

# Merton Council

## Sustainable Communities Overview and Scrutiny Panel



Date: 8 January 2015  
Time: 7.15 pm  
Venue: Committee rooms D & E - Merton Civic Centre, London Road, Morden SM4 5DX

### AGENDA

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The meeting room will be open to members of the public from 7.00 p.m.**

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## Sustainable Communities Overview and Scrutiny Panel Membership

### Councillors:

Russell Makin (Chair)  
Stan Anderson  
Ross Garrod  
Abigail Jones  
John Sargeant  
Imran Uddin  
David Dean (Vice-Chair)  
Janice Howard

### Substitute Members:

Tobin Byers  
David Chung  
Edward Foley  
Daniel Holden  
Abdul Latif

### Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

### What is Overview and Scrutiny?

Overview and Scrutiny describes the way Merton's scrutiny councillors hold the Council's Executive (the Cabinet) to account to make sure that they take the right decisions for the Borough. Scrutiny panels also carry out reviews of Council services or issues to identify ways the Council can improve or develop new policy to meet the needs of local people. From May 2008, the Overview & Scrutiny Commission and Panels have been restructured and the Panels renamed to reflect the Local Area Agreement strategic themes.

Scrutiny's work falls into four broad areas:

- ⇒ **Call-in:** If three (non-executive) councillors feel that a decision made by the Cabinet is inappropriate they can 'call the decision in' after it has been made to prevent the decision taking immediate effect. They can then interview the Cabinet Member or Council Officers and make recommendations to the decision-maker suggesting improvements.
- ⇒ **Policy Reviews:** The panels carry out detailed, evidence-based assessments of Council services or issues that affect the lives of local people. At the end of the review the panels issue a report setting out their findings and recommendations for improvement and present it to Cabinet and other partner agencies. During the reviews, panels will gather information, evidence and opinions from Council officers, external bodies and organisations and members of the public to help them understand the key issues relating to the review topic.
- ⇒ **One-Off Reviews:** Panels often want to have a quick, one-off review of a topic and will ask Council officers to come and speak to them about a particular service or issue before making recommendations to the Cabinet.
- ⇒ **Scrutiny of Council Documents:** Panels also examine key Council documents, such as the budget, the Business Plan and the Best Value Performance Plan.

Scrutiny panels need the help of local people, partners and community groups to make sure that Merton delivers effective services. If you think there is something that scrutiny should look at, or have views on current reviews being carried out by scrutiny, let us know.

For more information, please contact the Scrutiny Team on 020 8545 4035 or by e-mail on [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)



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# Agenda Item 3

All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at [www.merton.gov.uk/committee](http://www.merton.gov.uk/committee).

## **SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL 11 NOVEMBER 2014**

**(19.15 - 22.00)**

### **PRESENT**

Councillors Councillor Russell Makin (in the Chair),  
Councillor Stan Anderson, Councillor Ross Garrod,  
Councillor Janice Howard, Councillor Abigail Jones,  
Councillor John Sargeant, Councillor Imran Uddin and  
Councillor David Dean

### **ALSO PRESENT:**

Councillor Andrew Judge (Cabinet Member for Environmental Regeneration and Sustainability), Councillor Nick Draper (Cabinet Member for Community and Culture), Chris Lee (Director of Environment and Regeneration), Caroline Holland (Director of Corporate Resources), James McGinlay (Head of Sustainable Communities), John Hill (Head of Public Protection), Cormac Stokes (Head of Street Scene and Waste), Richard Lancaster (Future Merton Programme Manager), Dave Moffat, David Suranto Consultants, Steer Gleave Davies, Yvonne Tomlin (Head of Community Education), Christine Parsloe (Leisure and Culture Development Manager), Sara Williams (Regeneration, Investment and Renewal Officer – Future Merton), Rebecca Redman (Scrutiny Officer), Councillor Peter Southgate, Councillor Dennis Pearce

### **1 DECLARATIONS OF INTEREST (Agenda Item 1)**

Councillor Imran Uddin expressed his interest in item 7 as trustee of Morden Park Community Trust.

### **2 APOLOGIES FOR ABSENCE (Agenda Item 2)**

None.

### **3 MINUTES OF THE MEETING HELD ON 16TH SEPTEMBER 2014 (Agenda Item 3)**

**RESOLVED:** Panel agreed the Minutes as a true record of the meeting.

### **4 MINUTES OF THE SPECIAL MEETING HELD ON 29TH SEPTEMBER 2014 (Agenda Item 4)**

**RESOLVED:** Panel agreed the Minutes as a true record of the meeting.

### **5 MATTERS ARISING FROM THE MINUTES (Agenda Item 5)**

Councillor John Sargeant asked about the status of the response from Pauline Ford at CHMP on the ambience reports and if the question could be raised on the possibility of sharing the results of the independent audit of Keep Moat that was discussed at the meeting of the Panel on 29<sup>th</sup> September 2014. Rebecca Redman explained that Pauline Ford had responded and was looking into whether ambience reports could be shared and that she would follow up with Pauline Ford on the Keep Moat audit and update the Panel at the next meeting.

Panel agreed to re-order the agenda to the following:

- Item 8 – 20mph zones and limits
- Item 6 – Adult Skills and Employability Task Group
- Item 7 – Morden Leisure Centre Update
- Item 9 – Business Plan Update 2015-2019
- Item 10 – Performance Monitoring (Verbal Update)
- Item 11 – Co-option
- Item 12 – Work programme

**RESOLVED:** Rebecca Redman to follow up on queries raised with CHMP.

## **6 ADULT SKILLS AND EMPLOYABILITY TASK GROUP - PROGRESS UPDATE (Agenda Item 6)**

Sara Williams introduced the report and provided an update on key actions within the action plan, resulting from the agreed recommendations of the task group review of adult skills and employability undertaken by the Panel as part of its 2013/14 work programme.

Sara Williams explained that on recommendation 3, there was recognition by the department that further work needed to be undertaken on this. Responsibility for building in opportunities to secure apprenticeships through the tendering process would need to be discussed with the procurement team. In addition, the Flexible Support Fund Bid was proposed as part of the recommendation, however, this was to be submitted as a revised application to respond to the changes in criteria and that the funding sought would be higher than originally planned.

Sara Williams informed the Panel that recommendation 8 was progressing and that the Merton Partnership conference was being held on 20<sup>th</sup> November 2014 which would focus on growth and would involve a discussion regarding inward investment and branding of SW19. A workshop was also due to be held on the delivery of the inward investment strategy in November 2014.

James McGinlay added that, in relation to recommendation 3, Future Merton are working with colleagues in procurement but that formal discussion with that team would need to be held before the arrangements could be agreed.

Caroline Holland added that, with responsibility for corporate procurement, she would ensure that this was raised with the procurement team at their next meeting and discuss where templates could be amended to include this requirement.

Councillor David Dean asked why more funding was not being sought from ESF funds. Sara Williams explained that significant funds could be applied for from this fund but, given that the team are quite small, there is a need to be realistic about what can be delivered. James McGinlay added that the prospectus for ESF and RDF funding was recently published by the GLA and an application for larger sums of money could be made on initiatives that might be jointly delivered by neighbouring authorities. This can be explored by Future Merton to determine if there is merit in approaching other authorities to work together on mutually beneficial projects.

Councillor David Dean added that we should seek to make bolder applications for funding where they can be delivered and also asked if up skilling residents was undertaken with the aim of simply ensuring they secure employment, or to enable them to progress or realise higher salaries. James McGinlay confirmed that the economic development strategy aimed to ensure higher value jobs and also increase the skills base of those on lower wages or in long term unemployment.

Yvonne Tomlin added that with regard to the action plan, the service has continued to develop its commercial arm. MAE has promoted use of the Wimbledon site, particularly with Wimbledon Tech being based at that library. Income is generated from room rentals in the library and whilst commercial aspects have not developed as speedily as the council would like, there has been an increase in promotion of and securing room lettings at present. The service is over target by £13,000 on rentals.

Yvonne Tomlin explained that the ABE qualification suite attracts more overseas students and that there was a test run in the latest prospectus on expanding provision and the range and level of qualifications and courses on offer. However, there have been low enrolment numbers this year and the service is looking at revamping its marketing. A meeting was also held with Kingston regarding partnership working and franchising some of the higher level courses that are delivered. Whilst looking at how to work up links with key partners is important, this is on hold whilst the Cabinet consider the options appraisal of MAE and how the service might function going forward. This will also impact on what commercial options are pursued.

Yvonne Tomlin informed the Panel that other work to deliver on the recommendations included a bid to the Department for Work and Pensions and Job Centre Plus to pilot a scheme in Mitcham Job Centre. This is a pop up arrangement that provides support to job seekers on job search and interview skills.

Councillor Abigail Jones asked if apprenticeships were available for people of all ages and if older people were taking up apprenticeships. Sara Williams explained that the Take1 initiative provided apprenticeship opportunities for individuals up to the age of 24. The figure presented in the updated action plan reflects this scheme. There are also other initiatives being overseen by the Economic Wellbeing Group. Long term unemployed and carers often need to be up skilled and there is work underway to address this. In addition, a new action plan has been prepared for the next 2 years which will support the long term unemployed.

**RESOLVED:** Panel noted the update and requested that further updates be provided to the Panel every 6 months on delivery of the action plan.

## **7 MORDEN LEISURE CENTRE - UPDATE (Agenda Item 7)**

Christine Parsloe introduced the report which outlined the first decisions that Cabinet had been asked to take on 10 November 2014 which were all agreed at that meeting. The roll out of the project for Morden Leisure Centre is at the early stages of development, Christine Parsloe asked what involvement scrutiny would like in this process.

Councillor Ross Garrod stated that he was happy with the development and that Cabinet had accepted a two site solution and asked what the existing site would be used for when the development was complete. He also asked if this site could be utilised for affordable housing.

Christine Parsloe explained that this was not possible on this site for planning reasons. This site is defined as metropolitan open land and it is required to be returned back to open public space upon completion of the project. The Friends of Morden Park Playing Field expressed its interest in being involved in the restoration of the site to its historic features.

Councillor John Sargeant asked if the costs of returning this site to its original state were planned into the capital costs for the project and if the funds for this work had been ring fenced. He added that the council should work closely with the Community Trust in this process and consult residents in the area.

Christine Parsloe explained that the cost of the reinstatement of this land was accounted for within the project budget. This fund will be ring fenced to enable the developer to do so and the costs of demolition are included in the £11 million budget for the project. Christine Parsloe added that the council are in discussion with the Community Trust but that wider agendas would need to be managed so as not to impact negatively on the project scope, timescales and budget.

Councillor Russell Makin asked about the two site solution and when a decision would be taken on the actual site for the leisure centre. Christine Parsloe informed the Panel that site surveys would be undertaken in due course and that some surveys were already underway. The fact that only two



sites have been prioritised means that the cost of these surveys is reduced and the findings can then be discussed with developers.

Councillor Janice Howard asked if flexibility had been built into the project as the funds allocated to the project may not be sufficient as the development progresses or if issues arise that need to be responded to. In addition, if an additional stage would be put in place within the project to negotiate on the features within the leisure centre that were requested by residents, if funding allowed at that stage.

Christine Parsloe informed the Panel that the council would be seeking external funding and is in conversation with Sport England as there is an understanding that a leisure centre needs to be built for the future. Flexibility will be built into the development to ensure that future expansion and customer requirements of the leisure industry can be considered.

Councillor Nick Draper added that the department will monitor the budgets for delivery of the project and ensure it is delivered to agreed timescales. There is a possible role for scrutiny in this process. The development is also an invest to save initiative as well as a response to customer need and scrutiny may wish to maintain an overview of the project to ensure that it is meeting its objectives.

Councillor David Dean asked what the lifespan of the leisure centre building would be. Christine Parsloe confirmed that the lifespan was estimated to be 50 years. Modern solutions are being used when building commences on the centre which will ensure significant improvements in quality and greater efficiency of materials.

Councillor David Dean asked if extended opening hours could be offered at the new centre. Christine Parsloe explained that this was not part of the agreed leisure centre contract that has been in place with GLL since 2010. The service will have sufficient opening times to meet demand.

Councillor Andrew Judge explained that remediating the land on the existing site will be a condition of planning for the development and that the council will be working closely with the Community Trust to fulfil its wishes.

Councillor Imran Uddin proposed that the regeneration of the site may be a particular avenue for scrutiny to focus on when negotiations are at a more advanced stage.

Councillor David Dean noted that there had not been an opportunity for pre decision scrutiny of the project at this stage but that this would be welcomed in the future where there was an opportunity to do so.

Councillor Russell Makin proposed that the Panel might be involved at the stage of drawing up proposals for the restoration of the existing site, on what is

being negotiated with the Community Trust and on what facilities will be offered.

Councillor John Sargeant stated that the development of the leisure centre and the negotiations with the Community Trust could not be expected to run in parallel.

Councillor David Dean added that the quality and aesthetics of the building were key to its use and to being a building that the area can be proud of in the future.

**RESOLVED:** Panel noted the report and asked that an update on progress with delivery of the project be brought to the Panel every 6 months and that the project plan should be shared with the Panel as part of this update, highlighting any opportunities for pre decision scrutiny.

## **8 20 MPH ZONES AND LIMITS (Agenda Item 8)**

Chris Lee introduced the report and explained to the Panel that research had been undertaken in response to a request from the Panel, to enable members to undertake pre decision scrutiny on the proposals for the roll out of 20mph zones and limits across the borough. The report produced by consultancy Steer Davies Gleave looked at examples of 20mph zones and limits and the schemes implemented across London, nationally and internationally, to provide an evidence base to start a dialogue about the appropriate scheme for Merton. The position in Merton is that there are both 20mph zones and limits and there has been, over the past 2-3 years, a reduction in speed and accidents.

Chris Lee added that the DfT had also commissioned external research into 20mph schemes and the experiences of others reinforced the evidence emerging from this review and provided a feel for what is emerging regionally and nationally.

Dave Moffat and David Suranto consultants with Steer Davies Gleave commissioned to undertake this review, presented the findings:

- Legal, regulatory and policy context
- 20mph zones and limits across London
- Road safety rationale for 20mph speed limits
- Impacts of 20mph schemes (pre and post monitoring)
- Conclusions and considerations for Merton

Members were informed that both 20mph zones and speed limits are self enforcing and will incur different costs in terms of implementation. Both limits and zones require clear signage and physical measures. Limits are most common place as they are less financially onerous to implement. Members

also heard that the rationale for reducing speeds also relates to the duty placed on local authorities to contribute to public health (within the Health and Social Care Act 2012), as well as increased road safety and meeting associated targets and local policy commitments.

It was suggested to Members that the future policy direction of the council may be to implement zones and/or schemes on an area by area basis or that they may wish to look at a borough wide scheme if appropriate. Borough wide schemes are becoming more widespread across London, for example, central London boroughs such as Islington and Camden have 100% coverage of 20 mph limits/zones. However, the council should undertake monitoring and evaluation to look at collisions and traffic volumes when considering which model to adopt.

Furthermore, compliance can present many challenges. There is no expectation for additional resources for enforcement from the police and thresholds for action to be taken are in place.

Members should also consider the political appetite for schemes such as borough wide zones as this can often have a bearing on the policy direction the council takes. Other factors that can impact on the decision on the type of scheme to be adopted are environmental, traffic volumes, infrastructure and the effects of the scheme in the long term can be difficult to accurately predict.

Part of the challenge is to ensure a change in driving culture and social marketing is encouraged when schemes are implemented to stimulate this behavioural change. Education and engagement are key to this and whilst enforcement can be undertaken it should not be used in isolation without the appropriate mechanisms in place to facilitate behavioural change.

