 30        | 30              | 30                |                                |
| Demolish existing Morden Park Pools & re-landscape site     Develop and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake  | Performance indicator                                       | Actual Performar      | nce (A) Performance Target ( | T) Proposed Target (P) | Polarity  | Reporting cycle | Indicator type    | Main impact if indicator not   |
| - Develop & deliver Merton's - London Borough of Culture Bid (should it be successful)   | Performance indicator                                       | 2016/17(A) 2017/18(T) | <b>2018/19(P)</b> 2019/20(P) | 2020/21(P) 2021/22     | Polarity  | Reporting cycle | indicator type    | met                            |
| - Commission works to determine the most effective management solution for the Watersports   | Income £ from Merton Active Plus                            | 57,252 60,000         | <b>45,000</b> 46,000         | 47,000 48,000          | High      | Monthly         | Business critical | Loss of income                 |
| Centre   | Income £ from Watersports Centre                            | 340,733 397,000       | <b>365,000</b> 370,000       | 375.000 380.000        | High      | Monthly         | Business critical | Loss of income                 |

| - Develop and implement plan                                 |                         |                   | k at Wimblada     | n Dark Lako            |                   |                   | D                  | a la dia atau      |                | Actu       | al Performan | ce (A) Perform | nance Target ( | T) Proposed T | arget (P)           | D-1it              | Domantin manuals | la dia atau tau a | Main impact if indicator not |
|--|-------------------------|-------------------|-------------------|------------------------|-------------------|-------------------|--------------------|--------------------|----------------|------------|--------------|----------------|----------------|---------------|---------------------|--------------------|------------------|-------------------|------------------------------|
| - Develop & deliver Merton's -                               | London Boroug           | h of Culture B    | id (should it be  | successful)            | -                 |                   | Performano         | e indicator        |                | 2016/17(A) | 2017/18(T)   | 2018/19(P)     | 2019/20(P)     | 2020/21(P)    | 2021/22             | Polarity           | Reporting cycle  | Indicator type    | met                          |
| - Commission works to determ                                 | mine the most ef        | fective manage    | ement solution    | for the Waters         | sports            | Ir                | ncome £ from M     | erton Active Plu   | IS             | 57,252     | 60,000       | 45,000         | 46,000         | 47,000        | 48,000              | High               | Monthly          | Business critical | Loss of income               |
| Centre   |                         |                   |                   |                        | 1                 | In                | come £ from W      | atersports Centi   | re             | 340,733    | 397,000      | 365,000        | 370,000        | 375,000       | 380.000             | High               | Monthly          | Business critical | Loss of income               |
| - Implement the new approve<br>- Deliver the Commemorative   |                         |                   |                   |                        | -                 | 14-25 vr old F    | itness Centre P    | articipation at le | eisure centres | 103,003    | 98,448       | 104,000        | 106,120        | 108,546       | 109,626             | High               | Monthly          | Output            | Reduced uptake of service    |
| - Deliver the council's suppor                               |                         |                   |                   |                        | -                 | ,                 | dents rating facil |                    |                | 79         | n/a          | 80             | n/a            | 80            | n/a                 | High               | Biennial         | Output            | Reduced customer service     |
| - Commission culture, arts &                                 |                         |                   |                   | external fundi         | na -              |                   | nber of Users of   |                    |                | 912.002    | 1.028.879    | 1.092.592      | 1,100,026      |               |                     | High               | Monthly          | Outcome           | Reduced customer service     |
| - Deliver core functionality in                              | Ride London, M          | ini Marathon, F   | ireworks, Tenr    | nis Car Parking        | , etc.            |                   |                    |                    |                | - ,        | ,,           | , ,            |                | 1,115,078     | 1,124,265           | Ü                  |                  |                   |                              |
| - Manage Leisure Centres cor                                 |                         | nbledon Theat     | re lease          | _                      | _                 | Tota              | Number of Us       | ers of Polka The   | eatre          | 104,025    | 94,600       | 87,226         | 18,700         | 97,000        | 111,030             | High               | Quarterly        | Output            | Reduced uptake of service    |
| - Manage Polka & Attic Theatr                                |                         |                   |                   |                        |                   |                   |                    |                    |                |            |              |                |                |               |                     |                    |                  |                   |                              |
| - Manage Morden Assembly F<br>- Develop and deliver projects |                         |                   | et to cave prin   | cinlos                 |                   |                   |                    |                    |                |            |              |                |                |               |                     |                    |                  |                   |                              |
| - Develop and deliver projects                               | s and programes         | baseu on mve      | st to save prin   | cipies                 |                   |                   |                    | _                  |                |            |              |                |                |               |                     |                    |                  |                   |                              |
|  |                         | DEPART            | MENTAL BUDG       | ET AND RESO            | URCES             |                   |                    |                    |                |            |              | 2018/19 F      | xpenditure     |               |                     |                    |                  | 2018/19 Income    |                              |
|  | Final Budget            | Actual            | Original          | Forecast               | Budget            | Budget            | Budget             | Budget             |                |            |              | 2010/10 2      | хрепанас       |               |                     |                    |                  | 2010/10 111001110 |                              |
| Revenue £'000s   | 2016/17                 | 2016/17           | Budget            | Variance               | 2018/19           | 2019/20           | 2020/21            | 2021/22            |                |            |              |                |                |               |                     |                    |                  |                   |                              |
|  | 1 11                    |                   | 2017/18           | 2017/18 P7             |                   |                   |                    |                    |                |            |              |                |                | -             | Employees           |                    |                  |                   |                              |
| Expenditure  | 2,329                   | 2,320             | 1,977             |                        |                   | 1,992             | 1,972              | 1,981              |                |            |              |                |                |               |                     |                    |                  |                   |                              |
| Employees  | 705                     | 678               | 523               |                        |                   | 524               | 524                | 524                |                |            |              | _              |                |               | Premises            |                    |                  |                   |                              |
| Premises Transport   | 277                     | 336               | 282               | 86<br>0                |                   | 290               | 294                | 298                |                |            |              | _              | 100            |               |                     |                    |                  |                   |                              |
| Supplies & Services  | 456                     | 438               | 269               |                        |                   | 272               | 247                | 251                |                |            |              | _              |                | _             | F                   |                    |                  |                   |                              |
| 3rd party payments   | 406                     | 438               | 269<br>94         |                        | 269<br>95         | 97                | 98                 | 251<br>99          |                |            |              | _              |                | . "           | Transport           |                    |                  |                   | ■Reimbursements              |
| Transfer Payments  | 0                       | 0                 | 94                | 0                      | 95                | 0                 | 90                 | 99                 |                |            |              | _              |                |               |                     |                    |                  |                   |                              |
| Support services   | 389                     | 366               | 308               |                        | 308               | 308               | 308                | 308                |                |            |              | _              |                | -             | Supplies & Services |                    |                  |                   |                              |
| Depreciation   | 493                     | 493               | 493               |                        | 493               | 493               | 493                | 493                |                |            |              |                |                |               |                     |                    |                  |                   | ■Customer & client receipts  |
| 2001001011011  |                         |                   | Original          | Forecast               |                   |                   |                    |                    |                |            |              |                |                |               |                     |                    |                  | <b>Y</b>          |                              |
| Revenue £'000s   | Final Budget            | Actual            | Budget            | Variance               | Budget            | Budget            | Budget             | Budget             |                |            |              |                |                |               | 3rd party payments  |                    |                  |                   | ■Recharges                   |
| <u>a</u>   | 2016/17                 | 2016/17           | 2017/18           | 2017/18 P7             | 2018/19           | 2019/20           | 2020/21            | 2021/22            |                |            | ,            |                |                |               |                     |                    |                  |                   |                              |
| Inco <b>(te</b> )  | 1,239                   | 1,320             | 906               | (172)                  | 1,011             | 1,311             | 1,311              | 1,311              |                |            |              |                |                |               | Transfer Payments   |                    |                  |                   |                              |
| Gove nent grants   | 0                       | 0                 |                   |                        |                   |                   |                    |                    |                |            |              |                |                |               |                     |                    |                  |                   |                              |
| Reimbursements   | 148                     | 123               | 77                |                        |                   | 77                | 77                 | 77                 |                |            |              | //             |                |               | O                   |                    |                  |                   |                              |
| Customer & client receipts                                   | 733                     | 844               | 721               | \ /                    | 826               | 1,126             | 1,126              | 1,126              |                |            |              |                |                |               | Support services    |                    |                  |                   |                              |
| Recharges<br>Resel   | 358                     | 353               | 108               | 0                      | 108               | 108               | 108                | 108                |                | ,          |              |                |                |               |                     |                    |                  |                   |                              |
|  |                         |                   |                   |                        |                   |                   |                    |                    |                |            |              |                |                |               | Depreciation        |                    |                  |                   |                              |
| Capital Funded   |                         |                   |                   | (0.0)                  |                   |                   |                    |                    |                |            |              |                |                |               |                     |                    |                  |                   |                              |
| Council Funded Net Budget                                    | 1,090                   | 1,000             | 1,071<br>Original | (89)<br>Forecast       | 971               | 681               | 661                | 670                |                |            |              |                |                |               |                     |                    |                  |                   |                              |
| Capital Budget £'000s  | Final Budget<br>2016/17 | Actual<br>2016/17 | Budget<br>2017/18 | Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21  | Budget<br>2021/22  |                |            |              |                |                |               | Summary of          | major budget etc c | hanges           |                   |                              |
| Morden Leisure Centre  | 1,574                   | 477               | 6,068             |                        | 6,389             | 242               |                    |                    |                |            |              |                |                |               |                     | 2018/19            |                  |                   |                              |
| Wimbledon Park Lake de-silting                               |                         |                   | 107               | 0                      | 1,250             |                   |                    | Ī                  | E&R1 = (£4     | .k)        |              |                |                |               |                     |                    |                  |                   |                              |
| Other  | 399                     | 424               | 424               | 0                      | 300               | 250               | 250                | 250                | E&R2 = (£5)    |            |              |                |                |               |                     |                    |                  |                   |                              |
|  |                         |                   |                   |                        |                   |                   |                    |                    | E&R4 = (£3)    |            |              |                |                |               |                     |                    |                  |                   |                              |
|  | 1                       |                   |                   |                        |                   |                   |                    |                    | LUIN- (LI      | ook)       |              |                |                |               |                     |                    |                  |                   |                              |







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

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|   | Parkin                                 | ıg & CCTV Ser                    | vices                            |                                      |                               |                    |                    |                    |                          |             |             | Plar              | nning Assum | nntions           |                  |                   |                 |                   | The Corporate strategies your         |
|---|--|----------------------------------|----------------------------------|--------------------------------------|-------------------------------|--------------------|--------------------|--------------------|--------------------------|-------------|-------------|-------------------|-------------|-------------------|------------------|-------------------|-----------------|-------------------|---------------------------------------|
| Cllr Ross G   | Sarrod: Cabinet N                      |                                  |                                  | s & Parking                          |                               |                    | Anticipat          | ted demand         |                          | 201         | 6/17        |                   | 17/18       | -                 | 8/19             | 2019/20           | 2020/21         | 2021/22           | service <b>contributes to</b>         |
| Enter a brie  | f description of                       | your main acti                   | vities and obje                  | ctives below                         |                               |                    | Number of resid    | lent permits issu  | ıed                      | 20,0        | 0041        | 21,               | ,043        | 22                | 095              | 23,199            | 24,358          |                   | Transport Plan                        |
| The service is required to en   | force the parking                      | g regulations to                 | o ensure the the                 | hrough flow of t                     | raffic can be                 |                    | Number of visit    | ors permits issu   | ed                       | 239         | ,242        | 251               | ,204        | 263               | ,764             | 276,952           | 290,799         |                   | Safer & Stronger Strategic Assessment |
| maintained and ensuring res<br>a permit or badge for. Surplu                      | idents and blue<br>is income genera    | badge nolders<br>ated by traffic | s nave the abili<br>management i | ity to park in ba<br>must be used fo | lys they have<br>or transport |                    |                    |                    |                          | ļ           |             |                   |             |                   |                  |                   |                 |                   |                                       |
| related areas.  | · ·                                    | •                                | ŭ                                |                                      |                               | Α.                 | aticipated new     | financial resou    |                          | 201         | 6/17        | 201               | 17/18       | 201               | 8/19             | 2019/20           | 2020/21         | 2021/22           |                                       |
| Objectives  |  |                                  |                                  |                                      |                               | A                  |                    | f (FTE)            | irces                    |             | .27         |                   | 3.57        |                   | .57              | 84.57             | 84.57           | 84.57             |                                       |
| <ul> <li>enforce parking regulations</li> <li>to implement measures to</li> </ul> | s across the bord<br>improve traffic e | ough including<br>nforcement ef  | Controlled Pa<br>ficiency spec   | arking Zones ar                      | nd bus lanes<br>oduction of   |                    |                    | nsport             |                          |             | 2           |                   | 12          |                   | 2                | 12                | 12              | 04.01             |                                       |
| Automatic Number Plate Rec  | cognition (ANPR                        | ) cameras at                     | bus lane and r                   | moving traffic lo                    | ocations. This                |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| will improve compliance and<br>• to maintain a survey of par                      |  |                                  |                                  |                                      | paces and the                 |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| charging structure  • to monitor the borough 's p                                 |  | •                                |                                  | ,                                    |                               |                    | Performar          | nce indicator      |                          |             |             | (A) Performa      |             |                   |                  | Polarity          | Reporting cycle | Indicator type    | Main impact if indicator not met      |
| controls can be effectively e   | enforced thus im                       | proving compl                    | liance and ultir                 | mately congest                       | ion                           | % of               | narking permits    | s issued within 5  | i-7 days                 | 94.5%       | 90%         | 2018/19(P)<br>90% | 90%         | 2020/21(P)<br>90% | 2021/22<br>90%   | High              | Monthly         | Outcome           | Loss of income                        |
| <ul> <li>to take account in busines<br/>legislation allowing business</li> </ul>  |  |                                  |                                  |                                      |                               |                    |                    | TE (12 month re    |                          | 9.5         | 8           | 8                 | 8           | 8                 | 8                | Low               | Monthly         | Quality           | Loss of income                        |
| increase in demand for parki  | ng spaces in exi                       | sting CPZ's ar                   | nd pressure in                   | areas with no                        | controlled                    |                    |                    | Cases won by       |                          | New         | 54%         | 54%               | 54%         | 54%               | 54%              | High              | Monthly         | Outcome           | Loss of income                        |
| parking to introduce CPZ's.   | 0 1                                    | Ü                                | •                                |                                      |                               | Percenta           | ge of Public Spa   | ace CCTV came      | eras working             | 98%         | 95%         | 95%               | 95%         | 95%               | 95%              | High              | Monthly         | Business critical | Reduced service delivery              |
| Since January 2016 Public S   | Space CCTV car                         | mera team, wh                    | nose core activ                  | vitv is to review                    | the                           |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| operational structure, proce  | sses and numb                          | er of CCTV c                     | ameras throug                    | ghout the borou                      | gh with the                   |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| aim of achieving efficiencies our partners, was amalgama                          |  |                                  | service to the                   | residents, cust                      | omers and                     |                    |                    |                    |                          |             |             | +                 |             |                   |                  |                   |                 |                   |                                       |
| our partitions, was amaigama  | iod marr arang                         | 00111000.                        |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  | DEPART                           | MENTAL BUD                       | GET AND RESC                         | URCES                         |                    |                    |                    | 1                        |             | 2           | 2018/19 Exp       | penditure   |                   |                  |                   |                 | 2018/19 Income    |                                       |
| Revenue £'000s  | Final Budget                           | Actual                           | Budget                           | Forecast<br>Variance                 | Budget                        | Budget             | Budget             | Budget             |                          |             |             |                   | •           | ■ Fr              | nployees         |                   |                 |                   |                                       |
|   | 2016/17                                | 2016/17                          | 2017/18                          | 2017/18 P7                           | 2018/19                       | 2019/20            | 2020/21            | 2021/22            |                          |             |             |                   |             | = = = =           | ipioyees         |                   |                 |                   |                                       |
| Expenditure   | 6,060                                  |                                  |                                  | 3 466                                |                               | 6,153              |                    |                    |                          |             |             |                   |             | ■ Pr              | emises           |                   |                 |                   |                                       |
| Employees<br>Premises   | 3,342<br>619                           | 3,406<br>625                     |                                  |                                      |                               | 3,140<br>665       |                    | 3,140              | 1                        |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| Transport   | 98                                     | 138                              | 82                               | 2 16                                 | 100                           | 101                | 103                | 104                |                          |             |             |                   |             | ■Tr               | ansport          |                   |                 |                   |                                       |
| Supplies & Services 3rd party payments  | 544                                    |                                  |                                  |                                      |                               |                    |                    | 494                |                          |             |             |                   |             | 1                 | -                |                   |                 |                   |                                       |
| Transfer payments   | 219                                    | 210                              | 268                              |                                      | 272                           | 2/6                | 280                |                    | /                        |             |             |                   |             | ■ St              | pplies & Service | ces               |                 |                   |                                       |
| Support services  | 1,126                                  |                                  |                                  |                                      | 1,380                         | 1,380              |                    |                    | L L                      |             |             |                   |             |                   |                  |                   |                 |                   | ■Government grants                    |
| Depreciation  | 112                                    | 112                              |                                  | 2 0<br>Forecast                      | 112                           | 112                | 112                |                    | •                        |             |             |                   |             | ■3r               | d party paymen   | nts               |                 |                   | ■ Reimbursements                      |
| Revenu <u>e £'</u> 000s   | Final Budget                           | Actual                           | Budget                           | Variance                             | Budget                        | Budget             | Budget             | Budget             |                          |             |             |                   |             |                   |                  |                   |                 |                   | Reimbulsements                        |
|   | 2016/17                                | 2016/17                          | 2017/18                          | 2017/18 P7                           | 2018/19                       | 2019/20            | 2020/21            | 2021/22            | Ī                        |             |             |                   |             | ■Tr               | ansfer payment   | ts                |                 |                   |                                       |
| Income(1) Govern@nt grants  | <b>17,311</b>                          | 16,010                           |                                  |                                      | <b>16,966</b>                 | <b>17,066</b>      | <b>17,066</b>      |                    | 1                        |             |             |                   | - 1         | /                 |                  |                   |                 |                   |                                       |
| Reimbutements   | 117                                    |                                  |                                  |                                      |                               | 118                | 118                |                    |                          |             |             |                   |             | ■Sı               | pport services   |                   |                 |                   | ,                                     |
| Customer & client receipts  Recharges   | 17,194                                 | 15,933                           | 16,184                           | 4 (2,127)                            | 16,848                        | 16,948             | 16,948             | 16,948             | 4                        | ~///        |             |                   |             |                   |                  |                   |                 |                   |                                       |
| Reserve   |  |                                  |                                  |                                      |                               |                    |                    |                    | 1                        |             |             |                   |             | ■ De              | preciation       |                   |                 |                   |                                       |
| Capital Funded  | (44.054)                               | (0.045)                          | // //                            |                                      | (40.005)                      | // / -             | (40.000)           | (40.000)           |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| Council Funded Net Budget   | (11,251)<br>Final Budget               | (9,815)<br>Actual                | (10,259<br>Budget                | (1,616)<br>Forecast                  | (10,835)<br>Budget            | (10,913)<br>Budget | (10,890)<br>Budget | (10,868)<br>Budget |                          |             |             |                   |             |                   | •                |                   |                 |                   |                                       |
| Capital Budget £'000s   | 2016/17                                | 2016/17                          | 2017/18                          | Variance                             | 2018/19                       | 2019/20            | 2020/21            | 2021/22            |                          |             |             |                   |             |                   | Summary          | of major budget e | c. cnanges      |                   |                                       |
| Parking Improvements  |  | 155                              |                                  |                                      |                               | 60                 |                    |                    |                          |             |             |                   |             |                   |                  | 2018/19           |                 |                   |                                       |
| CCTV Investment   |  | 323                              | 192                              | 2                                    |                               |                    |                    |                    | E&R7 = (£10              | 63k)        |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    | E&R10 = £8<br>ENV06 = £4 |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    | ENV07 = (£0              |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    | ENR2 = (£4               | 4k)         |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    | ENR3 = (£1               | 7k)         |             | 01-)              |             |                   |                  |                   |                 |                   | l                                     |
|   | +                                      | 478                              | 3 192                            | 2 -                                  | <del> </del>                  | 60                 | _                  | <u> </u>           | ALT1 (repla              | cement savi | ng) = (£440 | UK)               |             |                   |                  |                   |                 |                   |                                       |
|   |  | 470                              | o  197                           | 2  0                                 | ,                             | 00                 |                    | '                  | '                        |             |             |                   |             |                   |                  | 2019/20           |                 |                   |                                       |
| -9,000 <del></del>  |  |                                  |                                  |                                      |                               |                    |                    |                    | ENR4 = (£1               | 00k)        |             |                   |             |                   |                  |                   |                 |                   |                                       |
| 2016  | 20                                     | )17                              | 2018                             | 2019                                 | ,                             | 2020               | 2021               |                    | EINK4 = (£1              | UUK)        |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| 0.500   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| -9,500 -  |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| 80 -10,000 -  |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| £'(   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  | 2020/21           |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| -10,500 -   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| -11,000 -   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| -11,000   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  | 2021/22           |                 |                   |                                       |
|   |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| 44.500  |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| -11,500 <sup>J</sup>  |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  | Budget                           |                                  |                                      | Act                           | ıal                |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
|   |  |                                  |                                  |                                      | Act                           |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |
| <u> </u>  |  |                                  |                                  |                                      |                               |                    |                    |                    |                          |             |             |                   |             |                   |                  |                   |                 |                   |                                       |

|            |            |                  | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O<br>Parking & CCTV Services | F 10 OVER THE FOUR YEAR PERIOD |            |                |       |
|------------|------------|------------------|--|--------------------------------|------------|----------------|-------|
|            |            |                  | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFIT          | Likelihood | Risk<br>Impact | Score |
| -          | Project 1  | Project Title:   | Review CEO Shift Patterns  | Improved effectiveness         | <u> </u>   | impuot         | 00010 |
| Start date | 2016-17    | Project Details: | Consult on the introduction of a more efficient shift patterns                           |                                | 2          | 1              | 2     |
| End date   | 2018-19    |                  |  |                                |            |                |       |
|            | Project 2  | Project Title:   | Review CCTV Shift Patterns   | Infrastructure renewal         |            |                |       |
| Start date | 2016-17    | Project Details: | Consult on the introduction of a more efficient shift patterns                           |                                | 2          | 1              | 2     |
| End date   | 2018-19    |                  |  |                                |            |                |       |
|            | Project 3  | Project Title:   | Procurement of new PCN system  | Improved effectiveness         |            |                |       |
| Start date | 2017-18    | Project Details: | Procuring of a new PCN system which maybe linked with Enforcement and Safer Merton       |                                | 2          | 3              | 6     |
| End date   | 2018-19    |                  |  |                                |            |                |       |
|            | Project 4  | Project Title:   |  | Improved effectiveness         |            |                |       |
| Start date |            | Project Details: |  |                                | 2          | 1              | 2     |
| End date   |            |                  |  |                                |            |                |       |
|            | Project 5  | Project Title:   |  | Select one major benefit       |            |                |       |
| Start date |            | Drainet Detailer |  |                                |            |                | 0     |
| En date    |            | Project Details: |  |                                |            |                |       |
|            | Project 6  | Project Title:   |  | Select one major benefit       |            |                |       |
| Start date |            | Project Details: |  |                                |            |                | 0     |
| End date   |            | i rojost Botano. |  |                                |            |                |       |
|            | Project 7  | Project Title:   |  | Select one major benefit       |            |                |       |
| Start date |            | Project Details: |  |                                |            |                | 0     |
| End date   |            |                  |  |                                |            |                |       |
|            | Project 8  | Project Title:   |  | Select one major benefit       |            |                |       |
| Start date |            |                  |  |                                |            |                | 0     |
| End date   |            | Project Details: |  |                                |            |                |       |
|            | Project 9  | Project Title:   |  | Select one major benefit       |            |                | +     |
| Start date |            |                  |  |                                |            |                | 0     |
| End date   |            | Project Details: |  |                                |            |                | Ĭ     |
| F          | Project 10 | Project Title:   |  | Select one major benefit       |            |                |       |
| Start date |            |                  |  |                                |            |                | 0     |
| End date   |            | Project Details: |  |                                |            |                |       |
| Life date  |            |                  |  |                                |            |                |       |