Conclusions drawn to members attention were:

- To note that borough wide schemes ensure consistency for drivers
- A case by case, area by area judgement is recommended as the most appropriate approach for Merton
- This approach should be reviewed at a later stage dependent upon its success and outcomes
- There should be a dedicated budget in place to encourage driver behavioural change
- Evaluation of benefits should focus on the impact on road safety
- The findings of the DfT review are expected in 2017 may be an opportune time to revisit the discussion about a borough wide scheme
- Post implementation monitoring is required for at least 3 years
- Opportunities for greater partnership working with the police should be explored

Councillor Janice Howard asked about the AA survey and noted that a 69% response rate would indicate that residents felt quite strongly about this. Proper consultation should be undertaken before a borough wide scheme is

agreed. Dave Suranto agreed that research had shown that consultation with residents, the police, TfL and other key stakeholders way important.

Councillor Imran Uddin stated that enforcement was a critical factor in the success of the scheme adopted and asked if there was any data from other local authorities on how different types of enforcement impacted on behavioural change over a period of time. Dave Suranto explained that under the current legislative framework, only police can enforce limits. In Hackney, however, lobbying is underway for the council to acquire powers to enforce limits. This has yet to be decided. Some authorities also have existing partnerships and agreements with police on enforcement. Dave Moffat added that community speed watch, a residents group that they came across as part of their research, have a rota in place by which letters are sent to the police from residents when there is an enforcement issue. After 3 letters the resident can expect a visit from the police to address this. This is more of a community approach but it works very well. Councillor Imran Uddin added that there may be a role for Safer Neighbourhood Teams in this and that this should be considered as a priority at the local level.

Dave Moffat also highlighted another scheme to encourage behavioural change which involved stickers in car windows to demonstrate that people were driving too fast and not adhering to speed limits.

Councillor John Sargeant stated that there must be sophisticated signage in place to encourage behavioural change and that more advanced technology in this area should be explored. The most cost effective portable schemes that can be utilised on area by area basis were perhaps the best way forward for Merton.

Councillor Stan Anderson asked what impact 20mph zones/limits would have on congestion. Dave Suranto explained that there had been no increase in congestion resulting from these schemes found in the research. However, London buses have expressed concerns in the past about slowing down routes and therefore impacting on running times however once implemented, they found that their concerns did not materialise.

Councillor David Dean added that we should be mindful of the pressures on police resources already and the severity of the crimes they should be allocating resource towards in order to address them. There can also be confusion amongst residents regarding limits and there is a need for consistency and communication.

Councillor Andrew Judge informed the Panel that speed limits depend on adequate enforcement however the police have been unable to do so due to a lack of resources. It may be helpful for a discussion to take place on the powers of the council to enforce and perhaps an opportunity to lobby for such powers could be taken alongside Hackney.

Councillor John Sargeant noted that all recommendations within the report regarding the potential approaches the council could take regarding 20 mph zones and limits were acceptable but that the council needed to be more proactive. He added that there is a case for more experimental, portable signage in key locations to determine if improvements can be demonstrated and evidence gathered on the extent of behavioural change.

Chris Lee responded by suggesting that advice be sought from Steer Davies Gleave on signage.

**RESOLVED:** Panel noted the report and agreed its support for 20mph zones and limits to be considered on a case by case basis in the borough. The Panel agreed to forward a reference to Cabinet outlining its support and also requesting that further investigation be undertaken on radar based technology and signage, and associated costs and benefits.

## **9 BUSINESS PLAN UPDATE 2015-2019 (APPENDIX TO FOLLOW) (Agenda Item 9)**

Caroline Holland introduced the report that included the updated Medium Term Financial Strategy and accounted for changes to major items, price inflation, issues regarding the pension fund and the grant settlement received. There has been a reduction in the grant expected as well as a review of council tax and an increase in the council tax base and collection rates. The revised capital programme was also presented alongside early service plan drafts. Further revisions to the service plans will be brought to the next round of scrutiny meetings for consideration.

Alternate proposals have been brought forward where there have been difficulties in generating savings agreed. New targets have been produced based on the council wide budget gap of £32 million. These savings will be brought to scrutiny in January for consideration.

Councillor David Dean asked why the savings target was so significant and the impact on the total budget. Caroline Holland explained that there had been an increase in the population which had impacted on the amount of dedicated schools grant received. There have also been additional responsibilities to be accounted for in public health and also in nursery provision. Legal shared services, regulatory shared services and the costs of transfer of staff have also resulted in additional costs and pressures. There is a downward trajectory with savings, however, there are increasing pressures resulting from demographic change. Caroline Holland added that one of the recommendations on Morden Leisure Centre was to rephase the capital programme. In this the costs would be spread over a greater number of years. This update will appear in the budget report in January 2015.

Councillor John Sargeant asked about structural changes to services that Cabinet were considering, for example, the MAE options appraisal. The budget and service implications did not appear to be outlined in this report. He

added that the potential impact should be considered by the Panel at their January 2015 meeting. Chris Lee explained that the impact would only need to be considered from April 2017 onwards and that the service and budgetary implications would be reflected in the 2017 budget.

Caroline Holland added that the MAE options appraisal and outcomes of the consultation could be brought to scrutiny in due course. Similarly, decisions to be taken on the waste contract would need to be factored into the budget in 2017 at the earliest when the contract is envisaged to start.

Councillor John Sargeant added that performance monitoring alone doesn't give an opportunity to get into the detail of the structural changes proposed and that the panel should have an opportunity to comment to enable them to deliver on their duties to their residents.

Councillor Imran Uddin asked what discretion the council had over the restricted spending outlined. Caroline Holland explained that the council had no discretion over the dedicated schools grant as it was a demand based grant.

Councillor Peter Southgate joined the meeting and proposed that the Panel hold a special meeting to consider the MAE options appraisal in more detail.

Caroline Holland added that monitoring reports are received by Cabinet on the budget and that the financial monitoring task group also undertake analysis by department and by service of the service and budgetary implications of proposals.

Chris Lee explained that there was an expectation there would be an increase in charges for development control. However, this is not going ahead as planned due to legislative changes which have resulted in £200,000 worth of identified savings no longer being achievable. Shared services will offer an opportunity to generate income, as well as fast tracking applications for planning. In building and development control deleting 1FTE in 2016/17 will enable a £40,000 saving.

Councillor David Dean asked about the government response to local authorities setting their own planning charges. John Hill explained that government are still investigating this. A decision is not expected on this anytime soon. Councillor David Dean asked if it was worth discussing this with MP's to fast track a decision. John Hill confirmed that the London Borough Planning Officers Group would have made representations to Government on this.

Chris Lee added structural changes that may be of concern to the Panel in the future are:

- Traffic and highways;
- Phase C procurement;

- Automatic number plate recognition

**RESOLVED:**

Panel agreed that they did not wish to forward any comments to the Overview and Scrutiny Commission in this instance.

Panel requested that a special meeting be set up to consider the detail of the MAE Options appraisal proposals before the next round of budget scrutiny in January 2015.

**10 PERFORMANCE MONITORING - VERBAL UPDATE (Agenda Item 10)**

Chris Lee provided an introduction to the item and highlighted that the majority of reds on the performance data were linked to an increase in volumes of waste over the last year. The council have subsequently had to send more waste to landfill. The proportion of waste however remains stagnant. There has also been an increase in fly tipping. This is a national trend and a report from DEFRA shows this to be the case. In addition there is a customer satisfaction issue as there is a perception amongst residents about cleanliness.

Councillor Stan Anderson asked if an increase in bulky waste collection might tackle the increase in fly tipping. Chris Lee explained that it would be difficult to state what the impact would be. Councillor Russell Makin asked what was being done to try to reduce residents fly tipping. Chris Lee informed the Panel that advice and guidance had been issued to households to try and change behaviour and where this persists the council will take action.

Councillor Abigail Jones asked what the turnaround time was between a resident requesting a bulky waste collection and the actual collection. Cormac Stokes explained that there had been problems in the early summer and extra vehicles were put on to respond to demand. The council is now back to its regular collection schedule. Bulky waste is collected on the same day as other waste and the turnaround time is normally within a week.

Councillor David Dean added that we need to be clear with residents about all types of waste collection, including recycling, to encourage them not to fly tip and to increase the rates of recycling. He also asked if putting all waste in a black bag to be sorted was the answer. Cormac Stokes explained that whilst the council would like to encourage people to recycle, they would have difficulty enforcing what people put into black sacks and there would be an additional cost for officer time sorting this waste.

Councillor Ross Garrod asked about the target relating to outdoor events income and why performance in this area didn't appear to be on track due to the income standing at £2023.00 only. Chris Lee explained that the income for the service can come in at different times each month and therefore this is not reflective of the actual income to date. The department do achieve this income target annually.

Councillor Ross Garrod asked about the income target for Merton Adult Education. Yvonne Tomlin explained that there had been changes to the funding method for the service and that the income profile did not reflect the income achieved this year. However, a slight underachievement of income was expected due to issues regarding match funding.

Councillor Ross Garrod asked if the reduction in the grant for the service had been scaled back nationally. Yvonne Tomlin confirmed that this was the case.

Councillor John Sargeant stated that he was aware that the underperformance against the indicators for planning was reflective of a service that, in the past, had insufficient resources allocated to it and a high staff turnover which has negatively impacted on what can be achieved. He asked if this was still the case.

James McGinlay explained that additional resources had been put into the development control team due to an increase in the volume of applications. Performance has started to pick up in this area; however, the department will continue to monitor this. Councillor John Sargeant asked if these resources were available for the longer term. James McGinlay confirmed that resources had been allocated for a two year period at this stage. It is difficult to recruit and there is a high turnover of staff. However, the financial commitment for staffing has been made within the budget.

**RESOLVED:** Panel noted the performance data tabled.

#### **11 CO-OPTION (Agenda Item 11)**

Rebecca Redman introduced the report and sought the Panels views on co-option to the Panel, for the municipal year, on one off items on Panel agendas or on task group reviews.

**RESOLVED:** Panel agreed to consider co-option at appropriate intervals on task group reviews or for one off items, in line with advice from the Scrutiny Officer.

#### **12 WORK PROGRAMME 2014/15 (Agenda Item 12)**

Rebecca Redman informed the Panel that the Children and Young People Scrutiny Panel had held a Performance Monitoring Training session for its members which had been a useful introduction to performance management relating to their remit. A session was to be arranged for the Panel in due course covering their areas of responsibility.

Rebecca Redman reminded the Panel that they had been invited to the meeting of the Overview and Scrutiny Commission on 25 November 2014 to consider and comment on the Financial Resilience item.



Rebecca Redman reminded the Panel that a member development session was being held on questioning and analysis skills for scrutiny members on 26<sup>th</sup> November and asked members to confirm their attendance.

Rebecca Redman informed the Panel that the Housing Supply Task Group was due to meet on 1<sup>st</sup> December to scope the review and that a scoping report would be presented to the Panel at its 8<sup>th</sup> January 2015 meeting to formally endorse.

**RESOLVED:** Rebecca Redman agreed to report back with a date for the performance monitoring training session.

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## **Committee: Sustainable Communities Overview and Scrutiny Panel**

8<sup>th</sup> January 2015

**Agenda item:**

**Wards:**

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

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Paul Dale

**Forward Plan reference number:**

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### **Recommendations:**

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

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

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

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

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

## 2.3 It was resolved:

That Cabinet:

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

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

## 3. **Alternative Options**

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

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

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

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

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

## 6. **Timetable**

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

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

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

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

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

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

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

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

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

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

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

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

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

## **BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

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

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

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

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



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

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

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

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

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

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

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

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

## Stage 2: Collecting evidence/ data

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

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

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

**Stage 3: Assessing impact and analysis**
**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Youth services work with 10 – 19 year olds.
Disability		✓	✓		Youth services have a disproportionately high number of children with special needs attending sessions.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Resources are targeted at need and volume of young people.

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

Income targets will be set for partnerships to cover savings

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

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

**Stage 4: Conclusion of the Equality Analysis****8. Which of the following statements best describe the outcome of the EA (Tick one box only)**

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

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

**Stage 5: Improvement Action Plan**
**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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

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



**Stage 6: Reporting outcomes****10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome 3 Assessment

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

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

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

# Equality Analysis

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

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

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

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	x			x	With the expected improvement in compliance by the motorists of the parking regulations pedestrian safety will improve for the older and infirmed in general and children particularly outside schools.
Disability	x			x	As above improvement in compliance will positively affect people with disabilities.
Gender Reassignment	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Marriage and Civil Partnership	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Pregnancy and Maternity	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Race	x			x	Whilst there will be an effect I am not aware of the level of effect on this

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

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

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

## Stage 4: Conclusion of the Equality Analysis

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

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

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

## Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through changes in charges for services	Action plan to mitigate	Measuring customer feedback through contact and forums	2015	Existing	Paul Walshe	Included as part of service review plan.

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


## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

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

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

# Equality Analysis

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

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

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



## Stage 2: Collecting evidence/ data

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

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

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

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

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

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

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

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	√			√	<p><b>Commissioning:</b>  <b>First Contact Service</b> - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p><b>Access and Assessment:</b>  <b>Review of Care Packages</b> - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p><b>Direct Provision:</b>  <b>Day Care Services</b> - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.</p>
Disability	√			√	<p><b>Commissioning:</b>  <b>First Contact Service</b> - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p><b>Access and Assessment:</b>  <b>Review of Care Packages</b> - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p><b>Day Care Services</b> - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to</p>

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

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

- **Potential impact of change**

### Mitigation Plan

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

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

### Mitigation Plan

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

## Stage 4: Conclusion of the Equality Analysis

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

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

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

## Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change	Consultation planned up to end of March 2015.	Meetings held and outcome recorded.	March 2015	Established	RAM/JB/JR/AOS	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	On-going and up to March 2018	Yes	JB/JR	Yes

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

**Stage 6: Reporting outcomes****10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome **2** Assessment

The key findings of this initial assessment are:

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

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



# Equality Analysis

Please refer to the guidance for carrying out 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?	<a href="#">Savings within the Housing Needs Service for 2016-17 and 2017 -18</a>
Which Department/ Division has the responsibility for this?	<a href="#">Community and Housing</a>

Stage 1: Overview	
Name and job title of lead officer	<a href="#">Steve Langley – Head of Housing Needs and Strategy</a>
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p><a href="#">The aim of the proposed reduction in headcount is to ensure that the Housing Needs Service meets its savings targets, and in doing so the service will aim to ensure that the reductions have minimal adverse impact on customers.</a></p> <p><a href="#">The deletion of 1x Environmental Health Technical Officer post, 1x Housing Strategy Officer post and 1.5x Housing Options Advisor posts in order to meet the required budget savings for 2016/17 and a further 6 posts for 2017/18 which are not yet identified.</a></p>
2. How does this contribute to the Council’s corporate priorities?	<a href="#">The Housing Needs Service plan contributes to the Councils Merton 2015 priorities and will ensure that savings targets are achieved in line with the corporate business plan and medium term financial strategy</a>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p><a href="#">All of the savings will have some impact on customers both internally and externally. Reduction in posts may lead to the service received not being as efficient and with slippage in service standards.</a></p> <p><a href="#">The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic.</a></p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<a href="#">The Housing Needs Service will take overall responsibility for its savings.</a>



## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	<b>Age</b>		X	X	
<b>Disability</b>		X	X		Housing Needs services are accessed by service users with disabilities and without disabilities. The loss of posts will not impact this group more than other groups..

<b>Gender Reassignment</b>		x	x		As above
<b>Marriage and Civil Partnership</b>		x	x		As above
<b>Pregnancy and Maternity</b>		x	x		As above
<b>Race</b>		x	x		As above
<b>Religion/ belief</b>		x	x		As above
<b>Sex (Gender)</b>		x	x		As above
<b>Sexual orientation</b>		x	x		As above
<b>Socio-economic status</b>		x	x		As above

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

All of the savings for 2016/17 will have some impact on customers both internally and externally. Reduction in posts may lead to the service received not being as efficient and with slippage in service standards. However as highlighted previously the Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic.

Notwithstanding these points, as so as to mitigate the negative affects upon service delivery, there will be revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable the remaining staff to focus on priority cases.

Additionally the impact of the proposed savings for 2017-18 are currently unknown (see section 9)

### Stage 4: Conclusion of the Equality Analysis

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

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

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

### Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
2016/17 Potential to impact all groups	Revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable the remaining staff to focus on priority cases	Self-service tools in place.	2015	Additional	Steve Langley	Yes
2017/18 further impact on loss of additional posts currently not known	The savings proposed for 2017/18 would mean a comprehensive assessment on how the business is delivered. This would inform our future approach in ensuring that the council continues to deliver its statutory housing functions.	Assessment completed and posts identified for deletion	tbd	Unknown	Steve Langley	Not at this time

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

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

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

The main impacts of the budget savings are:

- In 2016/17 there will be a loss of 3.5 FTE posts across the whole service. It is expected that there will be a negative impact on service standards and as so as to mitigate the negative, there will be revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable the remaining staff to focus on priority cases.
- In 2017/18 the impact on the loss of 6 additional posts is currently unknown as the posts have not been identified. It will not be possible to assess the impact until a comprehensive business review has been conducted in order to identify how the savings can be achieved in order that the statutory functions can still be delivered.

Groups affected:

- All groups are likely to be affected by the loss of posts. However, as at this time, it is the loss of posts and not the cessation of a particular service, then it is not anticipated that the cuts will target one group more than another.

Actions required are:

Ensure on-line tools are in place to help mitigate the impact in 2016/17

Analyse the business to understand the impact of deleting an additional 6 posts and make a recommendation on which posts should be deleted based on ensuring the service can fulfil its statutory duties.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Steve Langley – Head of Housing Needs and Strategy	Signature:	Date: 01/12/14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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## EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the <a href="#">Intranet</a>	
<b>EA completed by:</b> (Give name and job title)	<i>Anthony Hopkins, Head of Library &amp; Heritage Service</i>
<b>EA to be signed off by:</b> (Give name and job title)	<i>Simon Williams, Director of Community &amp; Housing</i>
<b>Department/ Division:</b>	<i>Community &amp; Housing</i>
<b>Team:</b>	<i>Library &amp; Heritage Service</i>
<b>EA completed on:</b>	<i>27 November 2014</i>

**Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.**

**Relevance Statements** – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

**Protected Characteristics - Key:**

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.									Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.		
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
Savings proposals 2016/17	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Savings proposals 2017/18	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.



1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).

The main aims and objectives of the proposed savings is to ensure a balanced budget whilst continuing to provide fair and appropriate services for all sections of the community. The savings and their impact are:

### **2016/17 Savings**

**Deletion of all administrative support (£26,430)** - All admin functions will be undertaken by managers and staff and will involve the deletion of 1 FTE post. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library. Support will continue to be provided by staff in libraries to enable customers to access information online or via the phone.

**Reduction in activities programme (£2,000)** - Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes but all existing activities will continue to take place.

**Withdrawal from annual CIPFA public library user survey (PLUS) (£2,540)** - The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner. Any proposed significant changes to service will continue to have its own consultation.

**Reduction in volunteering contract (£20,000)** - A reduction in the contract to the voluntary sector to provide this service. The proposal will have no effect on the Home Visits Library Service but will mean that the recruitment of volunteers will be fully managed by the library service. The proposal should streamline the volunteer recruitment process but will increase capacity constraints. There are no expected losses to service and staff will be trained to better equip them through the interview and recruitment process.

**Reduction in media fund (£45,000)** - The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems, availability of stock through the wider London network of libraries and the likely transfer of more customers to using e-book services. Usage and community data will be profiled to ensure that stock procured addresses community need. Feedback is continuously pursued to ensure that we purchase the correct stock and this supported with improved monitoring systems.

### **2017/18 Savings**

**Additional staff savings (£37,690)** - Savings to be delivered through process re-engineering and redistributing

	<p>responsibilities across service structure. Through improved processes the impact should be minimal to customers although reduced numbers may mean that Service Standards may slip in certain areas (e.g. time to respond to enquiries, phone answering etc.) but any changes will be clearly communicated. This saving would mean a reduction in 1.5 FTE.</p> <p><b>Deletion of Projects &amp; Procurement Manager post (£22,500)</b> - The Projects &amp; Procurement Manager post is a fixed term post in place to ensure the smooth rollout of new self-service technology and to progress library redevelopments along with managing efficiency savings already agreed. The contract ends in March 2017 and the post has been put forward for savings upon its expiry. The saving would be a reduction in 0.6 FTE.</p>
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 54</p>	<p>All of the savings will have some impact on customers both internally and externally. For external posts reduction in staffing numbers could lead to the service received not being as efficient with some slippage in Service Standards. Whilst there will be an impact on all customers it is likely that the greatest impact will be on internal customers and response times to raising orders and dealing with internal enquiries in particular. There may also be some impact on income collection through hall bookings but provided that online booking solutions are implemented correctly this shouldn't be an issue.</p> <p>There will also be an impact in the way we recruit new volunteers although it is expected that the new processes should streamline the recruitment process. Care will need to be placed in ensuring that staff are fully equipped to manage the recruitment process and ensure that it is catered towards different cultural groups. Training has already been provided for staff in this but further training will be put in place.</p> <p>Media fund savings will have an impact on our customers as it will likely lead to less stock choice. Whilst there will be less choice we will ensure that procurement of stock caters for all of the protected characteristics and that we respond to any specific demands. In order to enable this better use of the wider London library network will take place.</p> <p>The Library &amp; Heritage Service is a universal service and whilst the savings proposed will lead to some level of service reduction it is unlikely that these proposals will have an adverse on any one protected characteristic.</p>
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<ul style="list-style-type: none"> <li>• <b>CIPFA Benchmarking Data 2012/13 Actuals</b></li> <li>• <b>Annual Residents Survey</b></li> <li>• <b>Customer Profiling Data</b></li> <li>• <b>Census 2011</b></li> </ul>

4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?	Yes		Explain the reason for your decision	APPENDIX 2
	No	✓		The savings will have an impact to some level on all protected characteristics however the impact will be proportionate and clearly communicated.

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## Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

APPENDIX 2

**If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.**

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
<b>Age</b>			✓	All of the savings proposed are for universal services and therefore there will be a stepped reduction for all users. None of the savings will have a greater impact on a certain group and processes have been put in place to mitigate some matters such as online access.
<b>Disability</b>			✓	There are no proposed changes to the Library & Heritage Service Standards. These are clearly communicated to customers and include elements around providing suitable equipment and additional support for people with disabilities.
<b>Gender Reassignment</b>			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.
<b>Marriage and Civil Partnership</b>			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.
<b>Pregnancy and Maternity</b>			✓	Additional support that is provided for this protected characteristic will continue to be in place.
<b>Race</b>			✓	All of the savings proposed are for universal services and therefore there will be a stepped reduction for all users. None of the savings will have a greater impact on a certain group and processes have been put in place to mitigate some matters such as online access.
<b>Religion or Belief</b>			✓	None identified.
<b>Sex</b>			✓	The Library & Heritage Service is used slightly more by women than men. Issues around increasing usage amongst underrepresented groups will continue to be addressed through outreach and other services.
<b>Sexual Orientation</b>			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.

<b>Outcome of screening</b>	<b>Equality Analysis is not required</b>	<b>APPENDIX 2</b>
<b>Lead Officer</b>	Anthony Hopkins, Head of Library & Heritage Service	
<b>Director/Head of Service</b>	Simon Williams, Director of Community & Housing	
<b>Signed</b>		
<b>Dated</b>	25/11/2014	

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# Equality Analysis – E&R 1

## – 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 Grant to Polka Theatre Company (Note: 'proposal' includes a policy, service, function, strategy, project, procedure and restructure)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
<b>Stage 1: Overview</b>	
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)	Outcome: To achieve savings Aims: To reduce core voluntary arts grant Proposals: 1) Further reduce the existing £74,000 core arts grant to Polka Theatre by £5,000 in 16/17; £5,000 in 17/18 and £4,000 in 18/19 making a total savings of £14,000 over the 3 years
2. How does this contribute to the council's corporate priorities?	Achieves savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Polka Theatre company. Local people, schoolchildren, older people, and other service areas, who benefit from the work of the Polka Theatre company who address other social agendas and achieve their specific outcomes. Other funding partners such as the Arts Council, who only significantly fund Polka Theatre to the tune of £595k per annum for 2014 – 17, because Merton Council make their annual contribution.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Other agencies, voluntary & youth organisations as well as schools benefit from the services provided through Polka theatre.

**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**

## 1) 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. Although typically the theatre is predominantly enjoyed by families from better off backgrounds, 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:

- Page 59**
- Curtain Up** – Provides free tickets, transport and workshops to schools with children from disadvantaged backgrounds.
  - Arts Access** – Uniquely designed for children from Special Educational Needs schools and units within mainstream schools to enjoy a full and stimulating experience as possible.
  - Freefalling** – A youth theatre scheme for children aged 9 – 11 at the risk of exclusion from primary schools.
  - Community Engagement** – A programme that serves to bridge the gap in the borough by working with children, families and community groups in Mitcham, Pollards Hill and Phipps Bridge.

The impact of cuts of year on year for the next three years on Polka Theatre will have the impact of reducing the programmes they offer Merton schools and families through their free ticketing scheme, Arts Access scheme and Community Engagement projects. They estimate that approx. 2,000 fewer participants from Merton will benefit over the 3 year period.

Polka Theatre advise that whilst this is to be regretted, they feel it is containable and they would hope to find some counter-balancing funding from other sources, however a much more serious problem would occur if all of these planned savings occurred together in one year, which would seriously impact the theatre's business model. In managing a shift in their business model, not just to compensate for this loss in subsidy, Polka will generate revenues from new sources. Polka are very clear that the main area for income growth will need to come from fundraising from private sources, with some growth from earned income, including an expansion of the company's reach through co-productions and touring.

**Stage 3: Assessing impact and analysis**

7. From 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 impact		Reason
	Yes	No	Yes	No	
<b>Age</b>		√	√		The existing users of the theatre focusses on children & young people
<b>Disability</b>		√	√		Although the overwhelming majority of users are not disabled, the existing users will include disabled children and those with special needs
<b>Gender Reassignment</b>		√		√	
<b>Marriage and Civil Partnership</b>		√		√	
<b>Pregnancy and Maternity</b>		√		√	
<b>Race</b>		√	√		Although typically theatre goers tend to come from white middle class backgrounds, a minority of users will be from different ethnic origins. The existing users will include children of different ethnic origins.
<b>Religion/ belief</b>		√		√	
<b>Sex</b>		√		√	
<b>Sexual orientation</b>		√		√	
<b>Socio-economic status</b>		√	√		Although typically theatre goers tend to come from better off socio-economic backgrounds, a minority of users will be from less well off backgrounds. 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?

It is inevitable that if these savings are accepted there will be a loss of service provision. In attempt to mitigate these issues the council could support these groups to bid for alternative external funds and/or move to recommend that the organisations increase charges levied to customers.



**Stage4: Decision**

9. 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 -
<p><b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>		<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	
<p><b>Outcome 2</b> – 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.</p>	<p>Page 61</p>	<p>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.</p>	<p>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</p>
<p><b>Outcome 3</b> – 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)</p>		<p>If a policy shows unlawful discrimination it <b>must</b> be removed or changed.</p>	<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>
<p><b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>			
<p><b>Note:</b> If your EA is assessed as <b>outcome 3</b>, explain your justification with full reasoning to continue with your proposals?</p>			

**Stage 5: Making adjustments – Improvement Action Plan**

**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.

<b>Risks or improvements identified in the EIA</b>	<b>Action required</b>	<b>Performance measure &amp; target(s)</b>	<b>By when</b>	<b>Uses existing or additional resources?</b>	<b>Lead Officer</b>	<b>Progress</b>
P 62 Loss of service delivery by Polka Theatre	Support Polka Theatre Group to source alternative funding for the specific activities they focus on and work with them to diversify if alternative funding is available the other work they might do.	Alternative Funding Sources considered. Polka Theatre survives.	Apr '16	Allocate Arts Development Officer time to support this work	Christine Parsloe (Asheq Akhtar/Louise Wilson)	Discussions with Polka Theatre taking place

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

To be included as an action in the Arts Development Officer Appraisal Targets

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

We will 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?**

Through the existing grant monitoring progress we will look at service reductions by the theatre

**How often will you do this?**

We will continue to monitor through the grant processes on a six-monthly basis

**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?
  - Are 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 grants to Polka theatre company for each of the next three years.
- Officers will work with the theatre to determine how best to mitigate the impact on both the theatre and its beneficiaries of the services they provide.

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 19 Nov 2014
<b>Improvement action plan signed off by Head of Service</b>	James McGinlay Head of Sustainable Communities Division	<b>Signature:</b>	<b>Date:</b>
<b>Department</b>	<b>Environment &amp; Regeneration</b>		

# Equality Analysis – E&R 2

## - Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	Increased income over expenditure at the Wimbledon Park Watersports Centre as it opens a Marine College and Outdoor Education Centre
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve increased income through increasing the diversity of services available</p> <p>Aims: To focus service provision on those leisure activities and services that generate surplus income over expenditure and reduce deficit positions on any other service provision as far as is practically possible.</p> <p>Proposals:-</p> <p>Increased income over expenditure at Wimbledon Park Watersports Centre for each of the next 3 years by £10,000 (16/17); £10,000 (17/18) and £5,000 (18/19)</p>
2. How does this contribute to the council's corporate priorities?	This is part of the Leisure & Culture Development Team's transformation plans to be more commercial on our service delivery, whilst expanding the business into more commercial products and services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Customers, residents, schools and our community organisations who will be asked to pay more for the activities at the watersports centre, albeit there will be an educational range of products now available.</p> <p>This will benefit the council by bringing in greater income, whilst still providing leisure activities and events, albeit at a higher cost for local people and the wider community..</p>
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	The responsibility for these services rests solely within this team although other organisations, departments may seek to use these facilities to meet their own service needs and they would find an increase in costs to their budgets. Although schools would be required to pay for these services they could find this to be a more local and cheaper solution to them meeting national curriculum requirements.

**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**

The transformation of services at the Wimbledon Park Watersports Centre is well underway having already installed a boldering wall and climbing tower, increased the boats stock, moved to online booking and payment for the majority of our users and provided a classroom base in a room in the bowls pavilion area. The centre already has many schools and children as users although the Marine College will cater for adults as well.

This is an addition to the centre's portfolio and thus increases opportunities for all, albeit someone will need to pay the fees and charges to access e.g. schools, community groups, etc.