### **Commissioned Service**

### Parks & Green Spaces

**Cllr Nick Draper Cabinet Member for Community & Culture** 

### Service Provider:

### idverde UK Ltd

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

The grounds maintenance elements of the service are outsourced to idverde UK Limited, overseen by the Greenspaces client team who, in

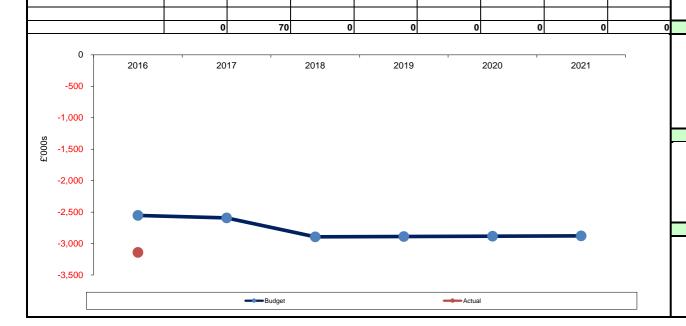
|  |                         |                |                               | The grounds maintenance elements of the service are outsourced to laverde on Limited, overseen by the Greenspaces client team v |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
|--|-------------------------|----------------|-------------------------------|---|-------------------|-------------------|-------------------|-------------------|--|-----------------------------|-----------------------------|--|--|--|--|--|
|  |                         |                |                               | Р   | lanning Assum     | nptions           |                   |                   |  | The Corporate strategies th |                             |  |  |  |  |  |
| Anticipated demand                             |                         | 6/17           | 201                           | 7/18  | 201               | 8/19              | 2019              | 9/20 2020/21      | 2021/22  | service contributes to      |                             |  |  |  |  |  |
| Increased sports pitch demand (Total numb      | er of bookings)         | 1              | %                             | 1   | %                 | 1                 | %                 | 1'                | % 1%   | 1%                          | Open Space Strategy         |  |  |  |  |  |
| Attendance at major community outdoor events   | 55,                     | 000            | 60,                           | 000   | 61,               | 000               | 62,               | 000 63,000        | 64,000   |                             |                             |  |  |  |  |  |
| Number of funerals at LBM cemet                | 2                       | 15             | 2:                            | 20  | 24                | 40                | 26                | 60 260            | 260  |                             |                             |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| Anticipated non financial resou                | rces                    | 201            | 6/17                          | 201   | 7/18              | 201               | 8/19              | 2019              | 9/20 2020/21                                   | 2021/22                     |                             |  |  |  |  |  |
| Contractors                                    |                         |                |                               |   |                   | Sufficient        | t resources to p  | orovide service   | 9  | •                           |                             |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| Performance indicator                          |                         | Per            | rformance Tar                 | gets (T) & Prov   | isional Perfor    | mance Targets     | s (P)             |                   |  |                             | Main impact if indicator no |  |  |  |  |  |
| (LBC2020 indicators highlighted in             | purple)                 | 2016/17(A)     | 2016/17(A) 2017/18(T)         |   | 2019/20(P)        | 2020/21(P)        | 2021/22(P)        | Pola              | arity Reporting cycle                          | Indicator type              | met                         |  |  |  |  |  |
| % of residents rating parks & green spaces god | od or very good         | 79             | 75                            | 76  | 77                | 78                | 79                | Hiç               | gh Biennial                                    | Perception                  | Reputational risk           |  |  |  |  |  |
| Young peoples % satisfaction with parks &      | green spaces            | 56             | 74                            | 75  | 76                | 77                | 78                | Hiç               | gh Biennial                                    | Perception                  | Reputational risk           |  |  |  |  |  |
| Number of Green Flag Award                     | S                       | 5              | 5                             | 6   | 6                 | 7                 | 7                 | Hiç               | gh Annual                                      | Quality                     | Reputational risk           |  |  |  |  |  |
| Number of outdoor event-days in                | oarks                   | 171            | 130                           | 135   | 140               | 145               | 150               | Hiç               | gh Monthly                                     | Output                      | Reputational risk           |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
|  |                         | Finan          | cial Informa                  |   |                   |                   |                   |                   | Addition                                       | al Expenditure Infor        | mation                      |  |  |  |  |  |
| Revenue £'000s                                 | Final Budget<br>2016/17 | 2016/17        | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7  | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 | E5 (2019/20) = (£50k)<br>E6 (2019/20) = (£40k) |                             |                             |  |  |  |  |  |
| Expenditure                                    | 5,053                   |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| Employees                                      | 2,271<br>762            |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| Premises Transport                             | 251                     |                |                               |   | 16                |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| Supplies & Services                            | 479                     |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| 3rd party payments                             | 40                      |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| Transfer payments                              | 0                       |                |                               |   |                   |                   |                   | •                 |  |                             |                             |  |  |  |  |  |
| Support services                               | 918                     |                |                               |   |                   |                   |                   |                   |  |                             |                             |  |  |  |  |  |
| Depreciation                                   | 332                     | 332            |                               |   | 332               | 332               | 332               | 332               |  |                             |                             |  |  |  |  |  |
| Revenue £'000s                                 | Final Budget<br>2016/17 | 2016/17        | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7  | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |  |                             |                             |  |  |  |  |  |
| Income   | 2,214                   |                |                               |   | 1,258             | 1,348             | 1,348             | 1,348             |  |                             |                             |  |  |  |  |  |
| Government grants                              | 8                       | 8              | 0                             | (9)   | 0                 | 0                 | 0                 | 0                 |  |                             |                             |  |  |  |  |  |
| Reimbursements Customer & client receipts      | 153<br>2,053            |                |                               |   | 174<br>1,084      | 174<br>1,174      |                   |                   |  |                             |                             |  |  |  |  |  |
| Recharges                                      | 2,053                   | 1,766          | 1,084                         | 8/  | 1,084             | 1,174             | 1,174             | 1,174             |  |                             |                             |  |  |  |  |  |
| Reserves                                       |                         |                |                               |   |                   |                   |                   | <del> </del>      |  |                             |                             |  |  |  |  |  |
| Council Funded Net Budget                      | 2,839                   | 3,090          | 1,886                         | 214   | 1,914             | 1,851             | 1,878             | 1,906             |  |                             |                             |  |  |  |  |  |
| Capital Budget £'000s                          | Final Budget<br>2016/17 | Actual 2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7  | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |  |                             |                             |  |  |  |  |  |
| Parks Investment                               | 715                     |                | 485                           |   | 1,452             | 491               | 300               | 300               |  |                             |                             |  |  |  |  |  |
|  |                         |                |                               |   |                   |                   | 1                 |                   |  |                             |                             |  |  |  |  |  |

1,452

300

|                      |                          |                  | DETAILS OF MAJOR F Parks & Green S   |  |            |        |       |
|----------------------|--------------------------|------------------|--|--|------------|--------|-------|
|                      |                          |                  | PROJECT DESCRIPTION  | MAJOR PROJECTS BENEFITS  | Likelihood | Risk   | Caara |
| Pre                  | oject 1                  | Project Title:   | Greenspaces TOM  | Improved effectiveness   | Likelinood | Impact | Score |
| Start date  End date | 01/12/2017               | Project Details: | Production & implementation of Target Operating Model for Greenspaces                                | Various benefits & enhancements across a range of services & themes  | 3          | 2      | 6     |
| De                   |                          | Project Title:   | Greenspaces Commercialisation  | Improved efficiency (savings)  |            |        |       |
| Pro                  | oject 2                  | Project Title:   | Greenspaces Commercialisation  | improved efficiency (savings)  |            |        |       |
| Start date  End date | 01/04/2017<br>31/03/2019 | Project Details: | Increased commecialisation across a range of Greenspaces services                                    | Diversifying the outdoor events portfolio, including new commercial events to increase income. Working with our new grounds maintenance service provider, idverde, to increase income for the service, especially from sport & recreational activities | 3          | 2      | 6     |
| Pro                  | oject 3                  | Project Title:   | Canons House & Rec Restoration   | Improved customer experience   |            |        |       |
| Start date           | 01/07/2017               | Project Details: | Delivery of Lottery-funded Canons Restoration Project  | Multi-million pound investment project to restore, conserve & improve recreational opportunities at Canons Recreation Ground & Canons House.   | 3          | 2      | 6     |
| End date             | 31/03/2019               |                  |  | Recreation Ground & Carlons House.   |            |        |       |
| Pro                  | oject 4                  | Project Title:   | Morley Park  | Improved customer experience   |            |        |       |
|                      | -                        | . Tojout Hilo.   | Money Laik   | improved editorior experience  |            |        |       |
| Start date  End date | 01/04/2017<br>31/03/2019 | Project Details: | Transfer, opening & establishment of Morley Park   | Opening & development of a brand new public open space in West Wimbledon, comprising informal recreational areas, nature conservation features & sports facilities   | 3          | 2      | 6     |
| Pr                   | oject 5                  | Project Title:   | Phase C, Lot 2 Contract  | Improved reputation  |            |        |       |
| Start date           | 01/02/2017               | Project Details: | Embedding new systems & processes and ensuring quality & performance standards in relation to        | Working with our grounds maintenance contractor, idverde, to maintain & improve green spaces &   | 3          | 2      | 6     |
| End date             | 31/03/2019               | •                | Phase C, Lot 2 grounds maintenance contract  | recreational services at a lower cost  |            |        |       |
| Pro                  | oject 6                  | Project Title:   | Re-use of Parks Assets   | Improved efficiency (savings)  |            |        |       |
| Start date           | 01/01/2018<br>31/032019  | Project Details: | Re-use of surplus & redundant parks facilities: pavilions, yards & mess rooms and other parks assets | Increased income & preservation of some existing parks assets  | 3          | 2      | 6     |
|                      | oject 7                  | Project Title:   |  | Select one major benefit   |            |        |       |
| 0, , , ,             |                          |                  |  |  |            |        |       |
| Start date  End date |                          | Project Details: |  |  |            |        | 0     |
|                      | oject 8                  | Project Title:   |  | Select one major benefit   |            |        |       |
| FI                   | oject o                  | Project fille.   |  | Select one major benefit   |            |        |       |
| Start date           |                          | Project Details: |  |  |            |        | 0     |
| End date             |                          |                  |  |  |            |        |       |
| Pro                  | oject 59                 | Project Title:   |  | Select one major benefit   |            |        |       |
| Start date           |                          | Project Details: |  |  |            |        | 0     |
| End date             |                          | . Tojou Dotalio. |  |  |            |        |       |
| Pro                  | ject 10                  | Project Title:   |  | Select one major benefit   |            |        |       |
| Start date           |                          | Project Details: |  |  |            |        | 0     |
| End date             |                          | ,                |  |  |            |        |       |

|   |  | Property          |                               |                                    |                   |                   |   |                          |   |            |               | Plan       | ning Assum | otions |                 |                     |                 |                   | The Corporate strategies your      |
|---|--|-------------------|-------------------------------|------------------------------------|-------------------|-------------------|---|--------------------------|---|------------|---------------|------------|------------|--------|-----------------|---------------------|-----------------|-------------------|------------------------------------|
| Clir Mark A   | Allison: Deputy I  |                   | net Member for                | Finance                            |                   |                   | Anticipate  | ed demand                |   | 2016/17    |               |            | 2017/18    |        | 18/19           | 2019/20             | 2020/21         | 2021/22           | service contributes to             |
|   |  |                   |                               |                                    |                   | Т                 |   | roposed disposa          | ls  | Not known  |               |            | Not known  |        | known           | Not known           | 2020/21         | 202.//22          | Corporate Asset Management Pla     |
|   | Enter a brief description of your main activities and objectives below all property transactions provide value for money and comply with statute |                   |                               |                                    | +                 |                   |   |                          |   |            | 8             |            | 8          | 8      |                 | 8                   |                 | <del> </del>      | Economic Development Strategy      |
| o ensure that all property trans                                  | sactions provide   | value for money   | and comply wil                | in statute                         | ŀ                 |                   | The number of proposed lettings.  The number of proposed rent reviews |                          |   |            | 21            |            | 35         | 36     |                 | Not known           |                 | +                 | Medium Term Financial Strategy     |
| o maintain an accurate record                                     | of the property a  | ssets of the cou  | incil and to prov             | ide asset                          | ŀ                 |                   |   | nmercial proper          |   |            | 394           |            | 94         |        | 194             | 394                 |                 |                   | Medidili Telli Tillanciai Strategy |
| aluations to support the counc                                    |  |                   |                               | _                                  | . •               |                   |   |                          |   |            | 16/17         | 201        |            |        | 18/19           | 2019/20             | 2020/21         | 2021/22           |                                    |
| o manage the councils investr<br>nsure that it has the accommo    |  |                   |                               |                                    |                   | An                | -   | inancial resour<br>(FTE) | es  |            | .85           |            | 60         |        | .60             | 4.60                | 4.60            | 4.60              |                                    |
| o support regeneration, deal v                                    |  |                   |                               |                                    |                   |                   | Stati   | (FIE)                    |   | 4          | 00            | 4.         | 00         | 4      | .00             | 4.00                | 4.00            | 4.00              |                                    |
| tegrated Project Team to deli                                     |  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| ommunity Right to Bid -to mai                                     | nage applications  | for community     | assets to be list             | ed and claims for                  | or                |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| ompensation.  | at of proporty oo  | oto oo roquirod   | hu trananarana                | v ogondo undor                     | Localiam Act      |                   |   |                          |   |            |               | \ <u></u>  | T (T)      |        | (5)             |                     |                 |                   |                                    |
| o maintain publicly available li<br>011.TOM will lead to increase |  |                   |                               |                                    |                   |                   | Performand  | ce indicator             |   |            | erformance (A |            |            |        |                 | Polarity            | Reporting cycle | Indicator type    | Main impact if indicator           |
| ost significantly driving econo                                   |  |                   |                               |                                    |                   |                   |   |                          |   | ( )        | 2017/18(T)    | 2018/19(P) | 2019/20(P) | \ /    | ` '             |                     |                 |                   | met                                |
| erton. This may impact on the                                     | timing of sales a  | and capital rece  | pts.                          |                                    | ļ                 |                   |   | rop. owned by c          |   | 0.35       | 3.3           | 3.3        | 3.3        | 3.3    | 3.3             | Low                 | Quarterly       | Outcome           | Loss of income                     |
| bjectives   |  |                   |                               |                                    | ļ                 | % Debt            |   | tenants Inc. bu          | sinesses  | 8.7        | 8.0           | 8.0        | 8.0        | 8.0    | 8.0             | Low                 | Quarterly       | Outcome           | Loss of income                     |
| complete Asset Valuations to                                      | timetable agreed   | with Director of  | f Corporate Ser               | vices                              | Į.                |                   | Asset Va  | aluations                |   | 167        | 150           | 150        | 150        | 150    | 150             | High                | Annual          | Business critical | Breach statutory duty              |
| Implement review of non ope                                       |  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| critically examine operational                                    | property to ensu   | re the council h  | as the minimum                | necessary to                       |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| support the business plan<br>maximise revenue income by           | lotting vacant pr  | oporty            |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| provide timely advice to inform                                   |  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| ensure team is arranged to s                                      |  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
|   |  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
|   |  | DEPARTI           | MENTAL BUDG                   | ET AND RESO                        | URCES             |                   |   |                          |   |            | 2             | 018/19 Exp | enditure   |        |                 |                     |                 | 2018/19 Income    |                                    |
| evenue £'000s   | Final Budget<br>2016/17  | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21   | Budget<br>2021/22        |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| penditure   | 2,027  | 2,060             |                               |                                    |                   | 2,061             | 2,066   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| nployees  | 228  | 233               |                               | 31                                 |                   | 214               | 214   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| emises  | 140  |                   | 183                           |                                    | 167               | 170               | 172   | 175                      |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| ansport<br>pplies & Services                                      | 166  | 202               | 171                           | 67                                 | 175               | 1<br>177          | 180   | 182                      |   |            |               |            |            |        | Employees       |                     |                 |                   |                                    |
| party payments  | 0  | 0                 | 0                             | 0                                  | 0                 | 0                 | 0   | 0                        |   |            |               |            |            | 1      |                 |                     |                 | 1                 |                                    |
| ansfer payments   | 0  | 0                 | 0                             | 0                                  | 0                 | 0                 | 0   | 0                        |   |            |               |            |            |        | Premises        |                     |                 |                   | -0                                 |
| pport services  | 486  |                   |                               | 0                                  | 493               | 493               | 493   |                          |   |            |               |            |            |        | . T             |                     |                 |                   | ■Customer & client receipts        |
| preciation  | 1,006  | 1,006             | ,                             | 0                                  | 1,006             | 1,006             | 1,006   | 1,006                    | f   |            |               |            |            |        | Transport       |                     |                 |                   | ■Recharges                         |
| Clood-  | Final Budget   | Actual            | Original                      | Forecast                           | Budget            | Budget            | Budget  | Budget                   |   |            |               |            |            |        | Supplies & Ser  | vices               |                 | N .               |                                    |
| evenue £'000s   | 2016/17  | 2016/17           | Budget                        | Variance                           | 2018/19           | 2019/20           | 2020/21   | 2021/22                  |   |            |               |            |            |        |                 |                     |                 |                   | 1                                  |
| confe   | 4,580  | 5,200             | 2017/18<br>4,660              | 2017/18 P7<br>(284)                | 4,949             | 4,949             | 4,949   | 4,949                    |   |            |               |            |            | /      | Support service | es                  |                 |                   |                                    |
| one<br>verment grants   | 7,530  | 0                 | <b>4,000</b>                  | 0                                  | 0                 | 0                 | 0   | 7,545                    |   |            |               |            |            | Ι.     | Depreciation    |                     |                 |                   |                                    |
| imb sements   | 0  | 0                 | 0                             | 0                                  | 0                 | 0                 | 0   | 0                        |   |            |               |            |            |        | - Dehleciation  |                     |                 |                   |                                    |
| stomer & client receipts  | 4,089  | 4,719             | 4,180                         |                                    | 4,469             | 4,469             | 4,469   |                          | `   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| charges   | 491  | 481               | 480                           | 0                                  | 480               | 480               | 480   | 480                      |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| eserves<br>apital Funded  |  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| ouncil Funded Net Budget  | (2,553)  | (3,140)           | (2.593)                       | (149)                              | (2,893)           | (2.888)           | (2.883)   | (2.878)                  |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| anon i unucu Net Buuget   | (2,553)  | (3,140)           | (=,000)                       |                                    | (2,093)           | (2,008)           | (2,003)   | (2,018)                  |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
| pital Budget £'000s   | Final Budget<br>2016/17  | Actual 2016/17    | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21   | Budget<br>2021/22        |   |            |               |            |            |        | Summary of      | of major budget etc | c. changes      |                   |                                    |
| operty  |  | 70                |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 | 2018/19             |                 |                   |                                    |
|   |  |                   |                               |                                    |                   |                   |   |                          | E&R6 = (£18k)                                   |            |               |            |            |        |                 |                     |                 |                   |                                    |
|   | +  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
|   | 1  |                   |                               |                                    |                   |                   |   |                          |   |            |               |            |            |        |                 |                     |                 |                   |                                    |
|   |  |                   |                               |                                    |                   |                   |   |                          | ENV14 = (£100)                                  |            |               |            |            |        |                 |                     |                 |                   |                                    |
|   |  |                   |                               |                                    |                   |                   |   |                          | ENV14 = (£100<br>ENV34 = (£40k<br>ENR8 = (£150k | <b>(</b> ) |               |            |            |        |                 |                     |                 |                   |                                    |