**Stage 3: Assessing impact and analysis**

7. From 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 impact		Reason
	Yes	No	Yes	No	
<b>Age</b>	√			√	School children may use this facility as part of their curriculum time due to proximity of services to our local schools and those in the neighbouring boroughs.
<b>Disability</b>	√			√	This facility is regularly used by disabled people and holds the RYA Sailability status, hence greater opportunities opened up for disabled users
<b>Gender Reassignment</b>		√		√	
<b>Marriage and Civil Partnership</b>		√		√	
<b>Pregnancy and Maternity</b>		√		√	

<b>Race</b>		√		√	
<b>Religion/ belief</b>		√		√	
<b>Sex</b>		√		√	
<b>Sexual orientation</b>		√		√	
<b>Socio-economic status</b>		√		√	

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?

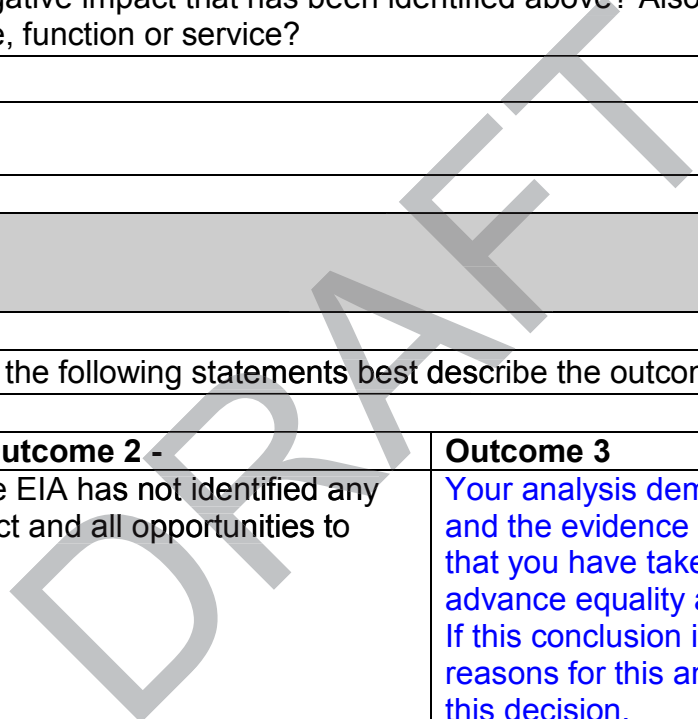
Not applicable.

**Stage4: Decision**

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

<b>Outcome 1 - ✓</b>	<b>Outcome 2 -</b>	<b>Outcome 3</b>	<b>Outcome 4</b>
<b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.		<b>Outcome 3</b> Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.	

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<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></p>	<p>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.</p>
<p><b>Outcome 3</b> – 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’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to see Legal Advice)</b></p>	<p>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</p>
<p><b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it <b>must</b> be removed or changed.</p>
<p><b>Note:</b> If your EA is assessed as <b>outcome 3</b>, explain your justification with full reasoning to continue with your proposals?</p>	<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>

**Stage 5: Making adjustments – Improvement Action Plan**

**9. 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.

<b>Risks or improvements identified in the EIA</b>	<b>Action required</b>	<b>Performance measure &amp; target(s)</b>	<b>By when</b>	<b>Uses existing or additional resources?</b>	<b>Lead Officer</b>	<b>Progress</b>
Not Applicable						

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

Not Applicable

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

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

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**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?**

The impact of the increased income over expenditure will be done at the monthly budget monitoring meetings.

**How often will you do this?**

Monthly.

**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?
- Are 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 here is diversify the business at the Wimbledon Park Watersports Centre to a more commercially viable model, thus producing increased income over expenditure in line with the Leisure & Culture Development Team's transformation plans.
- Increases opportunities for outdoor education and watersports education for local children, people and community groups

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 19 <sup>th</sup> Nov 2014
<b>Improvement action plan signed off by Head of Service</b>	James McGinlay Head of Sustainable Communities Division	<b>Signature:</b>	<b>Date:</b>
<b>Department</b>	<b>Environment &amp; Regeneration</b>		

# Equality Analysis – E&R 3

## – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	Reduction in Supplies & Services and/or increased income over expenditure across the Leisure & Culture Development Teams budgets in line with the team's transformation plans.
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.)	<p>Outcome: To increase income over expenditure and deliver efficiency savings in supplies and services through delivery of the team's transformations</p> <p>Aims: To provide a more efficient range of culture, leisure and sports activity courses at community and commercial rates as appropriate</p> <p>Proposals:</p> <ol style="list-style-type: none"> <li>1) Increase income over expenditure and deliver efficiency savings in supplies and services across the Leisure &amp; Culture Development Teams budget.</li> </ol>
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation 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, workforce, community organisations, schools, other departments, stakeholders etc. as we transform the manner in which we deliver our business and change the focus to charge commercially for some service areas whilst delivering community culture and leisure services too.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Other directorates who also use cultural services to deliver their strategic outcomes will impact as well as those other cultural services providers. Stakeholders will notice a difference as we re-prioritise and charge for services accordingly. Workforce will also need to retain and develop for the changing demands on the services and how they are delivered.

**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**

These savings have been determined through the team’s transformation plans and as such all of the evidence for this EIA is included in that TOM. The specifics relating to this saving will be developed as the transformation continues to be rolled out and should any consultation be necessary about any particular elements of this saving then that consultation will be carried out with those likely to be affected at that time.

**Stage 3: Assessing impact and analysis**

7. From 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 impact		Reason
	Yes	No	Yes	No	
Age		√		√	The detail of these transformational savings are not yet finalised and therefore no impact can yet be determined. Once the detail for these savings becomes tangible any impact will be assessed at that time.
Disability		√		√	
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√		√	
Religion/ belief		√		√	
Sex		√		√	
Sexual orientation		√		√	
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?

No negative impact identified above.

**Stage4: Decision**

9. 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
<p><b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>		<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	
<p><b>Outcome 2</b> – 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.</p>		<p>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.</p>	
<p><b>Outcome 3</b> – 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)</p>		<p>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</p>	

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<b>Outcome 4</b> – 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.
<b>Note:</b> If your EA is assessed as <b>outcome 3</b> , 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.

**Stage 5: Making adjustments – Improvement Action Plan**

**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.

<b>Risks or improvements identified in the EIA</b>	<b>Action required</b>	<b>Performance measure &amp; target(s)</b>	<b>By when</b>	<b>Uses existing or additional resources?</b>	<b>Lead Officer</b>	<b>Progress</b>
No negative impacts identified,						

**Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.**  
 Increasing income over expenditure and making efficiency savings on supplies and services are all included as part in the existing Leisure & Culture Development Team’s transformation 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 budget and transformation monitoring processes within existing business practices

**How often will you do this?**

Income and expenditure monitored monthly. Transformation monitored quarterly.

**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?
  - Are 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:**

None.

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 19 <sup>th</sup> Nov 2014
<b>Improvement action plan signed off by Head of Service</b>	James McGinlay Head of Sustainable Communities Division	<b>Signature:</b>	<b>Date:</b>
<b>Department</b>	<b>Environment &amp; Regeneration</b>		

# Equality Analysis – E&R 4

## – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	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 – Sustainable Communities Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve leisure management contract savings</p> <p>Aims: To open a new MLC, close &amp; demolition the existing MPP</p> <p>Proposals:</p> <ol style="list-style-type: none"> <li>1) The new Morden Leisure Centre (MLC) is due to be completed in the Spring 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.</li> </ol>
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation 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

**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**

The range and type of facilities to be included in the new MLC has already been considered through a community consultation in the Spring and Summer of 2014. Further public consultation will occur as the plans and designs are developed and this will include local interest groups and those from ethnic minority communities.

**Stage 3: Assessing impact and analysis**

7. From 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 impact		Reason
	Yes	No	Yes	No	
Age		√		√	The facility mix for sports & leisure opportunities will be increased for all. The service contract will remain as is in making this saving.
Disability		√		√	
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√		√	
Religion/ belief		√		√	
Sex		√		√	
Sexual orientation		√		√	
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?



No negative impact identified above.

**Stage4: Decision**

9. 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
<p><b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>		<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	
<p><b>Outcome 2</b> – 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.</p>		<p>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.</p>	
<p><b>Outcome 3</b> – 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)</p>		<p>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</p>	

<b>Outcome 4</b> – 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.
<b>Note:</b> If your EA is assessed as <b>outcome 3</b> , 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.

**Stage 5: Making adjustments – Improvement Action Plan**

## 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 when	Uses existing or additional resources?	Lead Officer	Progress
No negative 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?
  - Are 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:**

None.

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 27 <sup>th</sup> Nov 2014
<b>Improvement action plan signed off by Head of Service</b>	James McGinlay Head of Sustainable Communities Division	<b>Signature:</b>	<b>Date:</b>
<b>Department</b>	<b>Environment &amp; Regeneration</b>		

# Equality Analysis

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

What are the proposals being assessed?	Team transformation and asset review
Which Department/ Division has the responsibility for this?	Environment and Regeneration/sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Head of Sustainable Communities
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)	Leaner team structure within Property Management and Review Section plus increased income from property estate. Potential reduction of section staff resource by the two Estates Surveyor posts but compensated by formation of posts occupied by graduate surveyors and/or apprentices. Potential saving of £82,000 during 2016/17.
2. How does this contribute to the Council's corporate priorities?	Reduces costs but increases income to support revenue budgets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The customers for the Property Management and Review Section are mainly the departments of the Council plus the residents and businesses of the borough plus Merton and Sutton Joint Cemetery Board. The proposals will benefit the council by increasing the revenue funds.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Support from Corporate Resources will be critical in the delivery of the savings. Human Resources regarding potential revised team structure. Transactional Services regarding rent collection. Legal Services regarding completion of documentation such as leases, acquisitions and disposals and deeds of surrender resulting from Asset Review.

## Stage 2: Collecting evidence/ data

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

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

The Property Management and Review service is mainly a support service and the team transformation plus asset review is therefore likely to have only a limited or indirect impact on the protected characteristics (equality groups).

There is limited data and this will be addressed through the customer satisfaction survey identified within the TOM layer strategy.

## Stage 3: Assessing impact and analysis

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

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

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

The potential change in staff offers an opportunity to change the existing characteristics of the Property Management and Review Team. The impact on our customers/clients is not understood clearly at present but will be addressed through the customer satisfaction survey identified within the TOM layer strategy.

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

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**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

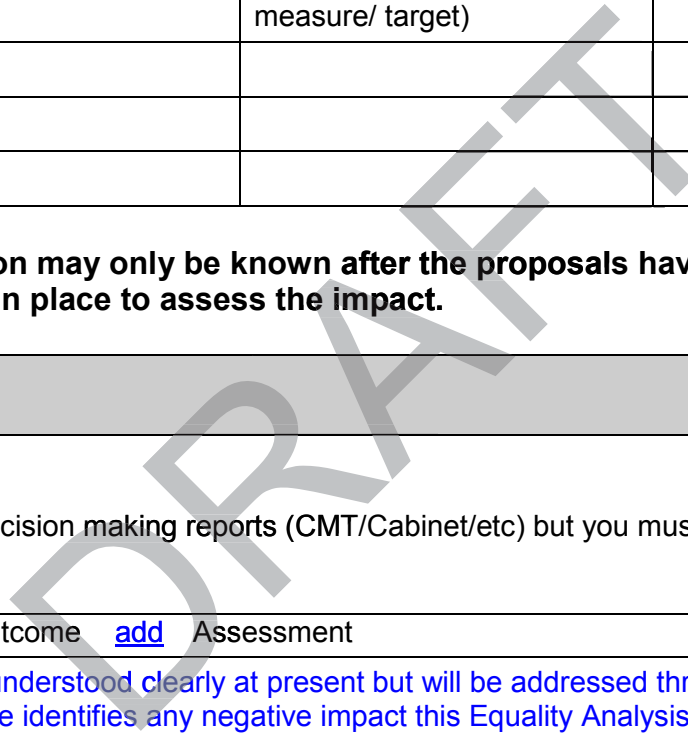
**10. Summary of the equality analysis**

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

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

The impact on our customers/clients is not understood clearly at present but will be addressed through the customer satisfaction survey identified within the TOM layer strategy. If this exercise identifies any negative impact this Equality Analysis will be reviewed and amended to include and Equality Analysis Improvement Action Plan.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Howard Joy/Property Management and Review Manager	Signature:	Date:19 <sup>th</sup> November 2014
Improvement action plan signed off by Director/ Head of Service	James McGinlay/Head of Sustainable Communities	Signature:	Date:

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# Equality Analysis

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

What are the proposals being assessed?	Sub –leasing Stouthall
Which Department/ Division has the responsibility for this?	Environment and Regeneration/sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Head of Sustainable Communities
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)	Sub let leases of both main building and adjoining woodland to Carreg Adventures until the council's leases expire in 2024 and 2025. Potential saving of £39,000 during 2016/17 and £18,000 during 2018/19.
2. How does this contribute to the Council's corporate priorities?	Reduces costs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The customers for the Property Management and Review Section are mainly the departments of the Council plus the residents and businesses of the borough plus Merton and Sutton Joint Cemetery Board. The proposals will benefit the council by increasing the revenue funds.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Support from Corporate Resources will be critical in the delivery of the savings. Transactional Services regarding rent collection. Legal Services regarding completion of sub – leases.

**Stage 2: Collecting evidence/ data**

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

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

The Property Management and Review service is mainly a support service and the sub-leases are likely to have only a limited or indirect impact on the protected characteristics (equality groups).

**Stage 3: Assessing impact and analysis**

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

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

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

N/A

## Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

[The impact on our customers/clients is not understood clearly at present but is unlikely to identify any negative impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Howard Joy/Property Management and Review Manager	Signature:	Date:19 <sup>th</sup> November 2014
Improvement action plan signed off by Director/ Head of Service	James McGinlay/Head of Sustainable Communities	Signature:	Date:

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# Equality Analysis

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

What are the proposals being assessed?	Increase in the number of Controlled Parking Zones
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The implementation of new CPZ's can only be implemented at the request of the residents at the locations and agreed by residents, the implementation of CPZ's manages the parking demand with the residents subject to the purchase of parking permits having the ability to park.</p> <p>There will be no reduction in service or posts and it is envisaged that the existing resources will be capable of coping with the increase in workload..</p>
2. How does this contribute to the council's corporate priorities?	The improved management of parking spaces will reduce congestion whilst increasing traffic flows.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents within the CPZ's will be positively affected as they will be able to park close to their place of residence..
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

## Stage 2: Collecting evidence/ data

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

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

The introduction of previous controlled parking zones has resolved parking congestion to the benefit of residents.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Disability	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Gender Reassignment	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Marriage and Civil Partnership	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Pregnancy and Maternity	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Race	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Religion/ belief	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Sex (Gender)	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Sexual orientation	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones

Socio-economic status	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
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## 7. If you have identified a negative impact, how do you plan to mitigate it?

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

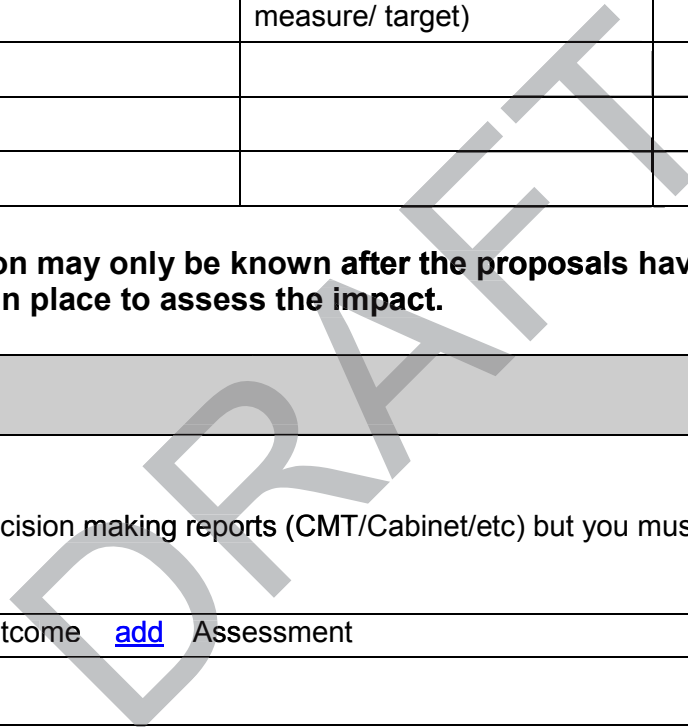
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
<b>No outcome</b>

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 04/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 04/12/2014</b>

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# Equality Analysis



## APPENDIX 2

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

What are the proposals being assessed?	E&R8	EV02: Replace existing CCTV parking enforcement cameras with Automatic Number Plate Recognition cameras (ANPR).
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Public Protection	

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

**Stage 2: Collecting evidence/ data**

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

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

Surveys were carried at different locations within the borough with the aim of identifying how efficient and effective the existing enforcement methods are for capturing parking contraventions. These surveys clearly showed that the current methods of enforcement are not as efficient as they should be. The survey was carried out in June 2014 at 24 locations (bus lanes and Moving Traffic Locations) for a period of 1week at each location. The survey data showed that the installation of ANPR cameras at these locations would improve compliance by up to 1000% for some locations

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	X			X	With the expected improvement in compliance by the motorists of the parking regulations pedestrian safety will improve for the older and infirmed in general and children particularly outside schools.
Disability	X			X	As above improvement in compliance ill positively effect people with disabilities.
Gender Reassignment	X			X	Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Marriage and Civil Partnership	X			X	Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Pregnancy and Maternity	X			X	Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows

APPENDIX 2

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

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

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

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

**APPENDIX 2**

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

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

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

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

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

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

**Stage 5: Improvement Action Plan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through changes in charges for services	Action plan to mitigate	Measuring customer feedback through contact and forums	2015	Existing	Paul Walshe	Included as part of service review plan.

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

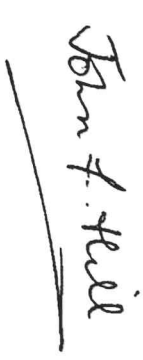
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome add Assessment

The introduction of ANPR camera enforcement will positively affect all groups listed above by reducing congestion, traffic flows, bus journey times, pollution, and safety for pedestrians and children.

Whilst feedback from customers in the form of contact and Council forums will be monitored it is too early to indicate the level and degree of the positive effects.



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

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# Equality Analysis



## APPENDIX 2

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

What are the proposals being assessed?	Increase in the charges in the charges for On Street suspensions of parking restrictions
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim is to reduce the number of days a suspension of parking restrictions is issued for this will benefit the motorists who may be Residents or the Public who wish to park by freeing up suspended parking bays/yellow lines. There will be no reduction in service or posts.
2. How does this contribute to the council's corporate priorities?	Improves the availability of parking spaces, congestion, traffic flows, bus times, pollution and safety of residents particularly children leading to improved resident and customer satisfaction as traffic congestion is one of the top issues as per the resident surveys.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Motorists who wish to suspend the parking regulations and park in Council parking bays.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

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

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

The current suspension policy does not allow suspension for a single day, by introducing this change more parking spaces become available for the motorist who wish to park.

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact	Potential negative impact	Yes	No	
Age	X		X		By reducing the left of time that a parking suspension lasts for an increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Disability	X		X		By reducing the left of time that a parking suspension lasts for an increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Gender Reassignment	X		X		By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Marriage and Civil Partnership	X		X		By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Pregnancy and Maternity	X		X		By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Race	X		X		By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis

APPENDIX 2

<b>Religion/ belief</b>	X			X				group is unknown. By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
<b>Sex (Gender)</b>	X			X				By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
<b>Sexual orientation</b>	X			X				By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
<b>Socio-economic status</b>	X			X				By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.

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

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

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

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

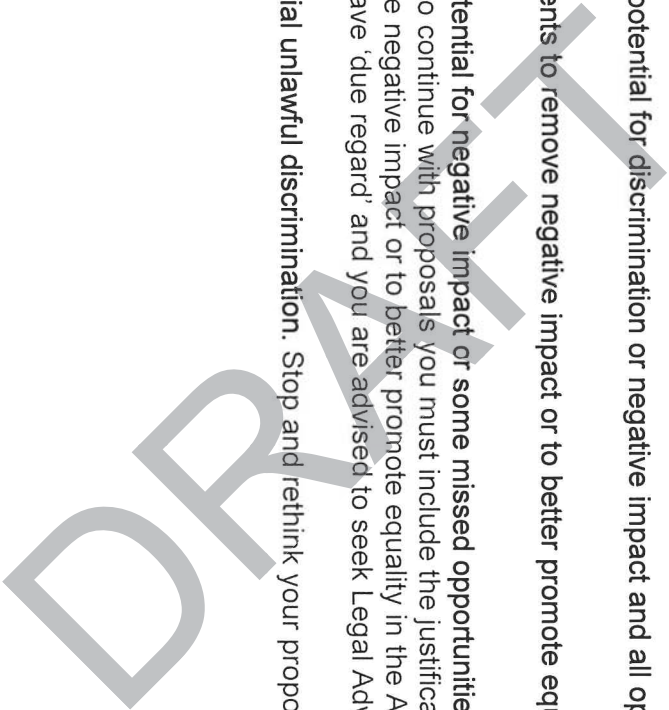
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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



**Stage 5: Improvement Action Plan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes			2016 2017	Existing	Paul Walshe	Included as part of service review plan.

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



**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome add Assessment

The realignment of management structures will ensure that there is no negative impact arising from this proposal.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: 	Date: 18/11/2014
Improvement action plan signed off by Director/ Head of Service	Chris Lee Director of Environment and Generation	Signature: 	Date: 18/11/2014

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Back office reorganisation
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim is to review the back office resources with the aim to achieve efficiencies.</p> <p>There will be no reduction in service but there may be a reduction in posts.</p>
2. How does this contribute to the council's corporate priorities?	Improves the efficiencies of parking services by reducing the cost to run the service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Only posts will be affected but it is hoped that this will be achieved by reducing the increase in resources/posts as identified by the introduction of ANPR.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No



## Stage 2: Collecting evidence/ data

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

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

The reduction in posts will not affect the equality for any groups as the service level will not be affected.

## Stage 3: Assessing impact and analysis

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

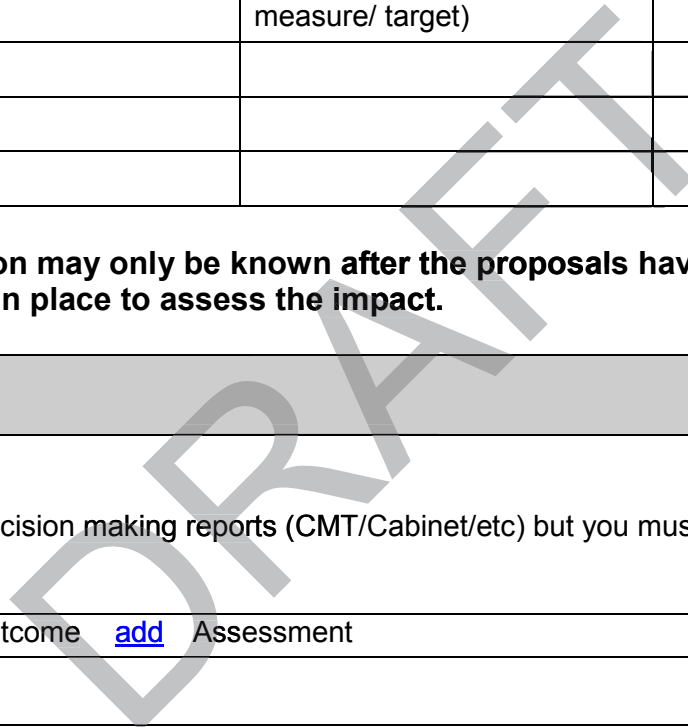
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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

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**No outcome**

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 04/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 04/12/2014</b>

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# Equality Analysis

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

What are the proposals being assessed?	Increase in revenue and compliance due to the issue of more penalty charge notices for pavement parking by vehicles in contravention of parking regulations
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increase in the number of Penalty Charge Notices in parts of the borough where the level of compliance by the motorist of the parking regulations has reduced. Improvement in compliance is a core objective of the Councils enforcement regime this will lead to a improvement in congestion, traffic flows, bus times, pollution and safety of pedestrians particularly children. There will be no reduction in service or posts.
2. How does this contribute to the council's corporate priorities?	Reduces vehicles parking on pavements where no parking bays exist this improves the safety of residents particularly parents with buggies, disable members of the public and children an leading to improved resident and customer satisfaction as traffic issues are one of the top issues as per the resident surveys.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Motorists who contravene the pavement parking regulations instead of parking on the public highway.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

### Stage 2: Collecting evidence/ data

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

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

Parking Services responds to requests (phone calls) from the public and observations by the enforcement officers regarding the lack of compliance by motorists as a result of this information we intend to change the way resources are allocated so that we can deal respond more efficiently to need for enforcement.

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				x	There is no data that indicates the types of groups as listed below will be negatively affected by these proposals.
Disability	x			x	By carrying out effective enforcement of pavement parking residents will be able to walk on the pavement safely.
Gender Reassignment				x	There is no data that indicates the types of groups as listed below will be affected by these proposals.
Marriage and Civil Partnership				x	As above
Pregnancy and Maternity	x			x	As above
Race				x	As above
Religion/ belief				x	As above
Sex (Gender)				x	As above
Sexual orientation				x	As above
Socio-economic status				x	As above

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

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

## Stage 4: Conclusion of the Equality Analysis

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

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

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

## Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Monitoring the improvement in compliance by the motorist with the reduction in pcn's issued.	2016 2017	Existing	Paul Walshe	Included as part of service review plan.

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

The realignment of management structures will ensure that there is no negative impact arising from this proposal.



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 18/11/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 18/11/2014</b>

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	End of lease for the Wimbledon Town Centre base for the Parking Enforcement team
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim is to reduce the team's reliance on external accommodation.</p> <p>There will be no reduction in service or posts.</p>
2. How does this contribute to the council's corporate priorities?	Improves the efficiencies of parking services by reducing the cost to run the service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Only staff will be affected but not negatively as they will use only their Civic Centre accommodation/base.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

## Stage 2: Collecting evidence/ data

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

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

The reduction in accommodation will not affect equality for any other groups as the accommodation at the Civic centre more than meets the needs of the staff affected.

## Stage 3: Assessing impact and analysis

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

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

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

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

## Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

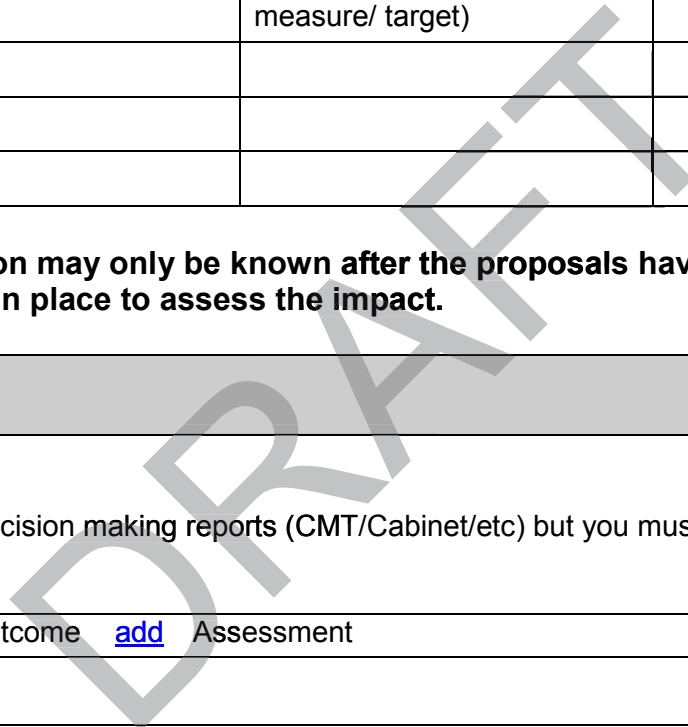
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
<b>No outcome</b>

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 04/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 04/12/2014</b>

DRAFT

# Equality Analysis

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?	E&R13 Increasing income from discretionary fees & charges; Charging for business advice including pre-application planning advice;
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To increase income by increasing discretionary licence fees and charging for business advice including pre-application planning advice.
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul style="list-style-type: none"> <li>Commercial businesses providing licensable activities e.g. street trading, tattooists, nail bars</li> <li>Large development companies.</li> </ul>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<ul style="list-style-type: none"> <li>E&amp;R Public Protection has sole responsibility for regulatory services</li> </ul>

## 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).

- Comparison with other local authority fees & charges regimes which are often higher than Merton's and Richmond's
- Comparison with other local authorities who charge for business advice and pre-planning advice
- Enquiries from commercial organisations seeking a local authority service

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Disability		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Gender Reassignment		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Marriage and Civil Partnership		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Pregnancy and Maternity		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Race		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Religion/ belief		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sex (Gender)		✓		✓	Regulatory services are statutory and do not impact positively or



					negatively on any of the equality groups
<b>Sexual orientation</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
<b>Socio-economic status</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

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

Not applicable

## Stage 4: Conclusion of the Equality Analysis

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

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

- Page 125
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.
- Outcome 4** – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				

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

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**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14

DRAFT

# Equality Analysis

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?	E&R14 Further expansion of the shared regulatory service
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To expand the current membership of the shared regulatory service to provide: <ul style="list-style-type: none"> <li>• Additional income</li> <li>• Greater resilience</li> <li>• Access to specialist expertise</li> </ul>
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul style="list-style-type: none"> <li>• Other partner boroughs (residents, businesses, councillors and staff)</li> <li>• Partner agencies e.g. police, HMRC, Public Health England</li> </ul>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<ul style="list-style-type: none"> <li>• The Regulatory Services Partnership (RSP) comprises Merton and Richmond councils and Merton is the host authority. Governance of the RSP is via a Management Board and a Joint Regulatory Committee</li> </ul>

## Stage 2: Collecting evidence/ data

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

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

- We have had preliminary discussions from two neighbouring local authorities who are interested in joining the partnership and have recently been approached by one other

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Disability		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Gender Reassignment		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Marriage and Civil Partnership		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Pregnancy and Maternity		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Race		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Religion/ belief		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sex (Gender)		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sexual orientation		✓		✓	Regulatory services are statutory and do not impact positively or

					negatively on any of the equality groups
<b>Socio-economic status</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

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

Not applicable

### Stage 4: Conclusion of the Equality Analysis

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

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

- Page 130
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.
- Outcome 4** – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

## Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14

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# Equality Analysis

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?	E&R15 Alter funding of the existing Accredited Financial Investigator post in order that it becomes self-financing from Proceeds of Crime Act awards.
Which Department/ Division has the responsibility for this?	E&R – Public Protection

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Alter funding of the existing Accredited Financial Investigator post in order that it becomes self-financing from Proceeds of Crime Act awards.
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul style="list-style-type: none"> <li>• Other partner boroughs</li> <li>• Police</li> </ul>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<ul style="list-style-type: none"> <li>• The Regulatory Services Partnership (RSP) comprises Merton and Richmond councils and Merton is the host authority. Governance of the RSP is via a Management Board and a Joint Regulatory Committee</li> <li>• The police</li> <li>• The RSP has overall responsibility</li> </ul>

## 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).

- Merton Council's Trading Standards team has developed considerable expertise in pursuing rogue traders involved in doorstep crime and where possible seizing their assets under the provisions of the Proceeds of Crime Act. We are looking to re-invest any monies awarded by the court into the service and in particular to make the Accredited Financial Investigator post self-financing.