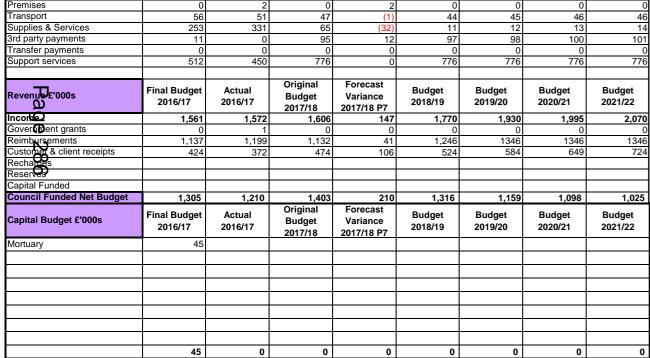


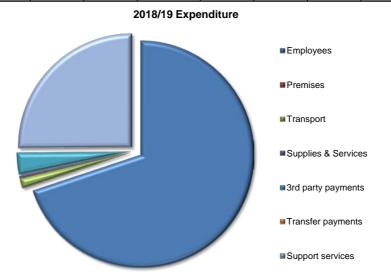
2019/20

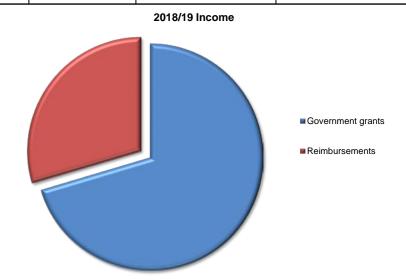
2020/21

|                       |          |                   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAY  Property | XIMUM OF 10 OVER THE FOUR YEAR PERIOD |            |                |          |
|-----------------------|----------|-------------------|---|---------------------------------------|------------|----------------|----------|
|                       |          |                   | PROJECT DESCRIPTION   | MAJOR PROJECT BENEFIT                 | Likelihood | Risk<br>Impact | Score    |
| Pi                    | roject 1 | Project Title:    | New secondary school  | Infrastructure renewal                |            | impuot         | 555.5    |
| Start date            | 2016-17  |                   |   |                                       | 2          | 2              | 4        |
| Fad data              | an gaing | Project Details:  | Land acquisition and granting of new leases.                      |                                       |            |                | 7        |
| End date              | on going | B : T''           |   |                                       |            |                |          |
|                       | roject 2 | Project Title:    |   | Select one major benefit              |            |                |          |
| Start date            |          | Project Details:  |   |                                       |            |                | 0        |
| End date              |          | ,,                |   |                                       |            |                |          |
| Pi                    | roject 3 | Project Title:    |   | Select one major benefit              |            |                |          |
| Start date            |          |                   |   |                                       |            |                | 0        |
|                       |          | Project Details:  |   |                                       |            |                |          |
| End date              |          |                   |   |                                       |            |                |          |
|                       | roject 4 | Project Title:    |   | Select one major benefit              |            |                |          |
| Start date            |          | Project Details:  |   |                                       |            |                | 0        |
| End date              |          | r roject Betails. |   |                                       |            |                |          |
| Pı                    | roject 5 | Project Title:    |   | Select one major benefit              |            |                |          |
| Start date            |          |                   |   |                                       |            |                |          |
| <del>- 2</del>        |          | Project Details:  |   |                                       |            |                | 0        |
| P<br>a<br>E@date      |          |                   |   |                                       |            |                |          |
|                       | roject 6 | Project Title:    |   | Select one major benefit              |            |                |          |
| St <b>&amp; d</b> ate |          |                   |   |                                       |            |                | 0        |
| End date              |          | Project Details:  |   |                                       |            |                |          |
|                       | roject 7 | Project Title:    |   | Select one major benefit              |            |                | <u> </u> |
| Start date            |          | ,                 |   | ·                                     |            |                |          |
| - Clart date          |          | Project Details:  |   |                                       |            |                | 0        |
| End date              |          |                   |   |                                       |            |                |          |
| Pi                    | roject 8 | Project Title:    |   | Select one major benefit              |            |                |          |
| Start date            |          |                   |   |                                       |            |                | 0        |
| End date              |          | Project Details:  |   |                                       |            |                |          |
|                       | roject 9 | Project Title:    |   | Select one major benefit              |            |                |          |
|                       |          | i rojeot ritle.   |   | Sciect one major penent               |            |                |          |
| Start date            |          | Project Details:  |   |                                       |            |                | 0        |
| End date              |          |                   |   |                                       |            |                |          |
| Pro                   | oject 10 | Project Title:    |   | Select one major benefit              |            |                |          |
| Start date            |          |                   |   |                                       |            |                | 0        |
| F.J.                  |          | Project Details:  |   |                                       |            |                |          |
| End date              |          |                   |   |                                       |            |                |          |

|   | Regulatory              | Services Part                                | nership           |                   |                   | Planning Assumptions                                      |                  |                  |                |          |             |                              |          |                              |                          |          |                 |                   |                                |  |
|---|-------------------------|--|-------------------|-------------------|-------------------|---|------------------|------------------|----------------|----------|-------------|------------------------------|----------|------------------------------|--------------------------|----------|-----------------|-------------------|--------------------------------|--|
| Cllr Ni                                 | ick Draper: Cabine      | t Member for C                               | community & C     | ulture            |                   | Anticipated demand  |                  |                  |                |          | 6/17        | 2017/18                      |          | 201                          | 8/19                     | 2019/20  | 2020/21         | 2021/22           | service contributes to         |  |
| Clir Ross (                             | Garrod: Cabinet M       | ember for Stre                               | et Cleanliness    | & Parking         |                   |   | Total number     | of food premise  | S              | 17       | 790         | 18                           | 03       | 18                           | 316                      | 1829     | 1829            | 1829              | Air Quality Action Plan        |  |
| A brief description of your             | 1                       | Т  | otal number of    | service reques    | ts                | 59  | 995              | 6113             |                | 6:       | 234         | 6357                         | 6357     | 6357 Climate Change Strategy |                          |          |                 |                   |                                |  |
| . ,                                     |                         | •  |                   |                   |                   |   | Licence/pern     | nit applications |                | 18       | 390         | 19                           | 00       | 1900                         |                          | 1900     | 1900            | 1900              | Merton Regeneration Strategy   |  |
| Provide statutory environme             |                         |  |                   |                   |                   |   | -                |                  |                |          |             |                              |          |                              |                          |          | 1932            |                   | Medium Term Financial Strategy |  |
| councils that make up the R             | Regulatory Service      | s Partnership (                              | currently LB N    | lerton, LB Rich   | nmond amd         | An  | ticipated non    | financial resou  | rces           | 201      | 6/17        | 2017                         | //18     | 2018/19                      |                          | 2019/20  | 2020/21         | 2021/22           |                                |  |
| LB Wandsworth).                         |                         |  |                   |                   |                   |   | _                | (FTE)            |                | 39       | .48         | 39.48                        |          | 86.18                        |                          | 86.18    | 86.18           | 86.18             |                                |  |
| Deliver savings and efficien            | cies bv:                |  |                   |                   | l                 |   |                  | ,                |                |          |             |                              |          |                              |                          |          |                 |                   |                                |  |
| · ·                                     | •                       |  |                   |                   | l                 |   |                  |                  |                | Actual I | Performance | (A) Performance Target (T) I |          | Proposed                     | arget(P)                 |          |                 |                   | Main impact if indicator no    |  |
| reducing overheads                      |                         |  |                   |                   |                   | Performance indicator                                     |                  |                  |                |          | 2017/18(T)  | 2018/19(P) 2019/20(P)        |          | 2020/21(P) 2020/21(P)        |                          | Polarity | Reporting cycle | Indicator type    | met                            |  |
|   |                         | % service requests replied in 5 working days |                   |                   |                   | 95  | 96               | 96               | 96             | 96       | 96          | High                         | Monthly  | Perception                   | Reduced customer service |          |                 |                   |                                |  |
| <ul> <li>generating add</li> </ul>      | illonal income          |  |                   |                   | l                 |   | _                | £392,026         | £345,000       | £345,000 | £345,000    | £345,000                     | £345,000 | High                         | Monthly                  | Outcome  | Loss of income  |                   |                                |  |
| attracting new                          | l                       | % of category A                              | ,B & non-com      | oliant C food pre | emises inspected  | 100   | 98               | 98               | 98             | 98       | 98          | High                         | Annual   | Business critical            | Government intervention  |          |                 |                   |                                |  |
| G                                       |                         |  |                   |                   |                   | No  | . of underage s  | ales test purch  | ases           | 103      | 100         | 100                          | 100      | 100                          | 100                      | High     | Quarterly       | Business critical | Anti social behaviour          |  |
| <ul> <li>rationalising IC</li> </ul>    | T systems               |  |                   |                   | l                 | Annual average amount of Nitrogen Dioxide per m3          |                  |                  |                | NMTP     | 40          | 40                           | 40       | 40                           | 40                       | Low      | Annual          | Outcome           | Political risk                 |  |
| Transform the service by:               |                         |  |                   |                   | l                 | Nitrgen Dioxide Diffusion Monitoring Sites in the Borough |                  |                  |                | 29/50    | New         | 0/50                         | 0/50     | 0/50                         | 0/50                     | Low      | Quarterly       | Outcome           | Political risk                 |  |
| Transform the service by.               |                         |  |                   |                   |                   | exceeding National Levels                                 |                  |                  |                | 29/50    | ivew        | 0/50                         | 0/50     | 0/50                         | 0/50                     | LOW      | Quarterly       |                   |                                |  |
| <ul> <li>demand manage</li> </ul>       | gement                  |  |                   |                   |                   | Annual average amount of Particulates per m3              |                  |                  |                | 24       | 40          | 40                           | 40       | 40                           | 40                       | Low      | Annual          | Outcome           | Political risk                 |  |
| ·                                       | •                       |  |                   |                   |                   | Number of lic   | ence application | ons determined   | within 28 days | 96.75%   | 95%         | 95%                          | 95%      | 95%                          | 95%                      | High     | Quarterly       | Business critical | Reputational risk              |  |
| <ul> <li>streamlining but</li> </ul>    | usiness processes       |  |                   |                   |                   | %   | of food premis   | es rated 2 or be | elow           | 9.65%    | 15%         | 15%                          | 15%      | 15%                          | 15%                      | Low      | Quarterly       | Outcome           | Reputational risk              |  |
| implementing r                          | new ways of worki       | na   |                   |                   |                   |   |                  |                  |                |          |             |                              |          |                              |                          |          |                 |                   |                                |  |
| • implementing i                        | iew ways or worki       | 0  |                   |                   |                   |   |                  |                  |                |          |             |                              |          |                              |                          |          |                 |                   |                                |  |
|   |                         | DEPARTM                                      | IENTAL BUDG       | ET AND RESO       | JRCES             |   |                  |                  |                |          | 2           | 2018/19 Exp                  | enditure |                              |                          |          |                 | 2018/19 Income    |                                |  |
| Revenue £'000s                          | Final Budget<br>2016/17 | Budget<br>2018/19                            | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |   |                  |                  |                |          | ■ Emn       | loyees                       |          | 2010/10 Modifie              |                          |          |                 |                   |                                |  |
| Expenditure                             | 2,866                   | 2,782  | 3,009             | 63                | 3,086             | 3,089   | 3,093            | 3,095            |                |          |             |                              |          | = £111p                      | 10,000                   |          |                 |                   |                                |  |
| Employees                               | 2,034                   | 1,948  | 2,026             | 82                | 2,158             | 2,158   | 2,158            | 2,158            |                |          |             |                              |          |                              |                          |          |                 |                   |                                |  |
| Premises                                | 0                       | 2  | 0                 | 2                 | 0                 | 0   | 0                | 0                |                |          |             |                              |          | ■Pren                        | nises                    |          |                 |                   |                                |  |
| Transport Supplies & Services           | 56<br>253               | 51<br>331                                    | 47<br>65          | 1.7               | 44                | 45  | 46               | 46               |                |          |             |                              |          |                              |                          |          |                 |                   |                                |  |
| Supplies & Services  3rd party payments | 11<br>97                | 12<br>98                                     | 13<br>100         |                   |                   |   |                  |                  | 1              | _        |             |                              |          |                              |                          |          |                 |                   |                                |  |
| Transfer payments                       | 11                      | 0  | 95<br>0           | 12<br>0           | 97                | 98  | 100              | 101              |                |          |             |                              | 1        | ■Transport                   |                          |          |                 |                   | ■ Government grants            |  |
| Support services                        | 512                     | 450  | 776               | 0                 | 776               | 776   | 776              | 776              |                |          |             |                              |          |                              |                          |          |                 |                   | 1                              |  |
| Support services                        |                         | .00  | 710               | U                 | 0                 | 770 770 770   |                  |                  |                |          |             |                              |          |                              |                          | 1        |                 |                   | ■ Reimbursements               |  |







ENV08 = (£40k) ENV09 = (£50k)

ENR1 = (£100k) E1 = (£60k)

2020/21

Summary of major budget etc. changes

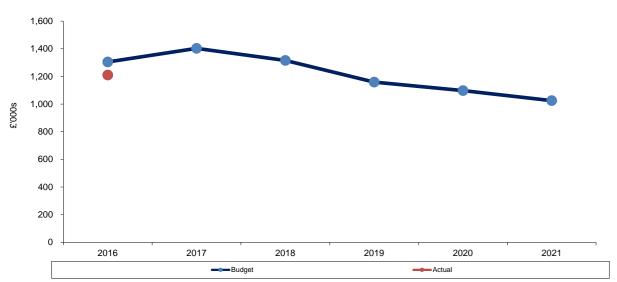
2018/19

2019/20

E1 = (£65k)

2021/22

E1 = (£75k)



|            |               |   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR Y  Regulatory Services Partnership                    | YEAR PERIOD                   |             |          |              |
|------------|---------------|---|---|-------------------------------|-------------|----------|--------------|
|            |               |   | PROJECT DESCRIPTION   | MAJOR PROJECT BENEFITS        | Likelihood  | Risk     | Score        |
| Pr         | roject 1      | Project Title:                          | Procurement of a new ICT case management system   | Improved efficiency (savings) | Likeiiilood | IIIIpact | Score        |
| Start date | 2016-17       | - Project Details:                      | Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth |                               | 2           | 1        | 2            |
| End date   | 2017-18       |   |   |                               |             |          |              |
| Pr         | roject 2      | Project Title:                          | Design and implement a joint Merton/Richmond budget   | Economic outcomes             |             |          |              |
| Start date | 2015-16       | - Project Details:                      | Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model                    |                               | 2           | 1        | 2            |
| End date   | 2017-18       |   |   |                               |             |          |              |
| Pr         | roject 3      | Project Title:                          |   | Select one major benefit      |             |          |              |
| Start date | 2015-16       | Project Details:                        |   |                               | 0           | 0        | 0            |
| End date   | 2017-18       | r rojout Butano.                        |   |                               |             |          |              |
| Pr         | roject 4      | Project Title:                          |   | Select one major benefit      |             |          | <del> </del> |
| Start date | 2014-15       | ,                                       |   | ·                             |             |          |              |
| Start date | 2014-13       | Project Details:                        |   |                               | 0           | 0        | 0            |
| End date   | 2017-18       |   |   |                               |             |          |              |
|            | roject 5      | Project Title:                          |   | Select one major benefit      |             |          |              |
| Stattdate  |               | Project Detailer                        |   |                               |             |          | 0            |
| Standate   |               | Project Details:                        |   |                               |             |          |              |
| N          | roject 6      | Project Title:                          |   | Select one major benefit      |             |          | <del> </del> |
| Start date | ĺ             | .,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |   | •                             |             |          |              |
| Start date |               | Project Details:                        |   |                               |             |          | 0            |
| End date   |               |   |   |                               |             |          |              |
| Pr         | roject 7      | Project Title:                          |   | Select one major benefit      |             |          |              |
| Start date |               |   |   |                               |             |          |              |
|            |               | Project Details:                        |   |                               |             |          | 0            |
| End date   |               |   |   |                               |             |          |              |
| Pr         | roject 8      | Project Title:                          |   | Select one major benefit      |             |          |              |
| Start date |               |   |   |                               |             |          |              |
|            |               | Project Details:                        |   |                               |             |          | 0            |
| End date   |               |   |   |                               |             |          |              |
| Pr         | roject 9<br>I | Project Title:                          |   | Select one major benefit      |             |          |              |
| Start date |               |   |   |                               |             |          | 0            |
|            |               | Project Details:                        |   |                               |             |          |              |
| End date   |               | _                                       |   |                               |             |          | <u> </u>     |
|            | oject 10      | Project Title:                          |   | Select one major benefit      |             |          |              |
| Start date |               | <b>.</b>                                |   |                               |             |          | 0            |
| End date   |               | - Project Details:                      |   |                               |             |          |              |