## Stage 3: Assessing impact and analysis

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Disability		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Gender Reassignment		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Marriage and Civil Partnership		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Pregnancy and Maternity		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Race		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Religion/ belief		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sex (Gender)		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

<b>Sexual orientation</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
<b>Socio-economic status</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

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

Not applicable

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

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

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

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

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## Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14

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# Equality Analysis

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?	SLWP – Phase C Joint procurement
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

## Stage 1: Overview

Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p><b>What are you proposing and what are they designed to deliver?</b></p> <p>To undertake a joint procurement for a number of environmental services as part of the South London Waste Partnership (SLWP) This will include</p> <ul style="list-style-type: none"> <li>Waste Collection and recycling</li> <li>Commercial waste</li> <li>Street Cleaning</li> <li>Winter Maintenance</li> <li>Vehicle Maintenance</li> <li>Greenspaces, principally grounds maintenance (and potentially other functions to be determined)</li> </ul>
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	<p>This project has a direct impact on two main areas.</p> <p>Street Scene / waste – Cormac Stokes</p> <p>Parks and green spaces –James McGinlay</p>

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**Stage 2: Collecting evidence/ data**

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

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

1. Soft market testing / external advisors

**Stage 3: Assessing impact and analysis**

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

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

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

1.  
N/A

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

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**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 Please include here a summary of the key findings of your assessment.  
 The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

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

DRAFT

# Equality Analysis

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?	E&R17 Review of Street Cleansing
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p><b>What are you proposing and what are they designed to deliver?</b></p> <p>To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a programmed way. This will result in seven posts.</p>
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents of the London Borough of Merton, the businesses of the London Borough of Merton, the Councillors of the London Borough of Merton and the workforce specifically in relation to reduced posts.
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 closely aligned to Street Scene environmental enforcement.

**Stage 2: Collecting evidence/ data**

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

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

1. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014

**Stage 3: Assessing impact and analysis**

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

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

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

1. By concentrating on known areas of concern.
2. It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on these areas. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. **Increased enforcement activity has been introduced on a pilot basis through a private contractor which will be reviewed during early 2015.** This together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.

## Stage 4: Conclusion of the Equality Analysis

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

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

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

### Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
1. Negative impact on service	Concentrate on areas of concern	Monitor complaints		None	BMCL	
2. It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on these areas. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. Increased enforcement activity, together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.	Implement Street cleaning communications project plan  Objectives: - To tell residents our streets are cleaner - To remind them how they can help and encourage them to 'do their bit' - To promote enforcement work and remind residents we are doing it for them	Monitor complaints				

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

### Stage 6: Reporting outcomes

**10. Summary of the equality analysis**

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

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

[Please include here a summary of the key findings of your assessment.](#)

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

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# Equality Analysis

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?	Cease the distribution of Food Caddie liners
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> To remove the borough wide distribution of caddie liners to every household. Waste services will continue to procure the liners and these will be available for collection by the residents from a central distribution point.
2. How does this contribute to the Council's corporate priorities?	To identify potential savings in borough wide delivery cost.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents who currently participated in free food waste service. Current participation is estimated at c52% take up rate.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The impact of this will be contained within Waste operations. This may be extended to Library service if the decision for these locations to act as a central distribution point is requested / approved.

## Stage 2: Collecting evidence/ data

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

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

The service is currently working with ALCO to understand the current policies adopted by London boroughs.

## Stage 3: Assessing impact and analysis

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓	✓		Disabled residents with limited mobility may be restricted in their access to the caddie liners from a central distribution point.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

1. Where a resident has contacted the service confirming that they are unable to access the confirmed distribution point due to a disability they will be sent the caddie liners either by post or by hand.

### Stage 4: Conclusion of the Equality Analysis

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

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

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

### Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources ?	Lead Officer	Action added to divisional/ team plan?
Access to distribution points	Annual delivery at the start of each year for disabled residents who have no access to distribution point or external support from carer or relative.	Performance measure to be put in place to ensure all deliveries are undertaken within one week of the confirmed / approved request.	<b>April 2015</b>	<b>Existing</b>	<b>C Baker</b>	<b>TBC</b>

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

[Please include here a summary of the key findings of your assessment.](#)

Under the current saving proposal the caddie liners will still be made available free of charge. The savings are achieved from mitigating the delivery cost and reducing the volume of liners procured. Detailed work needs to be undertaken in finalising the scope of the proposal and the

number of distribution points.

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

DRAFT

# Equality Analysis

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?	E&R19 Textiles Income
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> To realign the income budget to the level currently being generated from the sale of Textiles
2. How does this contribute to the Council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A – there is no impact on the current provision of this service
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service will continue to receive a revenue income from the sale of textiles collected by our approved contractor.



### Stage 2: Collecting evidence/ data

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

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

1. NONE

### Stage 3: Assessing impact and analysis

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

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

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

1.  
N/A

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

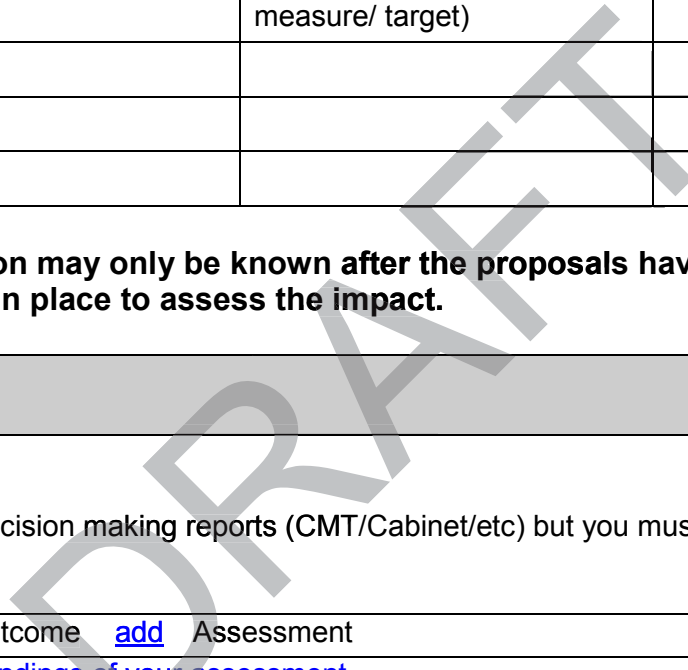
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 Please include here a summary of the key findings of your assessment.  
 The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

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

DRAFT

# Equality Analysis

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?	Zero tolerance littering - Increased targeting of littering
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> To increase targeting on littering resulting in an increase in paid FPNs.
2. How does this contribute to the council's corporate priorities?	To identify potential income on savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Those individuals who drop litter in the London Borough of Merton.
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 closely aligned to Street Scene Cleansing service and parks.

### Stage 2: Collecting evidence/ data

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

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

1. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014

### Stage 3: Assessing impact and analysis

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

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

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

It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on littering. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. **Increased enforcement activity has been introduced on a pilot basis through a private contractor which will be reviewed during early 2015.** This together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.

Whilst no negative impacts have been identified there is the potential of an impact on all groups who break the law .

The Street Cleaning Communication will assist awareness of residents and members of the public in the need to keep the street clean and that littering is an offence.

All offenders issued and FPN have the right to make representation and all equality groups would be considered under this representation.

Disability

The private contractor is briefed to identify disability wherever possible taking into consideration body language and behavior.

Where an offender is disabled but this disability is not obvious the carer would make representation and this would be considered by a London Borough of Merton employee, evidence obtained and each case taken on merit

Race

The offender may not understand the language when receiving an FPN but would still be issued with it as an offence would have been committed. If it is necessary to obtain Translation services then this process can be followed. In most cases there would be someone in the family who could speak English and representation can be made.

Socio-economic status

Where an FPN has been issued to someone who is on benefit or low income and makes representation they will be offered an extension to the deadline that the FPN requires payment.



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

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

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

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

**Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do**

this should be included in the Action Plan.

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

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

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### Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources ?	Lead Officer	Action added to divisional/ team plan?
<p>It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on the area of littering. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. Increased enforcement activity, together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.</p>	<p>Implement Street cleaning communications project plan</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>- To tell residents our streets are cleaner</li> <li>- To remind them how they can help and encourage them to 'do their bit'</li> <li>- To promote enforcement work and remind residents we are doing it for them</li> </ul>	<p>Monitor complaints</p>	<p>Ongoing</p>			
<p>Disability The negative impact would be if the disability was not obvious e.g. mental health and an FPN was issued.</p>	<p>The private contractor is briefed to identify disability wherever possible taking into consideration body language and behaviour.</p> <p>Where an offender is disabled but this disability is not obvious the carer would make representation and this would be considered by a</p>	<p>Monitor representations and complaints</p>	<p>Ongoing</p>			

<p>Race The negative impact would be if the person issued the FPN did not understand the language</p> <p>Socio-economic status The negative impact would be if the person had difficulty in paying the FPN due to low income or are on benefits</p>	<p>London Borough of Merton employee, evidence obtained and each case taken on merit</p> <p>The offender may not understand the language when receiving an FPN but would still be issued with it as an offence would have been committed. If it is necessary to obtain Translation services then this process can be followed. In most cases there would be someone in the family who could speak English and representation can be made.</p> <p>Where an FPN has been issued to someone who is on benefit or low income and makes representation, they will be offered an extension to the deadline that the FPN requires payment. Various methods of payment are offered</p>	<p>Monitor representations and complaints and use of translation services</p> <p>Monitor complaints and representation and offers of extensions to pay</p>	<p>Ongoing</p> <p>Ongoing</p>			
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**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <u>add</u> Assessment
Please include here a summary of the key findings of your assessment. 1.

DRAFT

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

DRAFT

# Equality Analysis

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?	ER21 SLWP – HRRC Procurement for external provider
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> To undertake a joint procurement for the operational provision of the Boroughs Household Reuse and Recycling Center at Garth rd
2. How does this contribute to the Council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The current proposal is for the procurement to provide the same level of service minimising any impact on residents  The staff currently delivering this service are currently employed by The Royal Borough of Kingston and will be required to transfer to a new provider under full TUPE regulations.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This project is being managed by the South London Waste Partnership and has shared responsibility with all of the Partnership Boroughs.

**Stage 2: Collecting evidence/ data**

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

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

1. Soft market testing / external advisors

**Stage 3: Assessing impact and analysis**

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

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

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

1.  
N/A

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

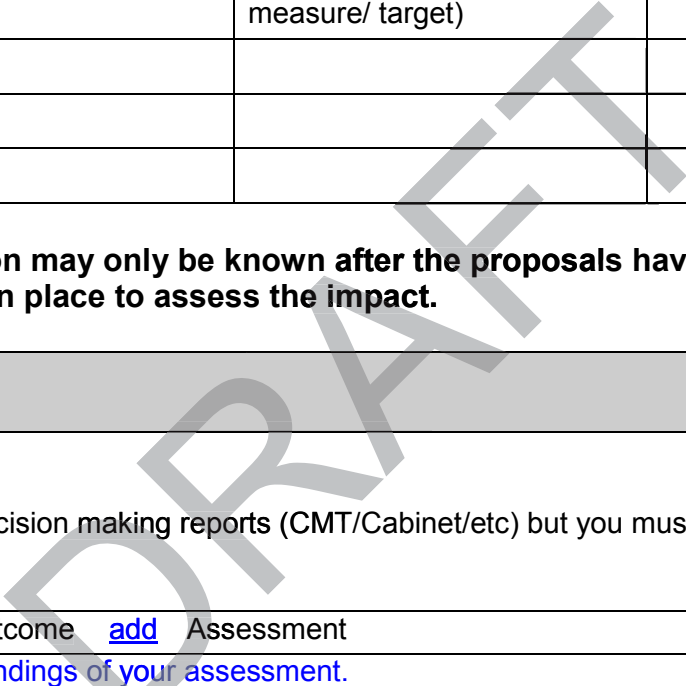
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 Please include here a summary of the key findings of your assessment.  
 The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

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

DRAFT

# Equality Analysis

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?	E&R22 Removal of borough wide dog bins including Parks
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> Removal of borough wide dog bins including Parks and introducing an 'any bin will do' policy enabling dog owners to deposit dog mess in any available litter bin instead.. This will result in reduction of one post.
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents of the London Borough of Merton, users of parks and the Councillors of the London Borough of Merton and the workforce specifically in relation to a reduced post.
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 closely aligned to Green Spaces.

**Stage 2: Collecting evidence/ data**

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

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

1. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014
3. Recent trial in Collierswood where correctly wrapped dog waste can be deposited in bins

**Stage 3: Assessing impact and analysis**

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

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

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

1. By introducing a policy where correctly wrapped dog waste can be deposited in any residential or park litter bin Borough wide

### Stage 4: Conclusion of the Equality Analysis

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

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

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

## Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
1. Negative impact on service	Concentrate on areas of concern	Monitor complaints		None	BMcL	

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

[Please include here a summary of the key findings of your assessment.](#)

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

DRAFT

# Equality Analysis

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?	E&R23 Removal of borough wide dog bins
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> Removal of borough wide dog bins and introducing an 'any bin will do' policy enabling dog owners to deposit dog mess in any available litter bin instead.. This will result in reduction of one post.
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents of the London Borough of Merton, Councillors of the London Borough of Merton and the workforce specifically in relation to a reduced post.
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 closely aligned to Green Spaces.

**Stage 2: Collecting evidence/ data**

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

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

1. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014
3. Recent trial in Collierswood where correctly wrapped dog waste can be deposited in bins

**Stage 3: Assessing impact and analysis**

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

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



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

1. By introducing a policy where correctly wrapped dog waste can be deposited in any residential litter bin Borough wide

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

## Stage 5: Improvement Action Pan

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

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

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

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

[Please include here a summary of the key findings of your assessment.](#)

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

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Reductions in staffing levels within Greenspaces grounds teams
Which Department/ Division has the responsibility for this?	E&R; Greenspaces

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 etc)	This proposal is designed to achieve substantial revenue budget savings from this service area through the deletion of posts. Target is -4 FTEs. The proposal is likely to lead to the closure of some facilities, principally sporting facilities: e.g. sport pitches, bowling greens, etc and the reduction of some service maintenance specifications
2. How does this contribute to the Council's corporate priorities?	A key component of corporate financial savings strategy and relevant to the Greenspaces TOM.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Principally park users, service customers and parks stakeholders/friends groups, plus the workforce. The latter will be reduced in number overall.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility remains primarily with Greenspaces, but service reductions and amendments to specifications may be partially offset by voluntary sector inputs.

## 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).

Consultations are ongoing with local bowls club representatives about the service needs and pressures and have been for two years. The clubs have been encouraged to amalgamate and are presently engaged in an internal discussion.

Demand for some sports facilities, for example, grass football pitches, has declined in the past 18 months

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age			X	
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			X		Potential negative impacts as parks services are often provided free of charge or at affordable fees and so often attract recreational users on low incomes

DRAFT

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

Existing members of bowls venues due to close will be encouraged to join clubs at other clubs, including Council-run bowls venues nearby. There is sufficient available capacity overall to ensure that the closure of some services (e.g. pitches) will have only limited impacts. The Council will continue to maintain, insofar as possible within resources constraints, its investment in its 25 Key Parks to mitigate any specification reductions, thereby ensuring that all communities have access to a high quality park/open space within their neighbourhood.

### Stage 4: Conclusion of the Equality Analysis

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

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

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

### Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Closure of some bowling greens	Relocate members of clubs scheduled to close	Membership levels retained	April 2016	Existing	DN	No. Business as usual
Reduced maintenance specifications	Maintain standards & investment in 25 Key Parks	Capital investment (£s) & complaints monitoring	On-going	Existing	DN	No. Business as usual
Reduced availability of sports pitches	Not required at this stage due to current over-capacity	Continue to monitor utilisation	On-going	Existing	DN	No. Business as usual

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

This proposal involves reduction in the front-line operational staff within Greenspaces by 4 FTEs, with consequences in terms of service provisions and standards at some venues. In general terms, whereas some service and facilities may close as a consequence, there is sufficient capacity and provision overall to ensure that the impacts will be minimised



Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Joint procurement (Lots 2)(with London Borough of Sutton) of Greenspaces services as part of Phase C of the South London Waste Partnership procurement contract
Which Department/ Division has the responsibility for this?	E&R; Greenspaces

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 etc)	Joint procurement (Lots 2) of Greenspaces services together with London Borough of Sutton) as part of Phase C of the South London Waste Partnership procurement contract, designed to achieve substantial revenue budget savings from this service area through efficiencies
2. How does this contribute to the council's corporate priorities?	A key component of corporate financial savings strategy and relevant to the Greenspaces TOM
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Potentially all users, stakeholders and customers of Greenspaces services, including parks visitors, friends groups and its existing workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The procurement is being conducted in tandem with its sister service within Sutton borough and within the framework of the SLWP partnership comprising Merton, Sutton, Kingston and Croydon councils. There will be impacts for the leisure team at Merton Council most of all. The procurement lead authority is Croydon but the service impacts will predominantly occur within Merton and Sutton within the early phase of contract with options for Kingston and Croydon to participate at a later date

**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).

Market research has suggested that substantial budget savings can be achieved through the externalization of this service area. The precise equalities impacts are unknown at this stage as the scope and scale of the procurement is yet to be determined. EIAs will be undertaken for the specific service variations and proposals that emerge as this process matures.

**Stage 3: Assessing impact and analysis**

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

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

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

The impacts are unknown at this stage. Appropriate mitigation actions will be determined as the details of this proposal emerge during the procurement process

### 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.**
- Page 192** **Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

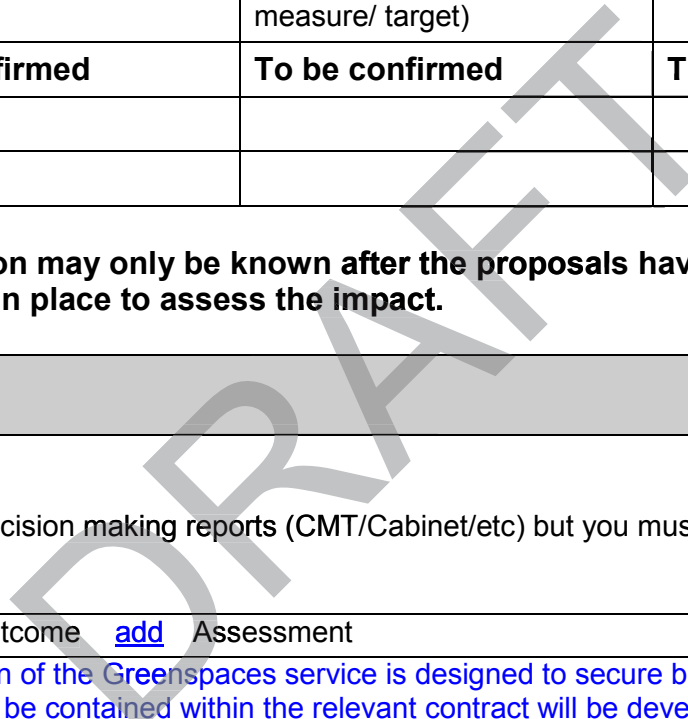
**10. Summary of the equality analysis**

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

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

The objective of the proposed externalization of the Greenspaces service is designed to secure budget savings through efficiencies. The precise service elements and specifications that will be contained within the relevant contract will be developed as the current procurement exercise evolves. Equalities Impact Assessments will be undertaken in due course when the more detailed nature of the service impacts have been determined.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Introduction of pay and display parking in some parks. Proposed saving: £60k (from 2017/18)
Which Department/ Division has the responsibility for this?	E& R; Greenspaces

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 etc)	Introduction of pay and display parking charges in some of the borough's parks. This will have the effect of deterring commuter parking and increasing income to the service
2. How does this contribute to the council's corporate priorities?	Will contribute to the commercialisation agenda in Greenspaces and will serve to deter unnecessary car journeys in line with our sustainable transport aspirations
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Park visitors, local commercial businesses and members of the public who currently take advantage of free car parking facilities available with parks and open spaces
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Parking Services and Traffic & Highways will support and advise on this initiative. The overarching responsibility will remain with Greenspaces however

**Stage 2: Collecting evidence/ data**

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

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

We have been conducting informal analysis of the utilization of car parks in parks over several years, particularly in response to visitors and stakeholders who have expressed concerns about the lack of available parking capacity for park users and the misuse of parking facilities by local commercial businesses. A relatively common observation is that car parks are full when the park is near-empty of visitors.

Some parks stakeholder groups and members have expressed support for this initiative as a means of raising income for parks and in order to drive out misuse and exploitation of parks facilities by non park users.

**Stage 3: Assessing impact and analysis**

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

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



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

There will be provisions for free parking periods and tariffs that will seek to minimise the impacts of charges upon genuine park users - as opposed to commuter and business parking

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Socio-economic impact of charges	Appropriate tariffs & free parking periods	Tariffs agreed & adopted  Complaints monitoring	From implementation of charges	Existing	DN	No. Business as usual

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

The introduction of pay-and-display parking charges in parks will serve to preserve parking capacity for park users, including equality groups, most especially age, disability and maternity groups who often have greater need for parking facilities. Currently some parking capacity is being exploited by non park users and local commercial businesses.

The introduction of fees for parking in parks may have negative impacts for users on low incomes and similar socio-economic groups, but this will be mitigated by ensuring the introduction of free parking periods and a tariff that minimizes or over-rides the costs for typical park users.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
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What are the proposals being assessed?	E&R27 Additional property rental income
Which Department/ Division has the responsibility for this?	E&R; Greenspaces

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 etc)	Re-letting of vacant park properties within commercial property market. Rent review and increase for existing service tenancy properties. Increased income for Greenspaces to off-set savings demands and preserve services
2. How does this contribute to the council's corporate priorities?	Integral to Greenspaces commercialisation, the Greenspaces TOM and the corporate financial savings strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Existing parks property tenants, including service tenants
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Inputs and advise required from Strategic Property team, Legal Services and Housing

## Stage 2: Collecting evidence/ data

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

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

This initiative forms part of a process that commenced some 3 years ago and has already realised increased income for the local authority in the region of £1,000 per month per property released into the commercial rental sector.

There are currently some vacant properties within parks and more are likely to become available in the near future as existing tenants retire or leave the employ of the authority.

The rents of existing park property tenancies has not been reviewed or increased since 2007.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			X		Several of the properties are currently occupied by older people who are retired or close to the point of retirement
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status	X				Release of properties at the affordable end of the commercial property sector

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

Provide re-homing support and advice to those affected if required

### Stage 4: Conclusion of the Equality Analysis

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

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

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

### Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Disproportionate impact upon older people, including current and retired parks staff	Support & advice to re-home relevant tenants	Tenants successfully re-homed	As required in each individual case	Existing	DN	No

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

This proposal will increase income for Greenspaces via its property portfolio by undertaking a rent review and releasing vacant properties to the commercial rental sector. There may be some impacts for existing tenants, typically retired or near-retired parks employees, but this will be mitigated through the provision of support and advice to re-home those who require it. This initiative will increase the availability of accommodation at the affordable end of the commercial residential housing sector.



Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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# Equality Analysis



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

<p>What are the proposals being assessed?</p>	<p>Proposed shared services with Wandsworth incorporating further savings (17/18)</p> <ol style="list-style-type: none"> <li>1) Shared enforcement and admin teams and investigation of other shared service options</li> <li>2) Increased income generation from planning performance agreements and revised pre application charging</li> <li>3) Joint re-procurement of M3 Northgate systems</li> <li>4) Improved efficiency and resilience with larger teams.</li> <li>5) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements</li> <li>6) Potential outsourcing of admin scanning functions</li> </ol>
<p>Which Department/ Division has the responsibility for this?</p>	<p>E @ R , Sustainable Communities</p>

## Stage 1: Overview

<p>Name and job title of lead officer</p>	<p>Neil Milligan, Building and Development Control Manager</p>
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Designed to deliver savings and improvements to the service. Shared services are designed to reduce the overall management structure. Efficiencies delivered in other areas will also result in deletion of posts.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Changes in working practices will result in more self-service and home/flexible working to support corporate objectives for flexible working and customer contact change</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The potential reduction in posts may result in reduced capacity at a senior level to support the planning application process and the ability to meet targets. TOM objectives are planned to try and improve processes and mitigate any impact</p>

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

Wandsworth Council will share the responsibility. There are no other direct service providers although residents and their association are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.

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**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**  
 Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

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

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		It is not know yet if there will be any reduction in overall service provision
Disability		x	x		It is not know yet if there will be any reduction in overall service provision
Gender Reassignment		x	x		It is not know yet if there will be any reduction in overall service provision
Marriage and Civil Partnership		x	x		It is not know yet if there will be any reduction in overall service provision
Pregnancy and Maternity		x	x		It is not know yet if there will be any reduction in overall service provision
Race		x	x		It is not know yet if there will be any reduction in overall service provision
Religion/ belief		x	x		It is not know yet if there will be any reduction in overall service provision
Sex (Gender)		x	x		It is not know yet if there will be any reduction in overall service provision
Sexual orientation		x	x		It is not know yet if there will be any reduction in overall service provision
Socio-economic status		x	x		It is not know yet if there will be any reduction in overall service provision

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

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitoring	Neil Milligan	no

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

<p>This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment</p> <p>There is some potential negative impact on all of the groups identified since the proposals may involve the reduction in the size of the section although that is still unknown at this stage. Therefore, the range and breadth of service may affect all members of the public. The proposal does not change the overall service provided in any way therefore if there are any impacts they will be difficult to easily identify. Rather the changes will involve a diminution in levels of service overall. Potentially we would look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as opposed to direct contact with customers. Should these proposals be accepted then we would design the service so that it only responds to high risk issues.</p> <p>•</p>
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**Comment [CL1]:** Does this make sense

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan. Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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# Equality Analysis



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

What are the proposals being assessed?	Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process
Which Department/ Division has the responsibility for this?	E @ R , Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver additional income. However, pre application advice is normally a cost neutral service and income will therefore not be reinvested to deliver the pre application service. If taken as a saving this will place significant extra pressure on existing staff.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Developers and agents are paying these fees and expect a service to be delivered, however as the income will be removed as savings, the team will not be able to adequately respond to paid for pre application enquiries resulting in disgruntled applicants and partners who submit pre- application and Planning performance agreements. This will hinder regeneration aspirations in the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Only if there is a shared service delivered with Wandsworth .

### Stage 2: Collecting evidence/ data

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

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

There is no information presently collected on such groups using the service.

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Disability		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Gender Reassignment		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Marriage and Civil Partnership		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Pregnancy and Maternity		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Race		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Religion/ belief		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Sex (Gender)		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Sexual orientation		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Socio-economic status		X		X	There is no information to suggest this group would be affected or that service provision will be reduced.

DRAFT

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

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitoring	Neil Milligan	no

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

<p>This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment _____</p> <p>There is some potential negative impact on all of the groups identified since the proposals may involve the reduction in the ability to respond to pre application inquiries and also deliver schemes in a timely manner as agreed in any agreed Planning performance agreement. Therefore, due to the range and breadth of service the changes may affect all members of the public.</p> <ul style="list-style-type: none"> <li>.</li> <li>.</li> </ul>
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**Comment [CL1]:** Does this make sense

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan. Building and Development Control Manager	Signature:	Date:4/12/14
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature:	Date:

DRAFT

# Equality Analysis



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

What are the proposals being assessed?	Reduce staffing levels within the enforcement team by 2 FTE's
Which Department/ Division has the responsibility for this?	E @ R , Sustainable Communities

## Stage 1: Overview

Name and job title of lead officer	Neil Milligan, Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim is to make savings in line with budgetary constraints across the Council. The proposal is to reduce the size of the enforcement team from 4 FTE to 2 FTE.
2. How does this contribute to the Council's corporate priorities?	The investigation of enforcement cases will be delayed or cases that might previously have been investigated might not now be undertaken at all and a new threshold for investigation will need to be agreed.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents and developers who contact the Enforcement Team will notice a reduction in the service offered.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Wandsworth Council could potentially share the responsibility if a shared service is delivered. There are no other direct service providers although residents and their associations are closely involved in the process. The service is provided for residents, businesses and developers.

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**  
 Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

There is no information presently collected on such groups using the service.

**Stage 3: Assessing impact and analysis**

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

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



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

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitoring	Neil Milligan	no

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment [\\_\\_\\_\\_\\_](#)  
 It is likely that a reduction in staffing capacity will have an impact on all users of this service.

**Comment [CL1]:** Does this make sense

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan. Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature:	Date:

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Deletion of Senior Management support E & R 31
Which Department/ Division has the responsibility for this?	E & R

Stage 1: Overview	
Name and job title of lead officer	Chris Lee
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)	Deletion of 2x Support Officer posts providing support across the E and R Department .  1 post dealing with management of the Capital programme 1 post providing support on Equalities planning , risk management , induction arrangements and other departmental activities
2. How does this contribute to the Council's corporate priorities?	The proposals are financially driven and lead to greater efficiency .
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be no benefit save for savings . The functions will be subsumed into the work of other existing posts and undertaken as before .
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

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

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

Departmental service plans and Target Operating Model

**Stage 3: Assessing impact and analysis**

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

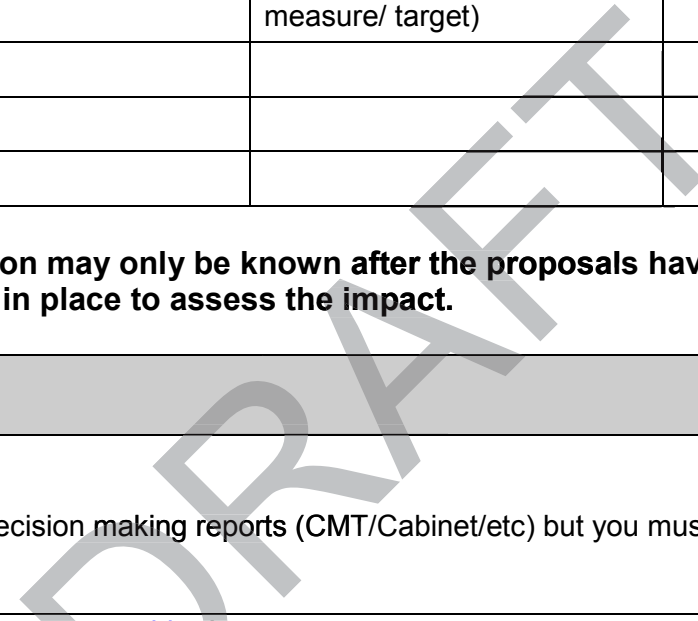
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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

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

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

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Chris Lee	Signature:	Date:3.12.14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

DRAFT



# Equality Analysis

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

What are the proposals being assessed?	E&R32 Income from WIFI concessionary contract
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to generate a one-off income of £20K by entering into a Contract with Aqiva, a WIFI Service provider
2. How does this contribute to the Council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All mobile phone users will enjoy 30mins free WIFI in Wimbledon town Centre initially.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

**Stage 2: Collecting evidence/ data**

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

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

N/A

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

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**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 23/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Increased commercial income across E&R services
Which Department/ Division has the responsibility for this?	E & R

Stage 1: Overview	
Name and job title of lead officer	Chris Lee , Director , E & R
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)	Increasing commercial income through development of new services , better marketing and sales of existing services. This follows the appointment of a Commercial Sales Manager in 2014 and a Marketing Manager in early 2015 funded through Transformation funds for 2 years. The aim is to improve income through greater market share and development of new services
2. How does this contribute to the Council's corporate priorities?	This is consistent with the maximising the value of the boroughs assets [ eg parks and open spaces ] , protecting services through generation of external income
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is about selling services to the public and business. Pricing of services would be reviewed but this would be subject to further consideration and EIA at that time.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	E& R 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).