| Olle Falish Mesouley  |  | Safer Merton                 | Ordeter Engl                                     | 9 Fau                         | <u>''''</u>                                      |  | A Siein e/      | 1 toward   |               | 1 204      | 247        |              | anning Assum        |                 | 10/40           | 2040/20               | 2020/24  | 2024/22                      | The Corporate strategies your                                |
|---|--|------------------------------|--|-------------------------------|--|--|-----------------|--|---------------|------------|------------|--------------|---------------------|-----------------|-----------------|-----------------------|--|------------------------------|--|
| Cllr Edith Macauley:  | y: Cabinet Member<br>rief description of y |                              |  |                               | Alities  | Nu   |                 | ted demand<br>actionable, ASB ca                 | 22000         | 2016       | 60         |              | <b>17/18</b><br>400 |                 | 18/19<br>400    | <b>2019/20</b><br>400 | <b>2020/21</b><br>350                            | <b>2021/22</b><br>350        | Service contributes to Safer & Stronger Strategic Assessment |
|   | •  |                              |  |                               |  | 140  |                 | oulation   | 1862          | 205,       |            |              | 7,410               |                 | 8,607           | 209,771               | 210,902  | 210,902                      | /iolence Against Women and Girls Strateg                     |
| Safer Merton delivers the co<br>tackle crime and disorder. T  | Council's statutory<br>The team consists   | community of of eight office | afety Partileis<br>ers working ac                | cross several                 | ,  | No. Multi A                                      |                 | essment cases (dome                              | mestic abuse) |            | 62         |              | 170                 |                 | 170             | 170                   | 200  | 210,302                      | Children and Young People's Plan                             |
| themes:   |  | · ·                          | -  |                               | ,  |  | • •             | ed in Neighbourhood                              | ,             |            |            |              | 10%                 |                 | 35%             | 38%                   | 40%  | 40%                          | Community Cohesion Strategy                                  |
| <ol> <li>Tackling anti-social beha</li> <li>Protecting victims of Don</li> </ol>  |  |                              | taking action                                    | against                       | ,  | An   |                 | financial resource                               | rces          | 2016       |            |              | 17/18               |                 | 18/19           | 2019/20               | 2020/21  | 2021/22                      | Health & Wellbeing Strategy                                  |
| perpetrators  |  |                              | Ü  | J                             | ,  |  | Staff           | ff (FTE)   |               | 9.1        | .10        | 7            | 7.99                | 7.              | 7.49            | 7.49                  | 7.49   | 7.49                         | Safeguarding Children's Board Annual Hate crime strategy     |
| <ul><li>3) Managing and delivering</li><li>4) Delivering the partnershi</li></ul>   | nips analytical fund                       | tions                        |  | ramme                         | ,  | <b></b>  |                 |  |               | +          |            | <del> </del> | '                   | <del></del>     |                 | i                     |  |                              | Нате спте ѕпатеду  |
| 5) Managing and deliverung  | na the boroughs w                          | ork to tackle h              | ate crime  | · · · A C                     |  | <del></del>                                      |                 |  |               | +          |            | +            |                     | +               |                 |                       |  |                              |  |
| Manaing and delivering the service also ensures the contract of the contr | the Home Office p                          | oilot to tackie a            | Ilcohol related                                  | crime and ASE are delivered ? | ر<br>and   |  |                 |  |               | Actual P   | erformance | (A) Performa | ance Target /       | (T) Proposed 1  | Target (P)      |                       | <del>                                     </del> |                              | Main impact if indicator not                                 |
| will be working to ensure th  | hat the proposed s                         | sales of police              | stations, merc                                   | rgers of police               |  |  |                 | nce indicator                                    |               |            | 2017/18(T) | <u> </u>     | <del></del>         | <u> </u>        |                 | Polarity              | Reporting cycle                                  | Indicator type               | met  |
| command units and the intr  | troduction of its ne                       | w VAWG strat                 | legy are rolled                                  | out appropriate               | ely '  |  |                 | ment cases - dom                                 |               | 309        | 153        | 153          | 153                 | 200             | 2010            | High                  | Monthly  | Business critical<br>Outcome | Safeguarding issues  |
| commissioning of MOPAC  | funded workers.                            |                              |  | •                             |  |  |                 | Protection Warning Protection Notice             | •             | n/a<br>n/a | 150<br>8   | 100          | 100                 | 100             | 100             | High<br>Low           | Quarterly<br>Quarterly                           | Quality                      | Reduced enforcement  Reduced enforcement                     |
| Safer Merton forms part of a which forms part of the E&F  | f and is managed to                        | hrough the co                | uncils Public F                                  | Protection divisi             | on   |  |                 | bourhood Watch s                                 |               | n/a        | 10         | 10           | 10                  | 15              | 15              | High                  | Annual   | Outcome                      | Reduced service delivery                                     |
| partnership with other statu  | utory and non stat                         | utory partners               | . The statutory                                  | y duty for Safer              | <i>i</i>   |  |                 | ence with Injury                                 |               | n/a        | 1373       | 1373         | 1373                | 1200            | 1200            | Low                   | Quarterly  | Quality                      | Customer hardship  |
| Merton consists of the follows 1) A duty to establish a crim  | owing:<br>me and disorder p                | artnership and               | d deliver an ar                                  | onual partnersh               | nio ,  | Nur  | nber of premise | e closure orders u                               | used          | New        | New        | 10           | 10                  | 12              | 2 12            | Low                   | Quarterly  | Outcome                      | Anti social behaviour  |
| plan  | •  |                              |  |                               | Ρ ,  |  |                 |  |               |            |            |              |                     | '               |                 |                       |  |                              |  |
| 2) Completion of an annual Partnership  | al strategic assess                        | ment governed                | d by the Comn                                    | nunity Safety                 | ,  | <u></u>  |                 |  |               | <b></b> '  | <b></b>    |              | <b></b> '           | <u> </u> '      | <b></b> '       |                       |  |                              |  |
| Respond to and deal with  | th crime and disor                         | der through ex               | idence based                                     | d analytical work             | k in a   |  |                 |  |               |            |            |              | <u> </u>            |                 |                 | <del></del>           |  |                              |  |
|   |  |                              | Original   | Forecast                      |  | 1  |                 |  | 4             |            |            | 2018/19 Ex   | penditure           |                 |                 |                       |  | 2018/19 Income               |  |
| Revenue £'000s  | Final Budget                               | Actual                       | Budget   | Variance                      | Budget   | Budget   | Budget          | Budget   | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
|   | 2016/17                                    | 2016/17                      | 2017/18  | 2017/18 P7                    | 2018/19  | 2019/20  | 2020/21         | 2021/22  | 1             |            |            |              |                     | ■Er             | imployees       |                       |  |                              |  |
| Expenditure   | 756  | 647                          |  |                               | 2 647  |  |                 |  | _             |            |            |              |                     |                 |                 |                       |  |                              |  |
| Employees<br>Premises   | 340  | 303                          | 346  | <u> </u>                      | 2 342  | 2 342  | 342             | 2 342<br>0 0                                     | a <b>l</b>    |            |            |              |                     | ■Pr             | remises         |                       |  |                              |  |
| Transport   | 5  | 2                            | 1  | 10'                           | ار   | , <u>1</u>                                       | [ <u></u>       | 11   | 4             |            |            |              |                     |                 |                 |                       |  |                              |  |
| Supplies & Services   | 270  | 222                          | 10   |                               | 0 15   |  |                 |  | A             |            |            |              |                     | ■Tr             | ransport        |                       |  |                              |  |
| 3rd party payments Transfer payments  | 0  | 0                            | 100  |                               | 0 170  |  | 1/3             | ١/١٥   | a <b>l</b> /  |            |            |              |                     | 4               | •               |                       |  |                              | 1  |
| Support services  | 140  | 116                          | 119  | <u>ə</u> 0'                   | 0 119  | 9 119  | 119             | 9 119  | <u> </u>      |            |            |              |                     | ■S <sub>1</sub> | Supplies & Serv | vices                 |  |                              | ■Government grants   |
| Depreciation  | 0  | 0                            | Original   | <u>0</u>                      | 0'   | 0)   | - 0'            | 1 0  | 4 🔽           |            |            |              |                     |                 | F1 -            |                       |  |                              | l I  |
| Revenue 000s  | Final Budget                               | Actual                       | Original<br>Budget                               | Forecast<br>Variance          | Budget   | Budget   | Budget          | Budget   | 1             |            |            |              |                     | ■3r             | rd party payme  | ents                  |  |                              | 1  |
| Ø   | 2016/17                                    | 2016/17                      | 2017/18  | 2017/18 P7                    | 2018/19  | 2019/20  | 2020/21         | 2021/22  | ' ل           |            |            |              |                     | -               | a pointy proy   |                       | 1-   |                              | ,  |
| Incom Govern Ont grants   | <b>76</b>                                  | 108<br>27                    | 76   | (37)                          | 76   |  |                 | 76J  | A             |            |            |              |                     | ■ T/            | ransfer payme   | ants                  |  |                              |  |
|   | 0  | 81                           | (  | 0 0                           | 0 76   |  | , r             | مل و   | a <b>1</b>    |            |            |              |                     | =               | alioiti payiiio | ills                  |  |                              |  |
| Reimbursements Customack client receipts Recharges  |  |                              |  |                               |  |  | <u> </u>        |  | 1             |            |            |              |                     | ■ 9             | Support service |                       |  |                              |  |
| Recharges  Council Funded Net Budget  | 680  | 539                          | 568  | 8 (35)                        | ) 571  | 1 574  | 576             | 6 579  | 식             | -          |            |              |                     | =00             | ipport service  | ,                     |  |                              |  |
| Ocument and a rest and  | 000  | 000                          | •  | Forecast                      | <del></del>                                      | 1 3.5.   |                 | <del></del>                                      |               |            |            |              |                     |                 |                 |                       |  |                              |  |
| Capital Budget £'000s   | Final Budget                               | Actual                       | Original<br>Budget                               | Variance                      | Budget   | Budget   | Budget          | Budget   |               |            |            |              |                     |                 | Summary         | of major budget etc   | c. changes                                       |                              |  |
|   | 2016/17                                    | 2016/17                      | 2017/18  | 2017/18 P7                    | 2018/19  | 2019/20  | 2020/21         | 2021/22  |               |            |            |              |                     |                 |                 |                       |  |                              |  |
| CCTV  | 514  |                              | <u> </u>   | 01                            | 1 0  | 1 0  | <del></del>     | + 0,   | 1             |            |            |              |                     |                 |                 | 2018/19               |  |                              |  |
|   |  |                              | <del> </del>                                     | <b></b> '                     | <b></b> '  | 4  | <del></del> '   | +  | 4             |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              | <del> </del>                                     | +                             | <del>                                     </del> | +  |                 | <del>                                     </del> | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              | <del>                                     </del> | +                             | <u> </u>   | <del>                                     </del> | $\overline{}$   | <b>—</b>   | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              |  | +                             |  | <del>                                     </del> |                 |  | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              |  | '                             |  | · ·  | 1               |  |               |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              | <u> </u>   | Ţ'                            | Ţ'   | 'بــــــــــــــــــــــــــــــــــــ           | <u> </u>        | <u>-</u> '                                       | <del></del>   |            |            |              |                     |                 |                 | 30/0/00               |  |                              |  |
|   | 514  | 0                            | 0  |                               |  | <u> </u>   | . 0             |  | 4             |            |            |              |                     |                 |                 | 2019/20               |  |                              |  |
|   |  |                              |  |                               |  |  |                 | I.   | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
| 800 -   |  |                              |  |                               |  |  |                 | I.   | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              |  |                               |  |  |                 | Į.   | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
| 700 -   |  |                              |  |                               |  |  |                 | I.   | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              |  |                               |  |  |                 | I.   | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
| 600 -   |  |                              |  |                               |  |  |                 | Į.   |               |            |            |              |                     |                 |                 |                       |  |                              |  |
| ω   |  |                              |  |                               |  |  |                 | ,  |               |            |            |              |                     |                 |                 | 2020/21               |  |                              |  |
| I O   |  |                              |  |                               |  |  |                 | ,  | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
| 500 -   |  |                              |  |                               |  |  |                 | ,  | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
| τή  |  |                              |  |                               |  |  |                 | ,  | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
| 8 500 -<br>400 -  |  |                              |  |                               |  |  |                 | ,  | 1             |            |            |              |                     |                 |                 |                       |  |                              |  |
| 400 -   |  |                              |  |                               |  |  |                 |  |               |            |            |              |                     |                 |                 |                       |  |                              |  |
|   |  |                              |  |                               |  |  |                 | L  | <u></u>       |            |            |              |                     |                 |                 |                       |  |                              |  |
| 400 -   |  |                              |  |                               |  |  |                 | ı  |               |            |            |              |                     |                 |                 | 2021/22               |  |                              |  |
| 400 -<br>300 -  |  |                              |  |                               |  |  |                 |  |               |            |            |              |                     |                 |                 | 2021/22               |  |                              |  |
| 400 -<br>300 -  |  |                              |  |                               |  |  |                 |  |               |            |            |              |                     |                 |                 | 2021/22               |  |                              |  |
| 400 -<br>300 -<br>200 -   |  |                              |  |                               |  |  |                 |  |               |            |            |              |                     |                 |                 | 2021/22               |  |                              |  |
| 400 -<br>300 -<br>200 -<br>100 -  | 20   | T Dudget                     | 2019   | 2010                          | Actual   | 2020   | 2021            | <u> </u>   |               |            |            |              |                     |                 |                 | 2021/22               |  |                              |  |
| 400 -<br>300 -<br>200 -   | 20   | J <b>Z&gt;</b> Budget        | 2018   | 2019                          | Actual   | 2020   | 2021            |  |               |            |            |              |                     |                 |                 | 2021/22               |  |                              |  |

|                      |                          |                   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Safer Merto   |   |            |        |       |
|----------------------|--------------------------|-------------------|---|---|------------|--------|-------|
|                      |                          |                   | PROJECT DESCRIPTION   | MAJOR PROJECT BENEFITS  |            | Risk   |       |
|                      | onings 4                 | Design of Titles  | Merton says NO MORE   |   | Likelihood | Impact | Score |
| Start date  End date | 01/04/2017<br>None       | Project Title:    | Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second London borough to launch the campaign to condemn Domestic Violence and Sexual Violence, the Community Safety Partnership wish to roll the programme out across other strands of key business. This will ensure that Merton's residents and businesses are fully aware of the Community Safety Partnership's commitment to tackling a range of issues affecting our residents | Improved customer experience Improved victim awareness, increased profile for Merton as a pro-active borough in addressing crime and ASB and associated reputational benefits across London   | 2          | 2      | 4     |
| Pr                   | roject 2                 | Project Title:    | DVA commissioning   | Improved customer experience  |            |        |       |
| Start date  End date | 01/01/2017<br>30/06/2018 |                   | To bring together the two contracts for Independent Domestic Violence Advocates (IDVAs) and Mertons Refuge provision together to recommission. The recommission will be under a 3+1+1 term seeing a rise in investment from across the directorates of CSF, C&H and E&R. This work will improve the victims journey ensuring that the victims recieve the right support, at the right time  | Improved victim journey, improved outcomes for families, improved safety and an improved reputation for merton as a borough whom delivers good quality service to victims   | 2          | 3      | 6     |
|                      | nainat 2                 | Due in at Title   |   |   |            |        |       |
| Start date           | 01/09/2017               | Project Title:    | Procurement of a new risk and information management system to improve safety for vulnerable people with partners from across all sectors coming together to share information and safeguard. Commissioned for use by safer merton and the YOT in CSF initially this software, which is cloud   | Improved efficiency (savings)  By utilising infromation/intelligence in a more direct and real time environment we can identify a range outcomes which, when met, will reduce risk of crime, ASB, risk of exploitation, missing etc | 3          | 2      | 6     |
| End date             | 31/05/2018               |                   | based, will deliver real time benefits to the public purse as we work to support, safeguard and/or enforce against some of our most complex and in need residents   | outcomes which, when met, will reduce risk of chine, ASB, risk of exploitation, missing etc   |            |        |       |
| Pr                   | roject 4                 | Project Title:    |   | Select one major benefit  |            |        |       |
| Start date           |                          |                   |   |   |            |        | 0     |
| End date             |                          | Project Details:  |   |   |            |        |       |
| Pr                   | roject 5                 | Project Title:    |   | Select one major benefit  |            |        |       |
| Start date           |                          |                   |   |   |            |        | 0     |
| Ecodate              |                          | Project Details:  |   |   |            |        |       |
|                      | roject 6                 | Project Title:    |   | Select one major benefit  |            |        |       |
| St <b>£</b> date     |                          | Project Details:  |   |   |            |        | 0     |
| End date             |                          | . rejeet zetaner  |   |   |            |        |       |
| Pr                   | roject 7                 | Project Title:    |   | Select one major benefit  |            |        |       |
| Start date           |                          | Project Details:  |   |   |            |        | 0     |
| End date             |                          | 1 Toject Details. |   |   |            |        |       |
| Pr                   | roject 8                 | Project Title:    |   | Select one major benefit  |            |        |       |
| Start date           |                          | Project Details:  |   |   |            |        | 0     |
| End date             |                          | i Tojeci Delalis. |   |   |            |        |       |
| Pr                   | roject 9                 | Project Title:    |   | Select one major benefit  |            |        |       |
| Start date           |                          | Decit 1D 1 "      |   |   |            |        | 0     |
| End date             |                          | Project Details:  |   |   |            |        |       |
| Pro                  | oject 10                 | Project Title:    |   | Select one major benefit  |            |        |       |
| Start date           |                          |                   |   |   |            |        | 0     |
| End date             |                          | Project Details:  |   |   |            |        |       |
|                      |                          |                   |   |   |            |        |       |

| CU- Martin Who  | Transport - Felton: Cabinet Meml | - Passenger Flee  |                    |                              |                    |                   | Antioin             | ated demand                                    |               | 2016/17            |                 | Planning Assur<br>2017/18 |                    | 240/40                           | 2019/20              | 2020/21                  | 2021/22        | The Corporate strategies your                                  |
|---|----------------------------------|---|--------------------|------------------------------|--------------------|-------------------|---------------------|--|---------------|--------------------|-----------------|---------------------------|--------------------|----------------------------------|----------------------|--------------------------|----------------|--|
|   |                                  |   |                    |                              | <u>'g</u>          | <del>C'</del>     |                     | r Journeys - In-Hou                            | launa         | 70,000             |                 |                           |                    | 70,000                           | 70,000               | <b>2020/21</b><br>70,000 | 2021/22        | Service <b>contributes to</b> Children and Young People's Plan |
|   | rief description of y            |   |                    |                              |                    |                   |                     |  |               |                    |                 | 70,000                    |                    |                                  | -                    |                          |                | Special Educational Needs and                                  |
| To provide effective Home house fleet of buses and as |                                  |   | Adults transp      | ort service, us <sup>,</sup> | ing the in-        | C&F               | ∡H Passenger J      | er Journeys - In-Hou                           | Juse          | 70,000             | 7               | 70,000                    | 70                 | 70,000                           | 70,000               | 70,000                   | J              | Disabilities Strategy  |
| Mouse lieet of puses and a                            | SSUITEU VEHICLE                  | S .   |                    |                              | ,                  |                   |                     |  |               | <u> </u>           |                 |                           |                    |                                  | 1                    |                          |                | 1  |
| To provide health & safety                            | v and vehicle re                 | elated in-hous  | se training to     | all council staf             | ∡ff and            |                   |                     |  |               |                    |                 |                           |                    |                                  |                      |                          |                |  |
| external organisations utilis                         | using the Counc                  | Jils fleet of ve  | nicles.            |                              | ,                  |                   |                     | n financial resour                             |               | 2016/17            |                 | 2017/18                   |                    | 2018/19                          | 2019/20              | 2020/21                  | 2021/22        | ←  |
|   |                                  |   |                    |                              | ,                  | <b></b>           |                     | ort Fleet vehicles                             |               | 40                 |                 | 40                        |                    | 40                               | 40                   | 40                       | 45.05          | <u></u>  |
| 1   |                                  |   |                    |                              | ,                  | <u> </u>          | <u> </u>            | Staff  |               | 61                 | ~               | 48.35                     | 40                 | 45.85                            | 45.85                | 45.85                    | 45.85          | <b></b>  |
| 1   |                                  |   |                    |                              | ,                  | <b>——</b>         |                     |  |               |                    |                 |                           | +                  | $-\!\!\!\!-\!\!\!\!-\!\!\!\!\!-$ | t                    |                          | +              | <b>-</b>   |
| 1   |                                  |   |                    |                              | ,                  |                   |                     |  |               | Actual Performan   | ance (A) Perfor | mance Target              | (T) Propose/       | ad Target (P)                    |                      |                          |                | Main impact if indicator not                                   |
| 1   |                                  |   |                    |                              | ,                  |                   | Performan           | ance indicator                                 |               | 2016/17(A) 2017/18 |                 |                           |                    |                                  | Polarity             | Reporting cycle          | Indicator type | met  |
| 1   |                                  |   |                    |                              | ,                  |                   | % Client us         | user satisfaction                              |               | 97                 |                 | 97                        | 97                 | 98                               | High                 | Annual                   | Outcome        | Reduced customer service                                       |
| 1   |                                  |   |                    |                              | ,                  |                   |                     | senger vehicles in                             |               | 89 85              | 5 <b>85</b>     | 85                        | 85                 | 85                               | High                 | Annual                   | Unit cost      | Reduced customer service                                       |
|   |                                  |   |                    |                              | ,                  |                   |                     | ey that meet times                             |               | 83 85              |                 |                           | 85                 | 85                               | High                 | Annual                   | Outcome        | Reduced customer service                                       |
| 1   |                                  |   |                    |                              | ,                  | Sir               | ickness - aver۶ عند | erage days per FT                              | íΕ            | 14.35 11           | 1 10.5          | 9.5                       | 8                  | 8                                | Low                  | Monthly                  | Unit cost      | Increased costs  |
| 1   |                                  |   |                    |                              | ,                  |                   |                     |  |               |                    |                 | <u> </u>                  |                    |                                  |                      |                          |                |  |
|   |                                  |   |                    |                              | ,                  |                   |                     |  |               | <del></del>        |                 |                           |                    |                                  | <del>-</del>         |                          |                |  |
|   |                                  |   |                    |                              | ,                  | <u> </u>          |                     |  |               |                    |                 |                           |                    |                                  | +                    |                          |                |  |
|   |                                  |   |                    |                              | ,                  | <u> </u>          |                     |  |               |                    |                 |                           |                    |                                  | +                    |                          |                |  |
|   |                                  | DEPART  | TATAL BUD          | OGET AND RESOUR              | - UDCES            |                   |                     |  | 4             |                    |                 |                           |                    |                                  |                      |                          |                |  |
|   |                                  | 1   | Original           | Forecast                     | 1                  | 1                 | 1                   | _  | 4             |                    | 2018/19 F       | Expenditure               | 2                  |                                  |                      |                          | 2018/19 Income | Í  |
| Revenue £'000s  | Final Budget                     |   | Original<br>Budget | Forecast<br>Variance         | Budget             | Budget            | Budget              |  |               |                    |                 | •                         |                    |                                  |                      |                          |                | Í  |
|   | 2016/17                          | 2016/17   | 2017/18            | 2017/18 P7                   | , 2018/19          | 2019/20           | 2020/21             | I I  |               | V                  |                 |                           | ■F                 | ■Employees                       |                      |                          |                | 1  |
| Expenditure   | 9,477                            |   | 6 8,608            | 608 14                       | 14 8,557           |                   |                     |  |               |                    |                 |                           |                    |                                  |                      |                          |                | Í  |
| Employees<br>Promises                                 | 1,978                            |   | 72 1,631           | 35                           |                    | 95 1,495          | 95 1,496            |  |               |                    |                 |                           |                    | ■ Premises                       |                      |                          |                | Í  |
| Premises<br>Transport                                 | 76<br>6.169                      |   |                    |                              | (6) 47<br>10 5,659 |                   |                     | 48 49<br>,827 5,910                            |               |                    |                 |                           | <b>A</b>           |                                  |                      |                          |                | _  |
| Supplies & Services                                   | 6,169                            | ,   |                    |                              |                    |                   |                     | ,827 5,910<br>69 70                            | <b>ി</b>      |                    |                 |                           | <u>ب</u> پ         | ■Transport                       |                      |                          |                | <u> </u>   |
| 3rd party payments                                    | 0                                | 10  | J                  | 0 (12)                       |                    |                   |                     | 0 0  | J             |                    |                 |                           | 4                  | ransport                         |                      |                          |                | =Covernment grants   |
| Transfer payments                                     | 0                                | 01  | 0 0                | ~                            | 0 0                | ~I ~I             | ~ I                 | 0 0  | 4             |                    |                 |                           | $\boldsymbol{A}$ , | ■Supplies & Services             |                      |                          |                | ■Government grants   |
| Support services Depreciation                         | 847<br>316                       |   |                    |                              | 0 952<br>0 337     |                   |                     | 952 952<br>337 337                             |               |                    |                 |                           |                    | Jupplies & Jei viooo             | <i>•</i>             |                          |                |  |
|   |                                  |   | Original           |                              |                    |                   |                     |  | ┪             |                    |                 |                           | 4 .                |                                  |                      |                          | A Vision of    | ■Reimbursements  |
| Revenue 000s  | Final Budget<br>2016/17          | Actual 2016/17  | Budget             | Variance                     | 2019/10            | Budget<br>2019/20 | Budget<br>2020/21   |  |               |                    |                 |                           | ■ 31 <sup>-</sup>  | ■3rd party payments              | خ                    |                          |                |  |
|   |                                  |   | 2017/18            | 2017/18 P7                   | , 2018/19          | 1 1               |                     |  | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| Government grants                                     | 9,622                            | 10,303  | 8,608              |                              |                    | 8,623             | 23 8,623            | ,623 8,623                                     | 4             |                    |                 |                           | ■T <sup>r</sup>    | Transfer payments                | خ ا                  |                          |                |  |
| Governinent grants Reimbursements                     | 609                              | 0 606   | 0 0                | 0 0                          | <u> </u>           | 12 612            | 12 612              | 612 612  | ર્ગ           |                    |                 |                           |                    |                                  |                      |                          |                |  |
| Customer client receipts                              | 9,013                            |   |                    |                              |                    |                   | _                   |  |               |                    |                 |                           | <b>■</b> 5         | ■Support services                |                      |                          |                | /  |
| Customer client receipts Rechard Reserves             | <u> </u>                         | (   | [                  | 1                            |                    |                   |                     | <u> </u>                                       | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| Reserves  |                                  | <del></del> '   |                    |                              |                    | '                 |                     |  | 4             |                    | A               |                           | <b>■</b> *         | ■Depreciation                    |                      |                          |                | 1  |
| Capital Funded  Council Funded Net Budget             | (145)                            | 213   | <u>_</u>           | 0 105                        | (6/                | 6) 19             |                     | 106 191  | <del>.1</del> |                    |                 |                           |                    | opioc                            |                      |                          |                | I  |
| Council Funded Net Budget                             | \                                |   | Original           | 0 105<br>Forecast            | ` '                | 4                 |                     |  |               |                    |                 |                           |                    |                                  |                      |                          |                |  |
| Capital Budget £'000s                                 | Final Budget<br>2016/17          |   | Budget             | Variance                     |                    | Budget<br>2019/20 | Budget<br>2020/21   | t Budget                                       |               |                    |                 |                           |                    | Summary                          | y of major budget et | etc. changes             |                |  |
|   |                                  | 2016/17   | 2017/18            | 2017/18 P7                   | , 2018/19          |                   |                     |  |               |                    |                 |                           |                    |                                  |                      |                          |                |  |
| Fleet Vehicles  | 500                              |   |                    |                              | 542                | 42 300            | J 30'               | 300 300  |               |                    |                 |                           |                    |                                  | 2018/19              |                          |                |  |
| GPS Vehicle Tracking                                  |                                  | 42  | 120                |                              |                    |                   |                     | <u>'</u>                                       | ENV32 = (£    | (£30k)             |                 |                           |                    |                                  |                      |                          |                |  |
| Alleygating   |                                  | 27  | 27 40              | <u> </u>                     | 40                 | 40 40             | 4                   | 40 40  | ENV37 = $(£$  | (£35k)             |                 |                           |                    |                                  |                      |                          |                |  |
| Other   |                                  | $\hspace{1cm} \longleftarrow \hspace{1cm} hspace{1cm} \hspace{1cm} \hspace{1cm} \hspace{1cm} \hspace{1cm}\hspace{1cm}\hspace{1cm} \hspace{1cm} \hspace{1cm}\hspace{1cm}\hspace{1cm}\hspace{1cm}\hspace{1cm}\hspace{1cm}$ | + 0,               | ١                            | + 0,               | 4                 | +                   | <u></u>  | ENR5 = (£7    | _76k)              |                 |                           |                    |                                  |                      |                          |                |  |
| <u></u>   |                                  | <del></del>   | +                  | <del></del> '                | <del></del> '      | +                 | +                   | <u>'</u>                                       | ENR7 = (£1    | _10k)              |                 |                           |                    |                                  |                      |                          |                | 1  |
| <u> </u>  | +                                | $\hspace{1cm} \longleftarrow \hspace{1cm}$  | +'                 | +                            | <del></del> '      | +                 | +                   | <b>——</b> ′                                    | 4             |                    |                 |                           |                    |                                  |                      |                          |                | 1  |
|   | +                                | $\overline{}$   | +'                 | +                            | +'                 | +                 | +                   | +  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | 1  |
| <u> </u>  | 500                              | 417   | 17 414             | 114 0                        | 0 588              | 88 340            | 40 2                | 340 340  | <u>a</u>      |                    |                 |                           |                    |                                  | 2019/20              |                          |                |  |
| <del></del>   | 1 2001                           |   | <u> </u>           | <u>+</u> -,                  | 1                  |                   | 1                   | <u> 40                                    </u> | 1             |                    |                 |                           |                    |                                  | LUIGILU              |                          |                |  |
| 250 ¬   |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| 200   |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | Ī  |
| 200 -   |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | 1  |
|   |                                  |   |                    |                              |                    | _                 |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| 150 -   |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | I  |
| 100   |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| 100 -<br>g  |                                  |   |                    |                              |                    |                   |                     | F  |               |                    |                 |                           |                    |                                  | 2020/21              |                          |                |  |
| 50 -  |                                  |   |                    |                              |                    |                   |                     | ,  |               |                    |                 |                           |                    |                                  |                      |                          |                |  |
| 55  |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | 1  |
| 0   | -                                |   |                    |                              |                    |                   |                     |  | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| 2016  | 201                              | 17  | 2018               | 2019                         | 2                  | 2020              | 2021                | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| -50 -   |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| 100   |                                  |   |                    |                              |                    |                   |                     | ,  |               |                    |                 |                           |                    |                                  |                      |                          |                |  |
| -100 -  |                                  |   |                    |                              |                    |                   |                     | ,  |               |                    |                 |                           |                    |                                  | 2021/22              |                          |                |  |
| -150 -  |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | Ī  |
| -100  |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | I  |
|   |                                  |   |                    |                              |                    |                   |                     | ,  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | I  |
| -200  |                                  |   |                    |                              |                    |                   |                     |  | 1             |                    |                 |                           |                    |                                  |                      |                          |                | 1  |
| -200  |                                  |   |                    |                              |                    |                   |                     | <u> </u>                                       | •             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| -200  |                                  | Budget  |                    |                              | Actual             | 4                 |                     |  | l             |                    |                 |                           |                    |                                  |                      |                          |                |  |
| -200  |                                  | Budge   | t                  |                              | Actu               | al                |                     |  |               |                    |                 |                           |                    |                                  |                      |                          |                |  |

|   |                   | DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT<br>Transport - Passenge | T) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD  r Fleet Service |             |                |       |
|---|-------------------|--|---|-------------|----------------|-------|
|   |                   | PROJECT DESCRIPTION  | MAJOR PROJECT BENEFIT   | Likelihood  | Risk<br>Impact | Score |
| Project 1   | Project Title:    | Review of Fleet provision (Vehicles)                                     | Select one major benefit                                      | Likeiiiiood | Impact         | Score |
| Start date <b>2017-18</b> End date <b>2018-19</b> | Project Details:  | Review of the full retained fleet and the future provision of vehicles.  | Finacial savings from reduced fleet through shared vehicles   | 3           | 2              | 6     |
| Project 2   | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  |                   |  |   |             |                |       |
| End date  | Project Details:  |  |   |             |                | 0     |
| Project 3   | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  | Burious Bussille  |  |   |             |                | 0     |
| End date  | Project Details:  |  |   |             |                |       |
| Project 4   | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  | Project Details:  |  |   |             |                | 0     |
| End date  |                   |  |   |             |                |       |
| Project 5   | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  | Project Details:  |  |   |             |                | 0     |
| End date Project 6                                | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Star date   |                   |  |   |             |                | 0     |
| End date  | Project Details:  |  |   |             |                |       |
| Project 7   | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  | Project Details:  |  |   |             |                | 0     |
| End date  |                   |  |   |             |                |       |
| Project 8   | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  | Project Details:  |  |   |             |                | 0     |
| End date  | ,                 |  |   |             |                |       |
| Project 9   | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  | Project Details:  |  |   |             |                | 0     |
| End date  | i Toject Details. |  |   |             |                |       |
| Project 10  | Project Title:    |  | Select one major benefit                                      |             |                |       |
| Start date  | Project Details:  |  |   |             |                | 0     |
| End date  |                   |  |   |             |                |       |
|   | 1                 |  | 1   |             | I              |       |

#### Commissioned Service

**Waste Management and Cleansing** 

**Cllr Ross Garrod Cabinet Member for Street Cleanliness & Parking** 

Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing

**Service Providers:** 

Veolia UK Ltd

**Viridor Waste Management** 

**Kingdom Ltd (Environmental Protection)** 

Noah's Ark (Stray Dogs / Enforcement)

The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council.

These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.

#### The key objectives of the service are:

**Planning Assumptions** 

To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.

To provide value for money services that meet the needs of the community

To provide a safe and supportive environment for our community and all employees engaged in delivering services.

To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible

The Corporate strategies the

| Anticipated demand                              | 201        | 6/17          | 201            | 7/18           | 201           | 8/19              | 2019/20         | 2020/21          | 2021/22           | service contributes to              |
|---|------------|---------------|----------------|----------------|---------------|-------------------|-----------------|------------------|-------------------|-------------------------------------|
| Housing Properties                              | 83.        | 500           | 84,            | 000            | 85,           | 000               | 86,000          | 86,500           |                   | Waste Management Strategy           |
| Kilometres of Roads                             | 3          | 75            | 37             | 75             | 37            | 75                | 375             | 375              |                   |                                     |
| Population                                      | 205        | ,722          | 207            | ,410           | 208           | ,607              | 209,771         | 210,902          |                   |                                     |
| Total household waste tonnage                   | 71,        | 71,000        |                | 71,000         |               | 000               | 71,000          | 71,000           |                   |                                     |
| Anticipated non financial resources             | 201        | 6/17          | 201            | 7/18           | 201           | 8/19              | 2019/20         | 2020/21          | 2021/22           |                                     |
| Clienting and Commissioning Team                | 6.         | 69            | 6.             | 69             | 3.            | 19                | 3.19            | 3.19             | 3.19              |                                     |
| Community Engagement and Enforcement            |            | 9             | Ç              | 9              | ,             | 9                 | 9               | 9                | 9                 |                                     |
| SLWP  |            | 0             | 4              | 4              | 2             | 2                 | 2               | 2                | 2                 |                                     |
| Client Neighbourhood team                       |            | 0             | 1.             | .5             | 2             | .4                | 2.4             | 2.4              | 2.4               |                                     |
| Veolia UK Ltd                                   |            |               |                |                |               |                   |                 |                  |                   |                                     |
| <b>∨</b> Viridor                                | 7          |               |                |                | 046:-:-       |                   |                 |                  |                   |                                     |
| Kingdom Ltd                                     | 7          |               |                |                | Sufficier     | it resources to p | provide service |                  |                   |                                     |
| Noah's Ark                                      | 7          |               |                |                |               |                   |                 |                  |                   |                                     |
| Performance indicator                           | Actu       | al Performanc | e (A) Performa | nce Target (T) | Proposed Targ | get (P)           | Delegiter       | Danielia i anale | lood on tono      | Main insurant 16 in diameter and an |
| (LBC2020 indicators highlighted in purple)      | 2016/17(A) | 2017/18(T)    | 2018/19(P)     | 2019/20(P)     | 2020/21(P)    | 2021/22(P)        | Polarity        | Reporting cycle  | Indicator type    | Main impact if indicator not me     |
| % Residents satisfied with street cleanliness   | 53         | 57            | 57             | 58             | 60            |                   | High            | Annual           | Perception        | Reputational risk                   |
| % Sites surveyed below standard for litter      | 9          | 8.5           | 8              | 6              | 4             |                   | Low             | Monthly          | Perception        | Reputational risk                   |
| % Sites surveyed below standard for Detritus    | 12         | 13            | 10             | 9              | 7             |                   | Low             | Quarterly        | Perception        | Reputational risk                   |
| % Sites surveyed below standard for graffiti    | 5.2        | 5.0           | 5.0            | 5.0            | 5.0           |                   | Low             | Quarterly        | Perception        | Reputational risk                   |
| % Sites surveyed below standard for weeds       | 7.79       | 12            | 11             | 10             | 9             |                   | Low             | Quarterly        | Perception        | Reputational risk                   |
| Number of fly tips reported                     | 3113       | 3600          | 8400           | 8400           | 8400          |                   | Low             | Monthly          | Outcome           | Reputational risk                   |
| % of fly tips removed within 24 hours           | n/a        | 90%           | 90%            | 95%            | 95%           |                   | High            | Monthly          | Outcome           | Reputational risk                   |
| % Sites surveyed below standard for flyposting  | 1          | 1             | 1              | 1              | 1             |                   | Low             | Quarterly        | Perception        | Reputational risk                   |
| % of FPNs issued that have been paid            | 73%        | 68%           | 70%            | 70%            | 70%           |                   | High            | Monthly          | Output            | Loss of income                      |
| % Household waste recycled                      | 36         | 42            | 46             | 48             | 50            |                   | High            | Monthly          | Business critical | Reputational risk                   |
| % Residents satisfied with refuse collection    | 69         | 72            | 73             | 74             | 75            |                   | High            | Annual           | Perception        | Reputational risk                   |
| Residual waste kg per household pa              | 567.47     | 540           | 500            | 475            | 435           |                   | Low             | Monthly          | Outcome           | Increased costs                     |
| % Municipal solid waste landfilled              | 57         | 59            | 65%            | 10%            | 5%            |                   | Low             | Monthly          | Outcome           | Increased costs                     |
| Number of missed bins per 100,000               | 50         | 50            | 50             | 40             | 30            |                   | Low             | Monthly          | Outcome           | Reduced customer service            |
| Total waste arising per household Kg            | 887        | 910           | 910            | 910            | 910           |                   | Low             | Monthly          | Outcome           | Reputational risk                   |
| % Residents satisfied with recycling facilities | 77         | 70            | 72             | 74             | 75            |                   | High            | Annual           | Perception        | Reputational risk                   |

|                            | Financial Info          | ormation - V      | Vaste Manag                   | gement and                         | Cleansing         |                   |                   |                   | Additional Expenditure Information    |
|----------------------------|-------------------------|-------------------|-------------------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------------------|
| Revenue £'000s             | Final Budget<br>2016/17 | Actual<br>2016/17 | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 | 2018/19<br>E&R20 = 2k<br>E&R21 = £30k |
| Expenditure                | 20,750                  | 21,353            | 15,457                        | 376                                | 15,307            | 15,264            | 15,466            |                   |                                       |
| Employees                  | 7,597                   |                   | 1,042                         | 62                                 | 757               | 757               | 757               |                   |                                       |
| Premises                   | 452                     |                   | 397                           | -43                                | 400               | 406               | 412               |                   | ENR6 = (£200k)                        |
| Transport                  | 1,940                   |                   | 26                            | -5                                 | 26                | 27                | 27                |                   | ERG2 = £65k                           |
| Supplies & Services        | 1,531                   |                   | 316                           | -37                                | 321               | 325               | 330               |                   |                                       |
| 3rd party payments         | 5,806                   | 5,747             | 12,723                        | 401                                | 12,852            | 12,798            | 12,989            | 13,180            | <u>2019/20</u>                        |
| Transfer payments          | 2                       | ·                 | 2                             | -2                                 | 0                 | 0                 | 0                 | 0                 | ENR9 = (£200k)                        |
| Support services           | 2,828                   |                   | 366                           | 0                                  | 366               | 366               | 366               |                   |                                       |
| Depreciation               | 594                     | 594               | 585                           | 0                                  | 585               | 585               | 585               | 585               | EV08 = (£250k)                        |
| Revenue £'000s             | Final Budget<br>2016/17 | Actual 2016/17    | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 | ERG2 = £35k<br>E2 = (£30k)            |
| Income                     | 3,497                   | 3,983             | 956                           | (10)                               | 866               | 1,066             | 1,066             | 1,066             |                                       |
| Government grants          | 0                       | 0                 | 0                             | 0                                  | 0                 | 0                 | 0                 | 0                 |                                       |
| Reimbursements             | 406                     |                   | 455                           | 15                                 | 367               | 367               | 367               | 367               |                                       |
| Customer & client receipts | 2,348                   |                   | 501                           | (25)                               | 499               | 699               | 699               | 699               |                                       |
| Recharges                  | 743                     | 688               | 0                             |                                    | 0                 | 0                 | 0                 |                   |                                       |
| Reserves                   |                         |                   |                               |                                    |                   |                   |                   |                   |                                       |
| Capital Funded             |                         |                   |                               |                                    |                   |                   |                   |                   |                                       |
| Council Funded Net Budget  | 17,253                  | 17,370            |                               | 366                                | 14,441            | 14,198            | 14,400            | 14,601            |                                       |
| Capital Budget £'000s      | Final Budget<br>2016/17 | Actual 2016/17    | Original<br>Budget<br>2017/18 | Forecast<br>Variance<br>2017/18 P7 | Budget<br>2018/19 | Budget<br>2019/20 | Budget<br>2020/21 | Budget<br>2021/22 |                                       |
| Waste Bins                 |                         |                   |                               |                                    | 2,674             |                   |                   |                   |                                       |
| Fleet Vehicles             |                         | 316               |                               |                                    | 2,670             |                   |                   |                   |                                       |
| Other                      |                         |                   | 113                           |                                    |                   |                   |                   |                   |                                       |
| Other C                    | 0                       | 316               | 1,085                         | 0                                  | 5,344             | 0                 | 0                 | 0                 |                                       |
| Ф                          |                         |                   |                               |                                    | DET               | All S OF MA IO    | D DDO IECTS       | -                 |                                       |

| DETAILS | OF MAJOR | <b>PROJECTS</b> |
|---------|----------|-----------------|
|---------|----------|-----------------|

|            |            | PPO I            | JECT DESCRIPTION  | Major Projecto Ponefito   | Risk       |        |       |  |  |
|------------|------------|------------------|---|---|------------|--------|-------|--|--|
|            |            | PROJ             | DECT DESCRIPTION  | Major Projects Benefits   | Likelihood | Impact | Score |  |  |
| Proje      | ect 1      | Project Title:   | New Waste collection Service (Wheelie Bins)   | Select one major benefit  |            |        |       |  |  |
| Start date | 01/10/2017 | Project Details: | The introduction of a new borough wide waste collection service, including the introduction of two wheelie bins per house hold and a revised frequency  | Optimised collection services delivering significant financial / environmental          | 5          | 2      | 10    |  |  |
| End date   | 01/10/2018 | FTOJECT DETAILS. | of collection.  | savings   |            |        |       |  |  |
| Proje      | ect 2      | Project Title:   | Energy Recovery Facility (Phase B)  | Select one major benefit  |            |        |       |  |  |
| Start date | 05/11/2012 |                  |   |   |            |        |       |  |  |
| End date   | 01/09/2018 | Project Details: | Working alongside SLWP and Viridor to design, build and operate an Energy Recover Facility which will remain in the ownership of Viridor in which it will disposal of the SLWP boroughs municipal waste. Key dates a. Key Facility Planned Works Commencement Date 31st August 2015 b. Key Facility Planned Service Commencement Date 31st August 2018 c. Key facility Expiry Date 31st August 2043 | Environmental benefits from diverting waste from landfill, sustainable waste management | 3          | 2      | 6     |  |  |

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# Draft Departmental Budget Summaries 2018-19

NB: The financial information in the budget summaries includes the latest available details but will change as further information becomes available. (e.g. allocation of overheads). Updates will be provided for Cabinet in February 2018 and Council in March 2018.

|   | SU               | MMARY          |           |              |                   |
|---|------------------|----------------|-----------|--------------|-------------------|
| FULL TIME EQUIVALENTS   |                  |                |           | 2017/18      | 2018/19           |
| Total FTE Staff   |                  |                |           | 1,726.2      | 1,743.1           |
| SERVICE AREA ANALYSIS   |                  | 2017/18        |           | Other        | 2018/19           |
|   |                  | Estimate       | Inflation | Variations   | Estimate          |
|   |                  | £000           | £000      | £000         | £000              |
| Corporate Services  |                  | 10,865         | 264       | (1,928)      | 9,201             |
| Education Services  | ]<br>] CSF       | 52,578         | 733       | 1,282        | 54,593            |
| Children's Services   | ]                | 02,010         |           | 1,202        | 0 1,000           |
| Environment and Regeneration  |                  | 23,183         | 434       | (1,134)      | 22,483            |
| Adult Social Care   | ]                |                |           |              |                   |
| Cultural Services<br>Housing General Fund                             | ] C&H<br>]       | 64,317         | 1,708     | (3,118)      | 62,907            |
| Single Status   |                  | 100            | 0         | 0            | 100               |
| National insurances changes/autoer<br>Pay Award                       | rolment          | 89             |           | 315<br>2,108 | 404<br>2,108      |
| TOTAL NET SERVICE EXPENDITU   | IRE              | 151,133        | 3,140     | (2,476)      | 151,797           |
| Corporate Provisions/Approp   |                  | (5,069)        | 0         | (3,780)      | (8,849)           |
| NET EXPENDITURE   |                  | 146,064        | 3,140     | (6,256)      | 142,948           |
| Funded by:  |                  |                |           | , , , ,      | ·                 |
| Revenue Support Grant   |                  | (15,520)       | 0         | 5,449        | (10,071)          |
| Business Rates  |                  | (36,518)       | 0         | 214          | (36,304)          |
| Improved Better Care Fund - Bu  |                  | 0              | 0         | (2,115)      | (2,115            |
| Adult Social Care Support Grant                                       | 2017-18          | (751)          | 0         | 751          | (                 |
| New Homes Bonus   |                  | (4,150)        | 0         | 1,040        | (3,110)           |
| Council Tax<br>WPCC Levy  |                  | (82,244) (318) | 0         | (4,361)<br>0 | (86,605)<br>(318) |
| Collection Fund   |                  | (1,766)        | 0         | 2,138        | 372               |
| PFI Grant   |                  | (4,797)        | 0         | (0)          | (4,797)           |
|   |                  | (146,064)      | 0         | 3,116        | (142,948          |
| NET   |                  | 0              | 3,140     | (3,140)      | C                 |
| NB  |                  |                |           |              |                   |
| Public Health   |                  | 0              | 0         | 0            | (                 |
| Other Variations: Contingency/O<br>Major Items: Corporate Provisions  |                  |                |           | £000         | fte               |
| Corporate borrowing and Investr                                       | nent             |                |           | (4,338)      | 0.0               |
| Further provision for revenuisation                                   |                  |                |           | (4,555)      | 0.0               |
| Pension Fund and Auto-enrolme   |                  |                |           | (169)        | 0.0               |
| Contingency and centrally held p                                      | rovisions        |                |           | (433)        | 0.0               |
| Change in Grants  |                  |                |           | 3            | 0.0               |
| Appropriation to/from Reserves  |                  |                |           | 1,632        | 0.0               |
| Depreciation and impairment   | riation to Dage: | 3.40           |           | 0            | 0.0               |
| Service Mitigation Fund - Approproverheads - Charge to non-generation |                  | ve             |           | 0            | 0.0<br>0.0        |
| Transport - Additional provision                                      | arar runu        |                |           | 2<br>0       | 0.0               |
| Merton Adult Education  |                  |                |           | 0            | 0.0               |
| Apprenticeship Levy   |                  |                |           | 0            | 0.0               |
| Balance Sheet Management CT   | & HB             |                |           | 230          | 0.0               |
| TOTAL   |                  |                |           | (3,073)      | (                 |
|   |                  |                |           |              |                   |

#### **SUMMARY - SUBJECTIVE ANALYSIS**

#### FULL TIME EQUIVALENTS

Total FTE Staff

2017/18 2018/19 1,726.2 1,743.1

| SUBJECTIVE ANALYSIS OF ESTIMATES        | 2017/18   |           | Other      | 2018/19   |
|---|-----------|-----------|------------|-----------|
|   | Estimate  | Inflation | Variations | Estimate  |
|   | £000      | £000      | £000       | £000      |
| Expenditure                             |           |           |            |           |
| Employees                               | 81,442    | 308       | 1,971      | 83,721    |
| Premises                                | 7,765     | 131       | (102)      | 7,794     |
| Transport                               | 11,916    | 198       | (221)      | 11,893    |
| Supplies and Services                   | 176,644   | 821       | (602)      | 176,864   |
| Third Party Payments                    | 91,213    | 1,679     | (1,886)    | 91,006    |
| Transfer Payments                       | 103,485   | 1         | 888        | 104,374   |
| Support Services                        | 29,076    | 0         | 2          | 29,078    |
| Depreciation and Impairment Losses      | 22,317    | 0         | (0)        | 22,317    |
| GROSS EXPENDITURE                       | 523,858   | 3,139     | 50         | 527,047   |
| Income                                  |           |           |            |           |
| Government Grants                       | (259,165) | 0         | 661        | (258,505) |
| Other Reimbursements and Contributions  | (21,022)  | 0         | (3,477)    | (24,498)  |
| Customer and Client Receipts            | (61,599)  | 0         | (416)      | (62,015)  |
| Interest                                | 0         | 0         | 0          | 0         |
| Recharges                               | (30,401)  | 0         | 713        | (29,688)  |
| Reserves                                | (537)     | 0         | (7)        | (544)     |
| GROSS INCOME                            | (372,724) | • 0       | (2,526)    | (375,250) |
| CITOGO INGOINE                          | (5/2,124) |           | (2,520)    | (010,200) |
| NET EXPENDITURE                         | 151,134   | 3,140     | (2,476)    | 151,797   |
| Corporate Provisions                    | (5,069)   | 0         | (3,780)    | (8,849)   |
| NET EXPENDITURE                         | 146,065   | 3,140     | (6,256)    | 142,949   |
| Funded by:                              |           |           |            |           |
| Revenue Support Grant                   | (15,520)  | 0         | 5,449      | (10,071)  |
| Business Rates                          | (36,518)  | 0         | 214        | (36,303)  |
| Improved Better Care Fund - Budget 2017 | 0         | 0         | (2,115)    | (2,115)   |
| Adult Social Care Support Grant 2017-18 | (751)     | 0         | 751        | 0         |
| New Homes Bonus                         | (4,150)   | 0         | 1,040      | (3,110)   |
| Council Tax                             | (82,244)  | 0         | (4,361)    | (86,604)  |
| WPCC Levy                               | (318)     | 0         | Ó          | (318)     |
| Collection Fund                         | (1,766)   | 0         | 2,138      | 372       |
| PFI Grant                               | (4,797)   | 0         | (0)        | (4,797)   |
|   | (146,065) | 0         | 3,116      | (142,947) |
| NET                                     | 0         | 3,140     | (3,140)    | 0         |
| Other Variations: Contingency/Other     |           | 2,        | (5, )      |           |

| Major Items: Corporate Provisions                  | £000    | fte |
|--|---------|-----|
|  | 4       |     |
| Corporate borrowing and Investment                 | (4,338) | 0.0 |
| Further provision for revenuisation/RCCO           | 0       | 0.0 |
| Pension Fund and Auto-enrolment                    | (169)   | 0.0 |
| Contingency and centrally held provisions          | (433)   | 0.0 |
| Change in Grants                                   | 3       | 0.0 |
| Appropriation to/from Reserves                     | 1,632   | 0.0 |
| Depreciation and impairment                        | 0       | 0.0 |
| Service Mitigation Fund - Appropriation to Reserve | 0       | 0.0 |
| Overheads - Charge to non-general fund             | 2       | 0.0 |
| Transport - Additional provision                   | 0       | 0.0 |
| Contingency  | 0       | 0.0 |
| Apprenticeship Levy                                | 0       | 0.0 |
| Balance Sheet Management CT & HB                   | 230     | 0.0 |
| TOTAL  | (3,073) |     |

#### **CORPORATE ITEMS ANALYSIS** 2017/18 Other 2018/19 **Estimate** Inflation Variations **Estimate** £000 £000 £000 £000 **Expenditure** 0 13,415 (4,964)8,451 Cost of Borrowing including Minimum Revenue Provision Further provision for revenuisation/RCCO 0 25 25 Pension Fund 2,875 0 131 3,006 Pensions: Auto-enrolment 300 0 (300)0 Centrally held provision for Utilities inflation 0 300 0 (300)Adjustment re Income re P3/P4 400 0 (200)200 Overheads - Charge to non-general fund 17 0 19 Provision for excess inflation 0 67 518 451 **Bad Debt Provision** 500 0 0 500 Redundancy/Pension Strain 1,000 0 0 1,000 0 Transport - Additional provision 0 91 91 0 Contingency 1,500 1,500 0 Apprenticeship Levy 450 450 0 Merton Adult Education 0 0 0 179 Loss of HB Admin. Grant 200 Change in Corporate Specific and Special Grants 206 209 LPFA - Provision for deficit contribution 86 0 86 (819)Reduction in Education Services Grant 319 0 Other/Rounding (3)1 Local Election 350 350 Levies:-190 Lee Valley 190 London Pensions Fund 260 0 260 **Environment Agency** 164 0 164 **WPCC** 318 318 **GROSS EXPENDITURE** 0 (6,054)17,518 23,572 Income Investment Income 626 (1,186)(560)Depreciation & Impairment (22,318)(22,318)Appropriations to/from reserves (excluding Public Health) (3,533)1,632 (1,901)Balance Sheet Management CT & HB (450)230 (220)CHAS - IP/Dividend (1,152)(215)(1,367)**GROSS INCOME** (28,639)0 2,273 (26, 366)0

(5,067)

(3,781)

(8,848)

**NET EXPENDITURE** 



#### **SUMMARY: CORPORATE SERVICES DEPARTMENT**

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Richmond TUPE staff
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 471.1   | 467.6   |
| 25.0    | 22.3    |
| 6.0     | 6.0     |
| 502.1   | 495.9   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18   |           | Other      | 2018/19   |
|--|-----------|-----------|------------|-----------|
|  | Estimate  | Inflation | Variations | Estimate  |
|  | £000      | £000      | £000       | £000      |
| Expenditure                            |           |           |            |           |
| Employees                              | 23,811    | 26        | (119)      | 23,718    |
| Premises                               | 2,859     | 43        | (559)      | 2,343     |
| Transport                              | 148       | 2         | 7          | 156       |
| Supplies and Services                  | 11,353    | 172       | (892)      | 10,633    |
| Third Party Payments                   | 1,848     | 21        | (298)      | 1,571     |
| Transfer Payments                      | 93,388    | 0         | 0          | 93,388    |
| Support Services                       | 8,485     | 0         | 2          | 8,487     |
| Depreciation and Impairment Losses     | 2,140     | 0         | 0          | 2,140     |
|  |           |           |            |           |
| GROSS EXPENDITURE                      | 144,032   | 264       | (1,859)    | 142,437   |
|  | 1         |           |            |           |
| Income                                 |           |           |            |           |
| Government Grants                      | (94,878)  | 0         | 21         | (94,858)  |
| Other Reimbursements and Contributions | (1,103)   | 0         | (209)      | (1,312)   |
| Customer and Client Receipts           | (13,344)  | 0         | 119        | (13,225)  |
| Interest                               | 0         | 0         | 0          | 0         |
| Recharges                              | (23,842)  | 0         | 0          | (23,842)  |
| Reserves                               | 0         | 0         | 0          | 0         |
|  |           |           |            |           |
| GROSS INCOME                           | (133,167) | 0         | (69)       | (133,236) |
| NET EXPENDITURE                        | 10,865    | 264       | (1,928)    | 9,201     |

#### **SUMMARY: CORPORATE SERVICES DEPARTMENT**

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Richmond TUPE staff
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 471.1   | 467.6   |
| 25.0    | 22.3    |
| 6.0     | 6.0     |
| 502.1   | 495.9   |

|                               | CHANGE BETWEEN YEARS |           |            |          |
|-------------------------------|----------------------|-----------|------------|----------|
| SERVICE AREA ANALYSIS         | 2017/18              |           | Other      | 2018/19  |
|                               | Original             |           |            |          |
|                               | Estimate             | Inflation | Variations | Estimate |
|                               | £000                 | £000      | £000       | £000     |
| Customer Services             | 2,604                | 24        | (210)      | 2,418    |
| Infrastructure & Transactions | 207                  | 81        | (641)      | (353)    |
| Business Improvement          | 214                  | 25        | (495)      | (255)    |
| Corporate Governance          | 1,249                | 32        | 35         | 1,316    |
| Resources                     | 2,041                | 60        | (432)      | 1,669    |
| HR                            | 32                   | 11        | (185)      | (142)    |
| Corporate Items               | 4,518                | 30        | 0          | 4,548    |
| TOTAL EXPENDITURE             | 10,865               | 264       | (1,928)    | 9,201    |
| Contingency / Other           | 0                    | 0         | 0          | 0        |
| Capital Financing Adjustment  | 0                    | 0         | 0          | 0        |
| Levies                        | 0                    | 0         | 0          | 0        |
| NET EXPENDITURE               | 10,865               | 264       | (1,928)    | 9,201    |

#### **INFRASTRUCTURE & TRANSACTIONS**

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room, Transactional services and Commercial Services.

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

| 2017/18 | 2018/19 |
|---------|---------|
| 90.7    | 86.3    |
| 0.0     | 4.0     |
| 90.7    | 90.3    |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           |            |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 4,113    | Q         | (68)       | 4,045    |
| Premises                               | 2,674    | 41        | (552)      | 2,162    |
| Transport                              | 30       | 0         | (4)        | 26       |
| Supplies and Services                  | 2,655    | 38        | (66)       | 2,628    |
| Third Party Payments                   | 312      | 2         | (216)      | 98       |
| Transfer Payments                      | 9        | 0         | 0          | 9        |
| Support Services                       | 911      | 0         | 24         | 935      |
| Depreciation and Impairment Losses     | 2,140    | 0         | 0          | 2,140    |
|  |          |           | 0          |          |
| GROSS EXPENDITURE                      | 12,845   | 81        | (882)      | 12,044   |
|  |          |           |            |          |
| Income                                 |          |           |            |          |
| Government Grants                      | 0        | 0         | 0          | 0        |
| Other Reimbursements and Contributions | 0        | 0         | (46)       | (46)     |
| Customer and Client Receipts           | (2,674)  | 0         | 287        | (2,387)  |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | (9,964)  |           | 0          | (9,964)  |
| Reserves                               | 0        | 0         | 0          | 0        |
| GROSS INCOME                           | (12,638) | 0         | 241        | (12,397) |
| NET EXPENDITURE                        | 207      | 81        | (641)      | (353)    |

| Major Items                  | £000  | fte   |
|------------------------------|-------|-------|
|                              |       |       |
| Savings                      | (688) | (3.0) |
| Transfer between departments | 31    |       |
| Technical adjustments        | 16    | 2.6   |
| Depreciation adjustments     | 0     |       |
| Overheads adjustments        | 0     |       |
| Use of reserves              |       |       |
| TOTAL                        | (641) | (0.4) |

#### **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

| 2017/18 | 2018/19 |
|---------|---------|
| 133.0   | 132.0   |
| 9.0     | 9.0     |
| 142.0   | 141.0   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           |            |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 5,152    | 0         | (49)       | 5,103    |
| Premises                               | 29       | 0         | (6)        | 24       |
| Transport                              | 80       | 1         | 0          | 81       |
| Supplies and Services                  | 1,048    | 16        | (3)        | 1,061    |
| Third Party Payments                   | 431      | 6         | 0          | 438      |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 2,343    | 0         | (163)      | 2,180    |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        |
| GROSS EXPENDITURE                      | 9,083    | 24        | (221)      | 8,886    |
| Income                                 |          |           |            |          |
| Government Grants                      | (1,232)  | 0         | 21         | (1,211)  |
| Other Reimbursements and Contributions | (970)    |           | 0          | (970)    |
| Customer and Client Receipts           | (2,308)  | 0         | (10)       | (2,318)  |
| Interest                               | Ó        | 0         | , ó        | Ó        |
| Recharges                              | (1,969)  | 0         | 0          | (1,969)  |
| Reserves                               | , o      | 0         | 0          | Ó        |
| GROSS INCOME                           | (6,479)  | 0         | 11         | (6,469)  |
| NET EXPENDITURE                        | 2,604    | 24        | (210)      | 2,418    |

| Major Items                  | £000  | fte   |
|------------------------------|-------|-------|
|                              |       |       |
| Savings                      | (68)  | (1.0) |
| Transfer between departments |       |       |
| Technical adjustments        |       |       |
| Depreciation adjustments     |       |       |
| Overhead adjustments         | (163) |       |
| Use of Reserves              | 21    |       |
| TOTAL                        | (210) | (1.0) |

#### **CORPORATE GOVERNANCE**

The Corporate Governance Division consists of the South London Legal Partnership, Shared Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of Richmond TUPE staff
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 136.2   | 143.4   |
| 1.0     | 0.0     |
| 6.0     | 6.0     |
| 143.2   | 149.4   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           |            |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 7,337    | 0         | 166        | 7,503    |
| Premises                               | 6        | 0         | (0)        | 5        |
| Transport                              | 35       | . 1       | 12         | 48       |
| Supplies and Services                  | 1,608    | 24        | (43)       | 1,588    |
| Third Party Payments                   | 461      | 7         | (82)       | 386      |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 548      | Q         | 141        | 689      |
| Depreciation and Impairment Losses     | 9        |           | 0          | 0        |
| GROSS EXPENDITURE                      | 9,995    | 32        | 193        | 10,220   |
| Income                                 |          |           |            |          |
| Government Grants                      | 0        | 0         | 0          | 0        |
| Other Reimbursements and Contributions | 0        | 0         | 0          | 0        |
| Customer and Client Receipts           | (6,962)  | 0         | (158)      | (7,120)  |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | (1,784)  | 0         | 0          | (1,784)  |
| Reserves                               | 0        | 0         | 0          | 0        |
| GROSS INCOME                           | (8,746)  | 0         | (158)      | (8,904)  |
| NET EXPENDITURE                        | 1,249    | 32        | 35         | 1,316    |

| Major Items                  | £000  | fte |
|------------------------------|-------|-----|
|                              |       |     |
| Savings                      | (147) | 1.0 |
| Transfer between departments | ,     |     |
| Technical adjustments        | 41    | 5.2 |
| Depreciation adjustments     |       |     |
| Overhead adjustments         | 141   |     |
| Use of Reserves              |       |     |
| TOTAL                        | 35    | 6.2 |

#### **BUSINESS IMPROVEMENT**

The Business Improvement Division consists of IT Business Systems, IT Business Process Reengineering and Continuous Improvement

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

| 2017/18 | 2018/19 |
|---------|---------|
| 25.5    | 25.2    |
| 11.0    | 8.3     |
| 36.5    | 33.5    |

2018/19

**Estimate** £000

1,437

1,068

303

2,810

(35) (114)

(2,916)

(3,065)

(255)

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18              |           | Other      |
|--|----------------------|-----------|------------|
|  | Original<br>Estimate | Inflation | Variations |
|  | £000                 | £000      | £000       |
| Expenditure                            | 2000                 | 2000      | 2000       |
| Employees                              | 1,244                | 0         | 193        |
| Premises                               | 0                    | 0         | 0          |
| Transport                              | 3                    | 0         | (2)        |
| Supplies and Services                  | 1,693                | 25        | (651)      |
| Third Party Payments                   | 1,093                | 20        | (031)      |
| Transfer Payments                      | 0                    | 0         | 0          |
| Support Services                       | 303                  | 0         | 0          |
| Depreciation and Impairment Losses     | 0                    | 0         | 0          |
| Depreciation and impairment 2033e3     |                      | O         | O          |
| GROSS EXPENDITURE                      | 3,244                | 25        | (460)      |
|  |                      |           |            |
| Income                                 |                      |           |            |
| Government Grants                      | 0                    | 0         | 0          |
| Other Reimbursements and Contributions | 0                    | 0         | (35)       |
| Customer and Client Receipts           | (114)                | 0         | 0          |
| Interest                               | 0                    | 0         | 0          |
| Recharges                              | (2,916)              | 0         | 0          |
| Reserves                               | 0                    | 0         | 0          |
| GROSS INCOME                           | (3,030)              | 0         | (35)       |
| NET EXPENDITURE                        | 214                  | 25        | (495)      |

| Major Items                  | £000  | fte   |
|------------------------------|-------|-------|
|                              |       |       |
| Savings                      | 8     | 1.5   |
| Transfer between departments |       |       |
| Technical adjustments        | 164   |       |
| Depreciation adjustments     |       |       |
| Overheads adjustments        | 0     |       |
| Use of reserves              | (667) | (9.8) |
| TOTAL                        | (495) | (8.3) |

#### **RESOURCES**

The Resources Division consists of Policy & Strategy, Business Planning, Accountancy and Business Partners . Commercial Services was transferred to the Infrastructure and Transactions division. The Pensions service is managed by LB Wandsworth.

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

| 2017/18 | 2018/19 |
|---------|---------|
| 50.6    | 49.6    |
| 3.0     | 1.0     |
| 53.6    | 50.6    |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           |            |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            | 2000     |
| Employees                              | 3,229    | 0.        | (175)      | 3,054    |
| Premises                               | 103      | 2         | ó          | 104      |
| Transport                              | 2        | 0         | 0          | 2        |
| Supplies and Services                  | 3,807    | 57        | (129)      | 3,735    |
| Third Party Payments                   | 108      | 2         | 0          | 109      |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 466      | Q         | 0          | 466      |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        |
|  |          |           |            |          |
| GROSS EXPENDITURE                      | 7,715    | 60        | (304)      | 7,471    |
|  |          |           |            |          |
| Income                                 |          |           |            |          |
| Government Grants                      | 0        | 0         | 0          | 0        |
| Other Reimbursements and Contributions | (54)     | 0         | (128)      | (182)    |
| Customer and Client Receipts           | (726)    | 0         | 0          | (726)    |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | (4,894)  | 0         | 0          | (4,894)  |
| Reserves                               | 0        | 0         | 0          | 0        |
| GROSS INCOME                           | (5,674)  | 0         | (128)      | (5,802)  |
| •                                      |          |           |            |          |
| NET EXPENDITURE                        | 2,041    | 60        | (432)      | 1,669    |

| Major Items                  | £000  | fte   |
|------------------------------|-------|-------|
|                              |       |       |
| Savings                      | (351) | (2.0) |
| Transfer between departments |       |       |
| Technical adjustments        | (81)  | (1.0) |
| Depreciation adjustments     |       |       |
| Overhead adjustments         |       |       |
| Use of Reserves              |       |       |
| TOTAL                        | (432) | (3.0) |

#### 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.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 35.0    | 31.0    |
| 1.0     | 0.0     |
| 0.0     | 0.0     |
| 36.0    | 31.0    |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           |            |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 2,027    | 3         | (185)      | 1,845    |
| Premises                               | 47       | 1         | 0          | 48       |
| Transport                              | (3)      | 0         | 0          | (3)      |
| Supplies and Services                  | 226      | 3         | 0          | 229      |
| Third Party Payments                   | 290      | 4         | 0          | 294      |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 398      | 0         | 0          | 398      |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        |
| GROSS EXPENDITURE                      | 2,985    | 11        | (185)      | 2,811    |
|  |          |           |            |          |
| Income                                 |          |           |            |          |
| Government Grants                      | 0        | 0         | 0          | 0        |
| Other Reimbursements and Contributions | (79)     | 0         | 0          | (79)     |
| Customer and Client Receipts           | (560)    | 0         | 0          | (560)    |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | (2,315)  | 0         | 0          | (2,315)  |
| Reserves                               | 0        | 0         | 0          | 0        |
| GROSS INCOME                           | (2,953)  | 0         | 0          | (2,953)  |
| NET EXPENDITURE                        | 32       | 11        | (185)      | (142)    |

| Major Items                  | £000  | fte    |
|------------------------------|-------|--------|
| Savings                      | (185) | (4.00) |
| Transfer between departments |       |        |
| Technical adjustments        |       |        |
| Depreciation adjustments     |       |        |
| Overheads adjustments        |       |        |
| Use of reserves              |       |        |
| TOTAL                        | (185) | (4.0)  |

#### **CORPORATE ITEMS**

Corporate Items is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments. The temporary accommodation budget was transferred to Community and Housing.

FULL TIME EQUIVALENTS(FTE)
Number of Permanent Staff

| 2017/18 | 2018/19 |
|---------|---------|
| 0       | 0       |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           |            |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees*                             | 708      | 22        | 0          | 730      |
| Premises                               | 0        | 0         | 0          | 0        |
| Transport                              | 0        | 0         | 0          | 0        |
| Supplies and Services                  | 315      | 8         | 0          | 323      |
| Third Party Payments                   | 246      | 0         | 0          | 246      |
| Transfer Payments                      | 93,379   | 0         | 0          | 93,379   |
| Support Services                       | 3,516    | 0         | 0          | 3,516    |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        |
| GROSS EXPENDITURE                      | 98,165   | 30        | 0          | 98,195   |
| Income                                 |          |           |            |          |
| Government Grants                      | (93,647) | 0         | 0          | (93,647) |
| 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                           | (93,647) | 0         | 0          | (93,647) |
| NET EXPENDITURE                        | 4,518    | 30        | 0          | 4,548    |

| Major Items  | £000 | fte |
|--|------|-----|
| Savings Transfer between departments Technical adjustments Overheads adjustments |      |     |
| TOTAL  | 0    | 0.0 |

<sup>\*</sup> The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items



### **2018/2019 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

| 2017/18 | 2018/19 |
|---------|---------|
| 432.2   | 431.3   |
| 79.2    | 78.7    |
| 12.2    | 14.0    |
| 523.6   | 524.0   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  Estimate £000 | Inflation<br>£000 | Other Variations £000 | 2018/19  Estimate £000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|--|------------------------|-------------------|-----------------------|------------------------|------------------------------------|-----------------------------------|
| Expenditure                            |                        |                   |                       |                        |                                    |                                   |
| Employees                              | 27,443                 | 45                | 167                   | 27,655                 | 4,676                              | 22,979                            |
| Premises                               | 1,136                  | 18                | 675                   | 1,829                  | 69                                 | 1,760                             |
| Transport                              | 4,366                  | 64                | (73)                  | 4,357                  | 67                                 | 4,290                             |
| Supplies and Services                  | 156,555                | 447               | 679                   | 157,681                | 135,000                            | 22,681                            |
| Third Party Payments                   | 24,095                 | 159               | 103                   | 24,357                 | 13,496                             | 10,861                            |
| Transfer Payments                      | 10                     | 0                 | 0                     | 10                     | 0                                  | 10                                |
| Support Services                       | 5,056                  | 0                 | 0                     | 5,056                  | 233                                | 4,823                             |
| Depreciation and Impairment Losses     | 5,922                  | 0                 | 0                     | 5,922                  | 0                                  | 5,922                             |
| GROSS EXPENDITURE                      | 224,583                | 733               | 1,551                 | 226,867                | 153,541                            | 73,326                            |
| Income                                 |                        |                   |                       |                        |                                    |                                   |
| Government Grants                      | (162,819)              | 0                 | 784                   | (162,035)              | (151,243)                          | (10,792)                          |
| Other Reimbursements and Contributions | (4,867)                | 0                 | (1,908)               | (6,775)                | (1,467)                            | (5,308)                           |
| Customer and Client Receipts           | (3,023)                | 0                 | 149                   | (2,874)                | (287)                              | (2,587)                           |
| Interest                               | 0                      | 0                 | 0                     | 0                      | 0                                  | 0                                 |
| Recharges                              | (759)                  | 0                 | 713                   | (46)                   | 0                                  | (46)                              |
| Reserves                               | (537)                  | 0                 | (7)                   | (544)                  | (544)                              | 0                                 |
| GROSS INCOME                           | (172,005)              | 0                 | (269)                 | (172,274)              | (153,541)                          | (18,733)                          |
| NET EXPENDITURE                        | 52,578                 | 733               | 1,282                 | 54,593                 | 0                                  | 54,593                            |

| Major Items                  | £000  | fte   |
|------------------------------|-------|-------|
| Savings                      | (489) | (1.0) |
| Overhead adjustments         | 0     |       |
| Depreciation adjustments     | 0     |       |
| Technical adjustments        | 540   |       |
| Transfer between departments | 723   |       |
| Growth                       | 500   |       |
| Use of Reserves adjustment   | 8     |       |
| TOTAL                        | 1,282 | (1.0) |

| SERVICE AREA ANALYSIS                 | 2017/18  Estimate £000 | Inflation<br>£000 | Other Variations | 2018/19  Estimate £000 | 2018/19<br>DSG<br>Estimate<br>£000 | 2018/19<br>LA<br>Estimate<br>£000 |
|---------------------------------------|------------------------|-------------------|------------------|------------------------|------------------------------------|-----------------------------------|
| Senior Management                     | 1,221                  | 11                | 11               | 1,243                  | 0                                  | 1,24                              |
| Childrens Social Care                 | 22,197                 | 152               | 423              | 22,772                 | 123                                | 22,64                             |
| Education                             | 46,092                 | 120               | 231              | 46,443                 | 32,572                             | 13,87                             |
| Schools                               | (26,216)               | 0                 | (724)            | (26,940)               | (32,695)                           | 5,75                              |
| Other Childrens, Schools and Families | 9,284                  | 450               | 1,341            | 11,075                 | 0                                  | 11,07                             |
| TOTAL NET EXPENDITURE                 | 52,578                 | 733               | 1,282            | 54,593                 | 0                                  | 54,59                             |

#### **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

| 2017/18 | 2018/19 |
|---------|---------|
| 3.0     | 3.0     |
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 3.0     | 3.0     |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  | 2018/19<br>DSG | 2018/19<br>LA |
|--|----------|-----------|------------|----------|----------------|---------------|
|  | Estimate | Inflation | Variations | Estimate | Estimate       | Estimate      |
|  | £000     | £000      | £000       | £000     | £000           | £000          |
| Expenditure                            |          |           |            |          |                |               |
| Employees                              | 507      | 1         | 0          | 508      | 0              | 508           |
| Premises                               | 0        | 0         | 0          | 0        | 0              | 0             |
| Transport                              | 1        | 0         | 1          | 2        | 0              | 2             |
| Supplies and Services                  | 672      | 10        | 0          | 682      | 0              | 682           |
| Third Party Payments                   | 0        | 0         | 10         | 10       | 0              | 10            |
| Transfer Payments                      | 0        | 0         | 0          | 0        | 0              | 0             |
| Support Services                       | 41       | 0         | 0          | 41       | 0              | 41            |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        | 0              | 0             |
| GROSS EXPENDITURE                      | 1,221    | 11        | 11         | 1,243    | 0              | 1,243         |
| 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        | Q         | 0          | 0        | 0              | 0             |
| Recharges                              | O.       | 0         | 0          | 0        | 0              | 0             |
| Reserves                               | 0        | 0         | 0          | 0        | 0              | 0             |
| GROSS INCOME                           | 0        | 0         | 0          | 0        | 0              | 0             |
| NET EXPENDITURE                        | 1,221    | 11        | 11         | 1,243    | 0              | 1,243         |

| Major Items                  | £000 | fte |
|------------------------------|------|-----|
| Overhead adjustments         | 0    |     |
| Transfer between departments | 0    |     |
| Savings                      | (90) | 0.0 |
| Technical adjustments        | 101  |     |
| TOTAL                        | 11   | 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

| 2017/18 | 2018/19 |
|---------|---------|
| 202.0   | 202.3   |
| 2.0     | 2.0     |
| 12.2    | 14.0    |
| 216.2   | 218.3   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  | 2018/19<br>DSG | 2018/19<br>LA |
|--|----------|-----------|------------|----------|----------------|---------------|
|  | Estimate | Inflation | Variations | Estimate | Estimate       | Estimate      |
|  | £000     | £000      | £000       | £000     | £000           | £000          |
| Expenditure                            |          |           |            |          |                |               |
| Employees                              | 10,846   | 1         | 340        | 11,188   | 111            | 11,077        |
| Premises                               | 54       | 1         | 0          | 55       | 0              | 55            |
| Transport                              | 245      | 4         | (4)        | 244      | 1              | 243           |
| Supplies and Services                  | 678      | 10        | (19)       | 669      | 5              | 664           |
| Third Party Payments                   | 9,063    | 136       | 245        | 9,444    | 0              | 9,444         |
| Transfer Payments                      | 0        | 0         | 0          | 0        | 0              | 0             |
| Support Services                       | 2,299    | 0         | 0          | 2,299    | 6              | 2,293         |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        | 0              | 0             |
| GROSS EXPENDITURE                      | 23,185   | 152       | 562        | 23,899   | 123            | 23,776        |
|  |          |           |            |          |                |               |
| Income                                 |          |           |            |          |                |               |
| Government Grants                      | (947)    | 0         | (139)      | (1,086)  | 0              | (1,086)       |
| Other Reimbursements and Contributions | (41)     | 0         | 0          | (41)     | 0              | (41)          |
| Customer and Client Receipts           | 0        | 0         | 0          | 0        | 0              | 0             |
| Interest                               | 0        | Q         | 0          | 0        | 0              | 0             |
| Recharges                              | Q        | 0         | 0          | 0        | 0              | 0             |
| Reserves                               | 0        | 0         | 0          | 0        | 0              | 0             |
|  |          |           |            |          |                |               |
| GROSS INCOME                           | (988)    | 0         | (139)      | (1,127)  | 0              | (1,127)       |
| NET EXPENDITURE                        | 22,197   | 152       | 423        | 22,772   | 123            | 22,649        |

| Major Items                  | £000 | fte |
|------------------------------|------|-----|
| Savings                      | 0    | 0.0 |
| Growth                       | 400  |     |
| Transfer between departments | (66) |     |
| Overhead adjustments         | 0    |     |
| Depreciation adjustments     | 0    |     |
| Use of Reserves adjustment   | 0    |     |
| Technical adjustments        | 89   |     |
| TOTAL                        | 423  | 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

| 2017/18 | 2018/19 |
|---------|---------|
| 208.6   | 208.4   |
| 77.2    | 76.7    |
| 0.0     | 0.0     |
| 285.7   | 285.1   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18                                 |           | Other      | 2018/19  | 2018/19<br>DSG | 2018/19<br>LA |
|--|---|-----------|------------|----------|----------------|---------------|
|  | Estimate                                | Inflation | Variations | Estimate | Estimate       | Estimate      |
|  | £000                                    | £000      | £000       | £000     | £000           | £000          |
| Expenditure                            |   |           |            |          |                |               |
| Employees                              | 12,337                                  | 0         | (193)      | 12,144   | 3,798          | 8,346         |
| Premises                               | 1,029                                   | 17        | 37         | 1,083    | 21             | 1,062         |
| Transport                              | 4,115                                   | 61        | (70)       | 4,106    | 65             | 4,041         |
| Supplies and Services                  | 18,002                                  | 35        | 703        | 18,740   | 16,316         | 2,424         |
| Third Party Payments                   | 13,736                                  | 7         | (148)      | 13,595   | 13,284         | 311           |
| Transfer Payments                      | 10                                      | 0         | 0          | 10       | 0              | 10            |
| Support Services                       | 2,460                                   | 0         | 0          | 2,460    | 227            | 2,233         |
| Depreciation and Impairment Losses     | 167                                     | 0         | 0          | 167      | 0              | 167           |
| GROSS EXPENDITURE                      | 51,856                                  | 120       | 329        | 52,305   | 33,711         | 18,594        |
|  | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |           |            |          | ,              | , , , ,       |
| Income                                 |   |           |            |          |                |               |
| Government Grants                      | (232)                                   | 0         | (136)      | (368)    | 0              | (368)         |
| Other Reimbursements and Contributions | (1,481)                                 | 0         | (673)      | (2,154)  | (308)          | (1,846)       |
| Customer and Client Receipts           | (2,962)                                 | 0         | 166        | (2,796)  | (287)          | (2,509)       |
| Interest                               | 0                                       | 0         | 0          | 0        | 0              | 0             |
| Recharges                              | (552)                                   | 0         | 552        | 0        | 0              | 0             |
| Reserves                               | (537)                                   | 0         | (7)        | (544)    | (544)          | 0             |
|  |   |           | (7.7)      | 4        | 44 4           | //=           |
| GROSS INCOME                           | (5,764)                                 | 0         | (98)       | (5,862)  | (1,139)        |               |
| NET EXPENDITURE                        | 46,092                                  | 120       | 231        | 46,443   | 32,572         | 13,871        |

| Major Items                  | £000  | fte |
|------------------------------|-------|-----|
| Savings                      | (118) | 0.0 |
| Growth                       | 100   |     |
| Overhead adjustments         | 0     |     |
| Transfer between departments | (3)   |     |
| Use of Reserves adjustment   | (138) |     |
| Depreciation adjustments     | 0     |     |
| Technical adjustments        | 390   |     |
| TOTAL                        | 231   | 0.0 |

#### 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

| 2017/18 | 2018/19 |
|---------|---------|
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 0.0     | 0.0     |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18   |           | Other      | 2018/19   | 2018/19<br>DSG | 2018/19<br>LA |
|--|-----------|-----------|------------|-----------|----------------|---------------|
|  | Estimate  | Inflation | Variations | Estimate  | Estimate       | Estimate      |
|  | £000      | £000      | £000       | £000      | £000           | £000          |
| Expenditure                            |           |           |            |           |                |               |
| Employees                              | 768       | 0         | 0          | 768       | 768            | 0             |
| Premises                               | 48        | 0         | 0          | 48        | 48             | 0             |
| Transport                              | 0         | 0         | 0          | 0         | 0              | 0             |
| Supplies and Services                  | 126,965   | 0         | 499        | 127,464   | 118,679        | 8,785         |
| Third Party Payments                   | 212       | 0         | 0          | 212       | 212            | 0             |
| Transfer Payments                      | 0         | 0         | 0          | 0         | 0              | 0             |
| Support Services                       | 0         | 0         | 0          | 0         | 0              | 0             |
| Depreciation and Impairment Losses     | 5,755     | 0         | 0          | 5,755     | 0              | 5,755         |
| ·                                      |           |           |            |           |                |               |
| GROSS EXPENDITURE                      | 133,748   | 0         | 499        | 134,247   | 119,707        | 14,540        |
|  |           |           |            |           |                |               |
| Income                                 |           |           |            | •         |                |               |
| Government Grants                      | (158,805) | 0         | (1,223)    | (160,028) | (151,243)      | (8,785)       |
| Other Reimbursements and Contributions | (1,159)   | 0         | 0          | (1,159)   | (1,159)        | 0             |
| Customer and Client Receipts           | 0         | 0         | 0          | 0         | 0              | 0             |
| Interest                               | Q         | 0         | 0          | 0         | 0              | 0             |
| Recharges                              | 0         | 0         | 0          | 0         | 0              | 0             |
| Reserves                               | o         | 0         | 0          | 0         | 0              | 0             |
|  |           |           |            |           |                |               |
| GROSS INCOME                           | (159,964) | 0         | (1,223)    | (161,187) | (152,402)      | (8,785)       |
| NET EXPENDITURE                        | (26,216)  | 0         | (724)      | (26,940)  | (32,695)       | 5,755         |

| Major Items                |  | £000  | fte |
|----------------------------|--|-------|-----|
| Depreciation adjustments   |  | 0     |     |
| Use of Reserves adjustment |  | 0     |     |
| Technical adjustments      |  | (724) |     |
| TOTAL                      |  | (724) | 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

| 2017/18 | 2018/19 |
|---------|---------|
| 18.7    | 17.7    |
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 18.7    | 17.7    |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           | Other      | 2018/19  | 2018/19<br>DSG | 2018/19<br>LA |
|--|----------|-----------|------------|----------|----------------|---------------|
|  | Estimate | Inflation | Variations | Estimate | Estimate       | Estimate      |
|  | £000     | £000      | £000       | £000     | £000           | £000          |
| Expenditure                            |          |           |            |          |                |               |
| Employees                              | 2,986    | 41        | 19         | 3,046    | 0              | 3,046         |
| Premises                               | 5        | 0         | 639        | 644      | 0              | 644           |
| Transport                              | 4        | 0         | 0          | 4        | 0              | 4             |
| Supplies and Services                  | 10,238   | 393       | (504)      | 10,127   | 0              | 10,127        |
| Third Party Payments                   | 1,084    | 16        | (5)        | 1,095    | 0              | 1,095         |
| Transfer Payments                      | 0        | 0         | 0          | 0        | 0              | 0             |
| Support Services                       | 256      | 0         | 0          | 256      | 0              | 256           |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        | 0              | 0             |
|  |          |           |            |          |                |               |
| GROSS EXPENDITURE                      | 14,573   | 450       | 149        | 15,172   | 0              | 15,172        |
|  |          |           |            |          |                |               |
| Income                                 |          |           |            | Ť        |                |               |
| Government Grants                      | (2,835)  | 0         | 2,283      | (552)    | 0              | (552)         |
| Other Reimbursements and Contributions | (2,186)  | 0         | (1,235)    | (3,421)  | 0              | (3,421)       |
| Customer and Client Receipts           | (61)     | 0         | (17)       | (78)     | 0              | (78)          |
| Interest                               | 0        | 0         | 0          | 0        | 0              | 0             |
| Recharges                              | (207)    | 0         | 161        | (46)     | 0              | (46)          |
| Reserves                               | d        | 0         | 0          | 0        | 0              | 0             |
|  |          |           |            |          |                |               |
| GROSS INCOME                           | (5,289)  | 0         | 1,192      | (4,097)  | 0              | (4,097)       |
| NET EXPENDITURE                        | 9,284    | 450       | 1,341      | 11,075   | 0              | 11,075        |

| Major Items                  | £000  | fte   |
|------------------------------|-------|-------|
| Savings                      | (281) | (1.0) |
| Transfer between departments | 792   |       |
| Overhead adjustments         | 0     |       |
| Use of Reserves adjustment   | 146   |       |
| Technical adjustments        | 684   |       |
| TOTAL                        | 1,341 | 0.0   |



### **2018/2019 ESTIMATES**

## ENVIRONMENT AND REGENERATION DEPARTMENT

#### **SUMMARY: ENVIRONMENT & REGENERATION**

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 308     | 303     |
| 5       | 3       |
| 313     | 306     |

| SERVICE AREA ANALYSIS             |  |  |
|-----------------------------------|--|--|
|                                   |  |  |
| Street Scene and Waste            |  |  |
| Public Protection and Development |  |  |
| Sustainable Communities           |  |  |
| Senior Management and Support     |  |  |
| TOTAL EXPENDITURE                 |  |  |

| С                    | CHANGE BETWEEN YEARS |            |           |  |  |
|----------------------|----------------------|------------|-----------|--|--|
| 2017/2018            |                      | Other      | 2018/2019 |  |  |
| Original<br>Estimate | Inflation            | Variations | Estimate  |  |  |
| £000                 | £000                 | £000       | £000      |  |  |
| 17,458               | 324                  | (522)      | 17,260    |  |  |
| (8,287)              | 28                   | (688)      | (8,947)   |  |  |
| 14,013               | 79                   | 101        | 14,193    |  |  |
| 0                    | 3                    | (25)       | (22)      |  |  |
| 23,183               | 434                  | (1,134)    | 22,483    |  |  |

#### **Departmental Summary**

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 308     | 303     |
| 5       | 3       |
| 313     | 306     |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/2018            |           | Other      | 2018/2019 |
|--|----------------------|-----------|------------|-----------|
|  | Original<br>Estimate | Inflation | Variations | Estimate  |
|  | £000                 | £000      | £000       | £000      |
| Expenditure                            |                      |           |            |           |
| Employees                              | 14,055               | 1         | (164)      | 13,892    |
| Premises                               | 2,868                | 43        | (19)       | 2,892     |
| Transport                              | 5,927                | 88        | 13         | 6,028     |
| Supplies and Services                  | 4,354                | 66        | (21)       | 4,399     |
| Third Party Payments                   | 15,768               | 236       | (62)       | 15,942    |
| Transfer Payments                      | 2                    | 0         | (2)        | 0         |
| Support Services                       | 8,522                | 0         | 0          | 8,522     |
| Depreciation and Impairment Losses     | 13,876               | 0         | 0          | 13,876    |
| GROSS EXPENDITURE                      | 65,372               | 434       | (255)      | 65,551    |
| Income                                 | Y                    |           |            |           |
| Government Grants                      | (77)                 | 0         | 0          | (77)      |
| Other Reimbursements and Contributions | (3,841)              | 0         | (34)       | (3,875)   |
| Customer and Client Receipts           | (35,175)             | 0         | (845)      | (36,020)  |
| Recharges                              | (3,094)              | 0         | 0          | (3,094)   |
| Reserves                               | 0                    | 0         | 0          | 0         |
| GROSS INCOME                           | (42,187)             | 0         | (879)      | (43,066)  |
| NET EXPENDITURE                        | 23,183               | 434       | (1,134)    | 22,483    |

| Major Items                  | £000    | fte   |
|------------------------------|---------|-------|
|                              |         |       |
| Savings                      | (1,358) | (4)   |
| Growth                       | 222     | 0     |
| Depreciation adjustments     | 0       | 0.0   |
| Overheads adjustments        | 0       | 0     |
| Transfer between departments | 1       | 0     |
| Technical adjustments        | 0       | 1     |
| Use of Reserves adjustments  | 0       | 0     |
| TOTAL*                       | (1,135) | (2.5) |

<sup>\*</sup> Any difference due to roundings.

#### Public Space, Contracting, and Commissioning\*: Greenspaces,

Leisure & Culture, Transport Services, and Waste Management and Operations.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 87      | 78      |
| 0       | 0       |
| 87      | 78      |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/2018            |           | Other      | 2018/2019 |
|--|----------------------|-----------|------------|-----------|
|  | Original<br>Estimate | Inflation | Variations | Estimate  |
|  | £000                 | £000      | £000       | £000      |
| Expenditure                            |                      |           |            |           |
| Employees                              | 3,659                | 0         | (424)      | 3,235     |
| Premises                               | 1,082                | 16        | 0          | 1,098     |
| Transport                              | 5,626                | 84        | 0          | 5,710     |
| Supplies and Services                  | 966                  | 15        | (5)        | 976       |
| Third Party Payments                   | 13,949               | 209       | (62)       | 14,096    |
| Transfer Payments                      | 2                    | 0         | (2)        | 0         |
| Support Services                       | 2,781                | 0         | 0          | 2,781     |
| Depreciation and Impairment Losses     | 1,746                | 0         | 0          | 1,746     |
| GROSS EXPENDITURE                      | 29,811               | 324       | (493)      | 29,642    |
| Income                                 |                      |           |            |           |
| Government Grants                      | 0                    | 0         | 0          | 0         |
| Other Reimbursements and Contributions | (1,308)              | 0         | 78         | (1,230)   |
| Customer and Client Receipts           | (10,314)             | 0         | (107)      | (10,421)  |
| Recharges                              | (731)                | 0         | 0          | (731)     |
| Reserves                               | , o                  | 0         | 0          | Ó         |
| GROSS INCOME                           | (12,353)             | 0         | (29)       | (12,382)  |
| NET EXPENDITURE                        | 17,458               | 324       | (522)      | 17,260    |

| Major Items                  | £000  | fte     |
|------------------------------|-------|---------|
| Savings                      | (587) | (G. E.) |
| Growth                       | (567) | (6.5)   |
| Depreciation adjustments     | 0     |         |
| Overheads adjustments        | 0     |         |
| Transfer between departments | 0     |         |
| Technical adjustments        | 0     |         |
| Use of reserves adjustments  | 0     |         |
| TOTAL*                       | (522) | (6.5)   |

<sup>\*</sup> Any difference due to roundings.

<sup>\*</sup> Previously the Street Scene and Waste division

**Public Protection**: Regulatory Services Partnership, Parking Control, Safer Merton.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
Total FTE

| 2017/18 | 2018/19 |  |  |
|---------|---------|--|--|
| 131     | 133     |  |  |
| 0       | 0       |  |  |
| 131     | 133     |  |  |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/2018            |           | Other      | 2018/2019 |
|--|----------------------|-----------|------------|-----------|
|  | Original<br>Estimate | Inflation | Variations | Estimate  |
|  | £000                 | £000      | £000       | £000      |
| Expenditure                            |                      |           |            |           |
| Employees                              | 5,450                | 0         | 190        | 5,640     |
| Premises                               | 646                  | 10        | 0          | 656       |
| Transport                              | 131                  | 2         | 13         | 146       |
| Supplies and Services                  | 553                  | 8         | (63)       | 498       |
| Third Party Payments                   | 531                  | 8         | 0          | 539       |
| Transfer Payments                      | 0                    | 0         | 0          | 0         |
| Support Services                       | 2,275                | 0         | 0          | 2,275     |
| Depreciation and Impairment Losses     | 112                  | 0         | 0          | 112       |
|  |                      |           |            |           |
| GROSS EXPENDITURE                      | 9,697                | 28        | 140        | 9,865     |
| Income                                 |                      |           |            |           |
| Government Grants                      | (76)                 | 0         | 0          | (76)      |
| Other Reimbursements and Contributions | (1,250)              | 0         | (114)      |           |
| Customer and Client Receipts           | (16,658)             | 0         | (714)      |           |
| Recharges                              | (10,000)             | 0         | ()         | (,0.2)    |
| Reserves                               | 0                    | 0         | 0          | 0         |
|  |                      |           |            |           |
| GROSS INCOME                           | (17,984)             | 0         | (828)      | (18,812)  |
| NET EXPENDITURE                        | (8,287)              | 28        | (688)      | (8,947)   |

| Major Items                 | £000  | fte |
|-----------------------------|-------|-----|
| Continue                    | (000) | 0.0 |
| Savings                     | (688) | 2.0 |
| Depreciation adjustments    | 0     |     |
| Overheads adjustments       | 0     |     |
| Technical adjustments       | 0     |     |
| Use of Reserves adjustments |       |     |
|                             |       |     |
| TOTAL*                      | (688) | 2   |

<sup>\*</sup> Any difference due to roundings.

**Sustainable Communities\*:** Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Transport Planning & Safety Education.

\* Greenspaces and Leisure & Development transferred to Public Space, Contracting & Commissioning.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
Total FTE

| 2017/18 | 2018/19 |  |  |
|---------|---------|--|--|
| 82      | 84      |  |  |
| 5       | 3       |  |  |
| 86      | 87      |  |  |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/2018            |           | Other      | 2018/2019 |
|--|----------------------|-----------|------------|-----------|
|  | Original<br>Estimate | Inflation | Variations | Estimate  |
|  | £000                 | £000      | £000       | £000      |
| Expenditure                            |                      |           |            |           |
| Employees                              | 4,184                | 1         | 105        | 4,290     |
| Premises                               | 1,139                | 17        | (19)       | 1,137     |
| Transport                              | 162                  | 2         | 0          | 164       |
| Supplies and Services                  | 2,641                | 40        | 37         | 2,718     |
| Third Party Payments                   | 1,286                | 19        | 0          | 1,305     |
| Transfer Payments                      | 0                    | 0         | 0          | 0         |
| Support Services                       | 3,300                | 0         | 0          | 3,300     |
| Depreciation and Impairment Losses     | 12,018               | 0         | 0          | 12,018    |
|  |                      |           |            |           |
| GROSS EXPENDITURE                      | 24,730               | 79        | 123        | 24,932    |
| Income                                 |                      |           |            |           |
| Government Grants                      | (1)                  | 0         | 0          | (1)       |
| Other Reimbursements and Contributions | (1,283)              | 0         | 0          | (1,281)   |
| Customer and Client Receipts           | (8,203)              | 0         | (24)       | (8,227)   |
| Recharges                              | (1,230)              | 0         | (24)       | (1,230)   |
| Reserves                               | (0)                  | 0         | 0          | (1,230)   |
| IVEREIAER                              | (0)                  | 0         | U          | (0)       |
| GROSS INCOME                           | (10,717)             | 0         | (22)       | (10,739)  |
| NET EXPENDITURE                        | 14,013               | 79        | 101        | 14,193    |

| Major Items   | £000        | fte |
|---|-------------|-----|
| Savings<br>Growth   | (93)<br>157 | 1.0 |
| Depreciation adjustments Overheads adjustments Transfer between departments Technical adjustments | 1 35        | 1.0 |
| Use of Reserves adjustments  TOTAL*   | 100         |     |

<sup>\*</sup> Any difference due to roundings.

**Senior Management and Support:** The Department's senior management and secretarial support, and Business Performance.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
Total FTE

| 2017/18 | 2018/19 |
|---------|---------|
| 8       | 8       |
| 0       | 0       |
| 8       | 8       |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/2018            |           | Other      | 2018/2019 |
|--|----------------------|-----------|------------|-----------|
|  | Original<br>Estimate | Inflation | Variations | Estimate  |
|  | £000                 | £000      | £000       | £000      |
| Expenditure                            |                      |           |            |           |
| Employees                              | 762                  | 0         | (35)       | 727       |
| Premises                               |                      | . 0       | 0          | 1         |
| Transport                              | 8                    | 0         | 0          | 8         |
| Supplies and Services                  | 194                  | 3         | 10         | 207       |
| Third Party Payments                   | 2                    | 0         | 0          | 2         |
| Transfer Payments                      | 0                    | 0         | 0          | 0         |
| Support Services                       | 166                  | 0         | 0          | 166       |
| Depreciation and Impairment Losses     | 0                    | 0         | 0          | 0         |
| GROSS EXPENDITURE                      | 1,133                | 3         | (25)       | 1,111     |
| Income                                 |                      |           |            |           |
| Government Grants                      | 0                    | 0         | 0          | 0         |
| Other Reimbursements and Contributions | 0                    | 0         | 0          | 0         |
| Customer and Client Receipts           | 0                    | 0         | 0          | 0         |
| Recharges                              | (1,133)              | 0         | 0          | (1,133)   |
| Reserves                               | 0                    | 0         | 0          | 0         |
| GROSS INCOME                           | (1,133)              | 0         | 0          | (1,133)   |
| NET EXPENDITURE                        | 0                    | 3         | (25)       | (22)      |

| Major Items   | £000                 | fte |
|---|----------------------|-----|
| Savings Overheads adjustments Technical adjustments Use of Reserves adjustments | 10<br>0<br>(35)<br>0 |     |
| TOTAL*  | (25)                 | 0.0 |

<sup>\*</sup> Any difference due to roundings.



## **2018/2019 ESTIMATES**



#### **SUMMARY: COMMUNITY AND HOUSING**

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

| 2017/18 | 2018/19 |
|---------|---------|
| 374.06  | 402.01  |
| 13.73   | 12.87   |
| 0.00    | 2.00    |
| 387.79  | 416.88  |

| SERVICE AREA ANALYSIS  | 2017/18  |           |            | 2018/19  |
|------------------------|----------|-----------|------------|----------|
|                        | Original |           | Other      |          |
|                        | Estimate | Inflation | Variations | Estimate |
|                        | £000     | £000      | £000       | £000     |
| Adult Social Care      | 58,998   | 1,508     | (1,649)    | 58,856   |
| Libraries and Heritage | 2,662    | 58        | (73)       | 2,647    |
| Merton Adult Education | 29       | 37        | (1,268)    | (1,202)  |
| Housing General Fund   | 2,224    | 84        | (108)      | 2,200    |
| Senior Management      | 404      | 22        | (20)       | 406      |
| NET EXPENDITURE        | 64,317   | 1,708     | (3,118)    | 62,907   |
|                        | 31,011   | .,,       | 3,.13,     | 12,001   |
| Public Health          | 0        | 0         | (0)        | (0)      |

## 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** 

| 2017/18 | 2018/19 |  |  |
|---------|---------|--|--|
| 374.06  | 402.01  |  |  |
| 13.73   | 12.87   |  |  |
| 0.00    | 2.00    |  |  |
| 387.79  | 416.88  |  |  |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           |            | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           | Other      |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 15,944   | 237       | (336)      | 15,845   |
| Premises                               | 902      | 27        | (199)      | 729      |
| Transport                              | 1,475    | 44        | (168)      | 1,351    |
| Supplies and Services                  | 4,383    | 136       | (367)      | 4,151    |
| Third Party Payments                   | 49,502   | 1,263     | (1,629)    | 49,136   |
| Transfer Payments                      | 10,085   | 1         | 890        | 10,976   |
| Support Services                       | 7,013    | 0         | 0          | 7,013    |
| Depreciation and Impairment Losses     | 379      | 0         | (0)        | 379      |
|  |          |           |            |          |
| GROSS EXPENDITURE                      | 89,682   | 1,708     | (1,809)    | 89,581   |
|  |          |           |            |          |
| Income                                 |          |           |            |          |
| Government Grants                      | (1,391)  | 0         | (144)      | (1,535)  |
| Other Reimbursements and Contributions | (11,211) | 0         | (1,326)    | (12,537) |
| Customer and Client Receipts           | (10,057) | 0         | 161        | (9,896)  |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | (2,706)  | 0         | 0          | (2,706)  |
| Reserves                               | 0        | 0         | 0          | 0        |
|  |          |           |            |          |
| GROSS INCOME                           | (25,365) | 0         | (1,309)    | (26,674) |
| NET EXPENDITURE                        | 64,317   | 1,708     | (3,118)    | 62,907   |

| Major Items                   | £000    | fte  |
|-------------------------------|---------|------|
| Salary-Savings                | (162)   | 2.00 |
| Savings-Other                 | (2,036) | 0    |
| Growth                        | 702     | 0    |
| Overheads adjustments         | 0       | 0    |
| Depreciation adjustments      | 0       | 0    |
| Rebasing of Income            | 0       | 0    |
| Technical adjustments         | (770)   | 0    |
| Transfers between departments | (1,300) | 0    |
| Grants                        | 0       | 0    |
| Other                         | (152)   | 0    |
| Use of Reserves Adjustment    | 0       | 0.00 |
| TOTAL                         | (3,718) | 2.00 |

## COMMUNITY AND HOUSING DEPARTMENT Merton Adult Learning

This a commissioned service via South Thames College and Groundwork London. The service continues to popular courses whilst expanding provision for families and enhancing offer in maths, english and employability courses.

| FULL TIME EQUIVALENTS         | 2017/18 | 2018/19 |
|-------------------------------|---------|---------|
| Number of FTE Staff           | 4.66    | 3.75    |
| Number of Fixed Term contract | 0.00    | 0.00    |
| Total FTE                     | 4.66    | 3.75    |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           |            | 2018/19  |
|--|----------|-----------|------------|----------|
|  |          |           | Other      |          |
|  | Original | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 306      | 26        | (23)       | 308      |
| Premises                               | 17       | 3         | (3)        | 17       |
| Transport                              | 0        | 0         | ō          | 0        |
| Supplies and Services                  | 168      |           | (155)      | 21       |
| Third Party Payments                   | 891      | 0         | 161        | 1,052    |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 28       | 0         | (0)        | 28       |
| Depreciation and Impairment Losses     | 0        | 0         | (0)        | 0        |
|  |          |           |            |          |
| GROSS EXPENDITURE                      | 1,410    | 37        | (21)       | 1,426    |
| Income                                 |          |           |            |          |
| Government Grants                      | (1,374)  | 0         | 0          | (1,374)  |
| Other Reimbursements and Contributions | (1,574)  | 0         | (1,248)    | (1,574)  |
| Customer and Client Receipts           | (7)      | 0         | (1,210)    | (7)      |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | 0        | 0         | 0          | 0        |
| Reserves                               | 0        | 0         | 0          | 0        |
|  |          |           |            |          |
| GROSS INCOME                           | (1,381)  | 0         | (1,248)    | (1,381)  |
| NET EXPENDITURE                        | 29       | 37        | (1,268)    | 46       |

| Major Items                  | £000    | fte  |
|------------------------------|---------|------|
| Salaries                     | 0       |      |
| Growth                       | 0       |      |
| Overheads adjustments        | 0       |      |
| Depreciation adjustments     | 0       |      |
| Rebasing of Income           | 0       |      |
| Technical adjustments        | 0       |      |
| Transfers from Public Health | (1,248) |      |
| Grants                       | 0       |      |
| Other                        | (20)    |      |
| Use of Reserves Adjustment   | Ó       |      |
| TOTAL                        | (1,268) | 0.00 |

## 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. Service has also ventured into securing small grants from various organisations

| FULL TIME EQUIVALENTS         | 2017/18 | 2017/18 |
|-------------------------------|---------|---------|
| Number of FTE Staff           | 33.30   | 30.35   |
| Number of Fixed Term Contract | 0.00    | 1.00    |
| Total FTE                     | 33.30   | 31.35   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           |            | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           | Other      |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 1,076    | 38        | (44)       | 1,070    |
| Premises                               | 485      | 12        | (175)      | 322      |
| Transport                              | 4        | 0         | 1          | 5        |
| Supplies and Services                  | 399      | 8         | 241        | 648      |
| Third Party Payments                   | 18       |           | (1)        | 18       |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 688      | 0         | 0          | 688      |
| Depreciation and Impairment Losses     | 301      | 0         | 0          | 301      |
|  |          |           |            |          |
| GROSS EXPENDITURE                      | 2,971    | 58        | 23         | 3,052    |
|  |          |           |            |          |
| Income                                 | , ,      |           |            |          |
| Government Grants                      | 0        | 0         | 0          | 0        |
| Other Reimbursements and Contributions | 0        | 0         | (66)       | (66)     |
| Customer and Client Receipts           | (309)    | 0         | (30)       | (339)    |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | 0        | 0         | 0          | 0        |
| Reserves                               | 0        | 0         | 0          | 0        |
|  |          |           |            |          |
| GROSS INCOME                           | (309)    | 0         | (96)       | (405)    |
| NET EXPENDITURE                        | 2,662    | 58        | (73)       | 2,647    |

| Major Items                   | £000 | fte  |
|-------------------------------|------|------|
| Salary-Savings                | 0    |      |
| Savings-Income                | (30) |      |
| Growth                        | 0    |      |
| Overheads adjustments         | 0    |      |
| Depreciation adjustments      | 0    |      |
| Rebasing of Income            | 0    |      |
| Technical adjustments         | 23   |      |
| Transfers between departments | 0    |      |
| Grants                        | 0    |      |
| Other - Other income          | (66) |      |
| Use of Reserves Adjustment    | 0    |      |
| TOTAL                         | (73) | 0.00 |

#### COMMUNITY AND HOUSING DEPARTMENT Housing General Fund

#### **Housing Needs and Enabling Service**

| FULL TIME EQUIVALENTS         | 2017/18 | 2018/19 |
|-------------------------------|---------|---------|
| Number of FTE Staff           | 25.33   | 24.53   |
| Number of Fixed Term Contract | 0.00    | 0.00    |
| Total FTE                     | 25.33   | 24.53   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           |            | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           | Other      |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 1,014    | 42        | (104)      | 953      |
| Premises                               | 39       | 2         | (1)        | 40       |
| Transport                              | 29       | 1         | (1)        | 29       |
| Supplies and Services                  | 186      | 6         | (3)        | 189      |
| Third Party Payments                   | 2,296    | 33        | 145        | 2,474    |
| Transfer Payments                      | 571      | 0         | 0          | 571      |
| Support Services                       | 287      | 0         | 0          | 287      |
| Depreciation and Impairment Losses     | °        | 0         | 0          | 0        |
| GROSS EXPENDITURE                      | 4,422    | 84        | 36         | 4,542    |
| Income                                 |          |           |            |          |
| Government Grants                      | 0        | 0         | (144)      | (144)    |
| Other Reimbursements and Contributions | (2,020)  | 0         | , o        | (2,020)  |
| Customer and Client Receipts           | (178)    | 0         | 0          | (178)    |
| Interest                               | Ó        | 0         | 0          | Ò        |
| Recharges                              | 0        | 0         | 0          | 0        |
| Reserves                               | 0        | 0         | 0          | 0        |
| GROSS INCOME                           | (2,198)  | 0         | (144)      | (2,342)  |
| NET EXPENDITURE                        | 2,224    | 84        | (108)      | 2,200    |

| Major Items                      | £000  | fte  |
|----------------------------------|-------|------|
| Savings Staff                    | (62)  | 0.00 |
| Savings Non-apy                  | 0     |      |
| Growth                           | 0     |      |
| New Homelessness Reduction Grant | 0     |      |
| Depreciation adjustments         | 0     |      |
| Technical adjustments            | 0     |      |
| Grants                           | 0     |      |
| Other                            | (46)  |      |
| Use of Reserves Adjustment       | 0     |      |
| TOTAL                            | (108) | 0.00 |

## COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

Adult Social Care is divded into three areas:- 1) Access & Assessment includes the following services:- older people, mental health, learning & physical disability,concessionary, reablement, equipment and safeguarding services. 2) Commissioning which includes:- Contracts, brokerage and voluntary organisation. 3) Direct Provision which includes all in-house provisions.

| FULL TIME EQUIVALENTS         | 2017/18 | 2018/19 |
|-------------------------------|---------|---------|
| Number of FTE Staff           | 308.77  | 323.72  |
| Number of FTE PCT TUPE staff  | 13.73   | 12.87   |
| Number of Fixed Term Contract | 0.00    | 0.00    |
| Total FTE                     | 322.50  | 336.59  |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           |            | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           | Other      |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 13,320   | 113       | (146)      | 13,286   |
| Premises                               | 361      | 10        | (20)       | 351      |
| Transport                              | 1,442    | 43        | (169)      | 1,316    |
| Supplies and Services                  | 3,491    | 112       | (450)      | 3,153    |
| Third Party Payments                   | 46,297   | 1,229     | (1,934)    | 45,592   |
| Transfer Payments                      | 9,514    | 1         | 890        | 10,405   |
| Support Services                       | 5,972    | 0         | 0          | 5,972    |
| Depreciation and Impairment Losses     | 78       | 0         | 0          | 78       |
|  |          |           |            |          |
| GROSS EXPENDITURE                      | 80,475   | 1,508     | (1,828)    | 80,154   |
|  |          |           |            |          |
| Income                                 |          |           |            |          |
| Government Grants                      | (17)     | 0         | 0          | (17)     |
| Other Reimbursements and Contributions | (9,191)  | 0         | (12)       | (9,203)  |
| Customer and Client Receipts           | (9,563)  | 0         | 191        | (9,372)  |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | (2,706)  | 0         | 0          | (2,706)  |
| Reserves                               | 0        | 0         | 0          | 0        |
|  |          |           |            |          |
| GROSS INCOME                           | (21,477) | 0         | 179        | (21,298) |
| NET EXPENDITURE                        | 58,998   | 1,508     | (1,649)    | 58,856   |

| Major Items                   | £000    | fte  |
|-------------------------------|---------|------|
| Salary-Savings                | (100)   | 2.00 |
| Savings- other                | (1,406) |      |
| Growth                        | 702     |      |
| Overheads adjustments         | 0       |      |
| Depreciation adjustments      | 0       |      |
| Rebasing of Income            | 0       |      |
| Technical adjustments         | (793)   |      |
| Transfers between departments | (52)    |      |
| Grants                        | 0       |      |
| Other -                       | 0       |      |
| Use of Reserves Adjustment    | 0       |      |
| TOTAL                         | (1,649) | 2.00 |

## 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** 

| 2017/18 | 7/18 2018/19 |  |
|---------|--------------|--|
| 2.00    | 2.00         |  |
| 0.00    | 0.00         |  |
| 2.00    | 2.00         |  |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           |            | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           | Other      |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 228      | 19        | (19)       | 228      |
| Premises                               | 0        | O         | 0          | 0        |
| Transport                              | 0        | 0         | 0          | 0        |
| Supplies and Services                  | 139      | 3         | (1)        | 141      |
| Third Party Payments                   | 0        | 0         | 0          | 0        |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 38       | 0         | 0          | 38       |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        |
|  | `        |           |            |          |
| GROSS EXPENDITURE                      | 404      | 22        | (20)       | 406      |
|  |          |           |            |          |
| 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                        | 404      | 22        | (20)       | 406      |

| 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                         | (20) |      |
| Use of Reserves Adjustment    | 0    |      |
| TOTAL                         | (20) | 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          | 2017/18 | 2018/19 |
|--------------------------------|---------|---------|
| Number of FTE Staff            | 11.96   | 17.66   |
| Number of Fixed Term Contracts | 4.60    | 1.00    |
| Total FTE                      | 16.56   | 18.66   |

| SUBJECTIVE ANALYSIS OF ESTIMATES       | 2017/18  |           |            | 2018/19  |
|--|----------|-----------|------------|----------|
|  | Original |           | Other      |          |
|  | Estimate | Inflation | Variations | Estimate |
|  | £000     | £000      | £000       | £000     |
| Expenditure                            |          |           |            |          |
| Employees                              | 1,117    | 0         | 60         | 1,177    |
| Premises                               | 2        | 0         | 1          | 3        |
| Transport                              | 2        | 0         | 0          | 2        |
| Supplies and Services                  | 3,476    | 0         | (583)      | 2,893    |
| Third Party Payments                   | 6,200    | 0         | (327)      | 5,873    |
| Transfer Payments                      | 0        | 0         | 0          | 0        |
| Support Services                       | 151      | 0         | 0          | 151      |
| Depreciation and Impairment Losses     | 0        | 0         | 0          | 0        |
|  |          |           |            |          |
| GROSS EXPENDITURE                      | 10,948   | 0         | (849)      | 10,099   |
|  |          |           |            |          |
| Income                                 |          |           |            |          |
| Government Grants                      | (10,727) | 0         | 279        | (10,448) |
| Other Reimbursements and Contributions | (221)    | 0         | (30)       | (251)    |
| Customer and Client Receipts           | 0        | 0         | 0          | 0        |
| Interest                               | 0        | 0         | 0          | 0        |
| Recharges                              | 0        | 0         | 0          | 0        |
| Reserves                               | 0        | 0         | 600        | 600      |
|  |          |           |            |          |
| GROSS INCOME                           | (10,948) | 0         | 849        | (10,099) |
| NET EXPENDITURE                        | 0        | 0         | (0)        | (0)      |

| Major Items                   | £000  | fte  |
|-------------------------------|-------|------|
| Savings                       | (600) |      |
| Growth                        | 0     |      |
| Salaries                      | 0     |      |
| Overheads adjustments         | 0     |      |
| Depreciation adjustments      | 0     |      |
| Rebasing of Income            | 0     |      |
| Technical adjustments         | 0     |      |
| Transfers between departments | 0     |      |
| Grants                        | 0     |      |
| Other Income                  | 0     |      |
| Use of Reserves Adjustment    | 600   |      |
| TOTAL                         | 0     | 0.00 |