The TOM documents analysed our customers including through use of MOSAIC data .

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		x	The development and selling of more commercial services will have little or no impact on equalities.
Disability		X		X	ditto
Gender Reassignment		X		X	ditto
Marriage and Civil Partnership		X		X	ditto
Pregnancy and Maternity		X		X	ditto
Race		X		X	ditto
Religion/ belief		X		X	ditto
Sex (Gender)		X		X	ditto
Sexual orientation		X		X	ditto
Socio-economic status		x		X	ditto

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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



**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

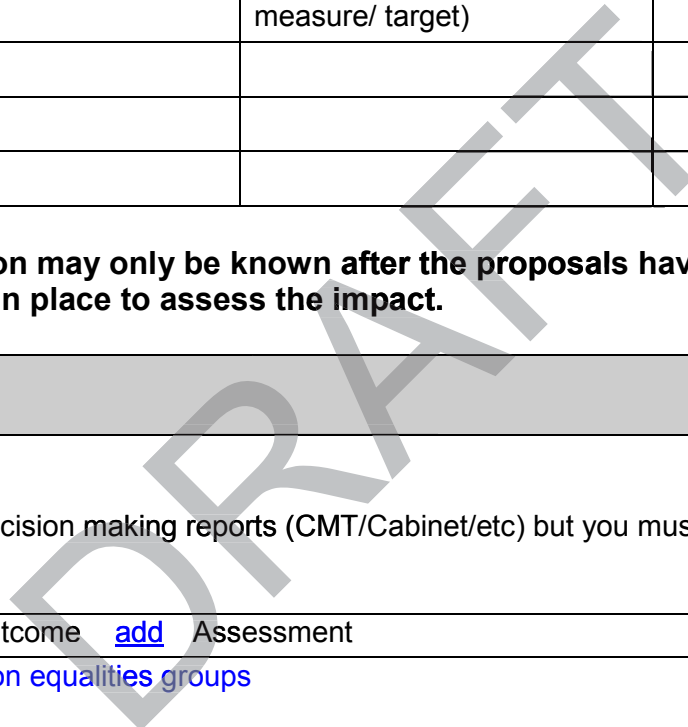
**10. Summary of the equality analysis**

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

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

- There is no anticipated adverse impact on equalities groups

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

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	E&R34 Alternative Delivery of Highway Inspection Service
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to adopt an alternative to the current delivery of the Highway Safety Inspection Service The proposal will lead to a reduction in one post.
2. How does this contribute to the council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Review / additional duties of Highway Safety Inspector role. Deletion of one Highway Safety Inspection post. Non urgent highway repairs will not be done or take longer to do.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

**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).

Could impact on vulnerable road users, such as the elderly, visually impaired and wheelchair users. No evidence collected as a result 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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Could impact on vulnerable pavement users such as the elderly.
Disability		✓	✓		Could impact on vulnerable pavement users such as the visually impaired and wheelchair users.
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity		✓	✓		Could impact on mothers with young children and push chairs.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

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

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

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

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

## Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Impact on road users	Seek to ensure that restructured service provides adequate highway inspection service to meet statutory requirements	Appraisal targets of staff and highway inspection plans / cycle of inspections	2016	no	ML	TBA

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 4/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	E&R35 Reduce Street Lighting Contract Cost
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the Street Lighting Contract Cost when a new contract is procured. This may lead to a reduction in service level and specifications.
2. How does this contribute to the council's corporate priorities?	To meet saving targets and demonstrate 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.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.



**Stage 2: Collecting evidence/ data**

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

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

N/A

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

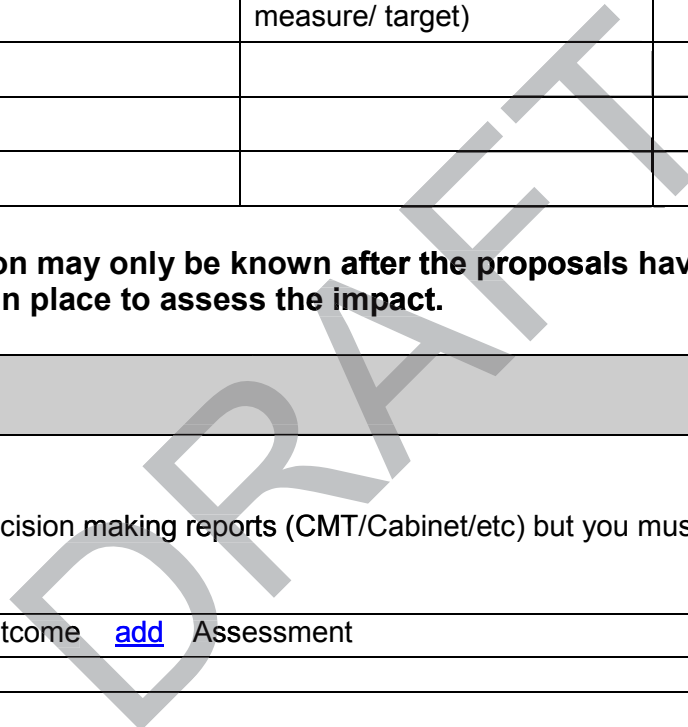
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
No adverse Equality impact identified.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 4/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
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What are the proposals being assessed?	E&R36 Reduction of Reactive Works budget
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the available budget for repairs to the highway.. The proposal will lead to a reduction in service where some non-urgent repairs will no longer be done or take longer to do.
2. How does this contribute to the council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All road users will be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

**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).

Could impact on vulnerable road users, such as the elderly, visually impaired and wheelchair users. No evidence collected as a result 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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Could impact on vulnerable pavement users such as the elderly.
Disability		✓	✓		Could impact on vulnerable pavement users such as the visually impaired and wheelchair users.
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity		✓	✓		Could impact on mothers with young children and push chairs.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Highway condition may affect equalities groups	Ensure highway condition meets statutory requirements	Annual highway condition survey and regular inspections	2016	Existing	ML	

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 4/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	CL	<b>Signature:</b>	<b>Date:30.12.14</b>

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	E&R37 Introduction of Lane Rental approach to Highways works to assist in reducing congestion.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	This proposal aim to reduce congestion on the highway network by charging work promoters for the time they occupy the highway, particularly on traffic sensitive routes.
2. How does this contribute to the council's corporate priorities?	To better manage congestion, reduce occupation time and disruption.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All road users will benefit from this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

**Stage 2: Collecting evidence/ data**

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

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

N/A

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

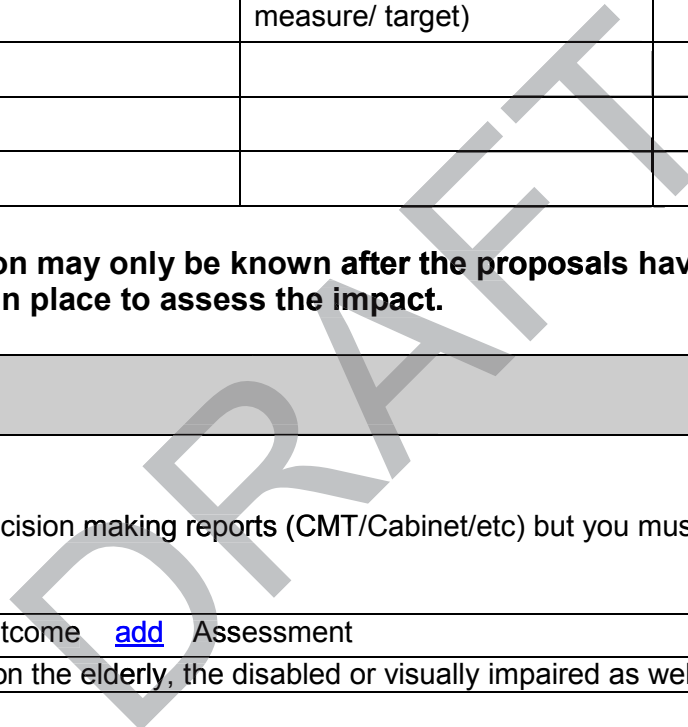
**10. Summary of the equality analysis**

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

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

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 23/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
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What are the proposals being assessed?	E&R38 Income from Section 278/Developers agreements where highway works are required as part of a development. Charging for work currently not charged for.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of this proposal is to recover our cost for work undertaken in association with necessary highway works resulting from development sites.
2. How does this contribute to the council's corporate priorities?	To generate income and meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

**Stage 2: Collecting evidence/ data**

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

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

N/A

**Stage 3: Assessing impact and analysis**

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

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



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

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

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

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

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

### Stage 5: Improvement Action Plan

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

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

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

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

### Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature: Mario Lecordier	Date: 23/12/14
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
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What are the proposals being assessed?	E&R39 Pre-application income. This is in addition to any previous pre-app savings proposal.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To recover costs incurred in providing advice to developers at pre-application stage.
2. How does this contribute to the council's corporate priorities?	Cost recovery, generate income and meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Developers will be charged for pre-application advice.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

**Stage 2: Collecting evidence/ data**

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

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

N/A

**Stage 3: Assessing impact and analysis**

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

Page 254

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

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

**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.**
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- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

**Stage 5: Improvement Action Pan**

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

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

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

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

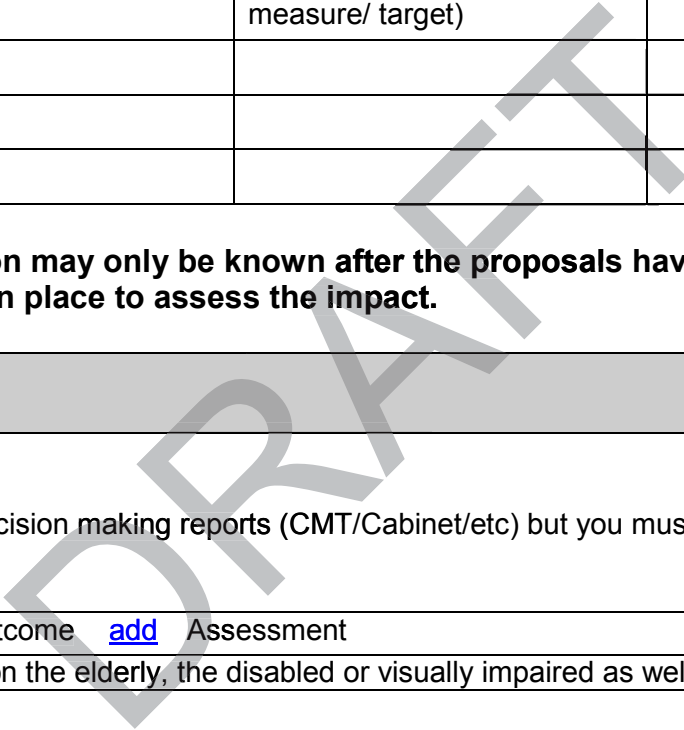
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 23/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

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?	futureMerton Savings Proposals 2016-2018
Which Department/ Division has the responsibility for this?	E&R Sustainable Communities

## Stage 1: Overview

Name and job title of lead officer	Paul McGarry. futureMerton Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>ER40: Achieve £60k saving in 2016/17          Through increased consultancy income through local plan preparation, pre-apps and planning performance agreements. (CHMP, Regeneration, WBL Library redevelopments and property asset projects)</p> <p>ER41: Achieve £80k saving in 2017/18          Via staff restructure and reduction of 2 FTE in 2017/18</p> <p>ER42: Achieve saving of £20k in 2016/17          Through aligning Vestry Hall budget to its income which has been above target in recent years.</p>
2. How does this contribute to the council's corporate priorities?	These savings proposals contribute to E&R and LBM savings and efficiencies to achieve a balanced budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>ER40: Staff capacity to deliver projects will be affected as consultancy related work would take priority. Internal customers, Merton Partnership, Developers may see a small impact in the service they currently receive.</p> <p>ER41: posts not yet identified as vacancies could arise and remain unfilled in 2017/18</p> <p>ER42: Vestry Hall users would be unaffected if current income levels remain, If income falls, charges may have to increase affecting community and voluntary sector groups.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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**Stage 2: Collecting evidence/ data**

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

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

futureMerton and Traffic & Highways are undergoing a team transformation. Though this process, the futureMerton work programme has been reviewed to identify that the saving listed above are the most achievable with minimal impact on the service and our communities.

**Stage 3: Assessing impact and analysis**

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

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

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

No external negative impacts anticipated. Internal work programming will be challenging, mitigated through usual project management and workflow protocols.

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

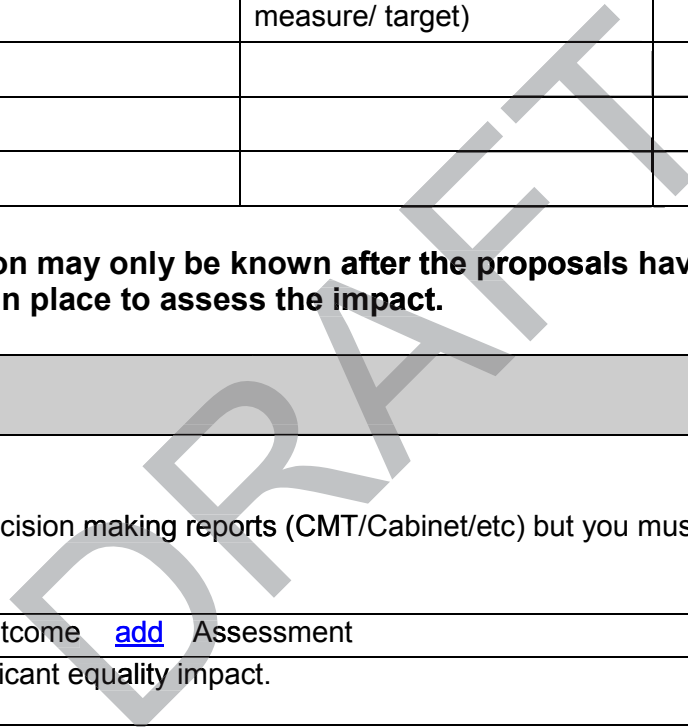
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
The proposed savings to not bear any significant equality impact.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul McGarry	<b>Signature: P McGarry</b>	<b>Date:24/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

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# Equality Analysis

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

What are the proposals being assessed?	Proposed reductions in staffing in Safer Merton and reduction in non statutory functions
Which Department/ Division has the responsibility for this?	Environment & Regeneration

Stage 1: Overview	
Name and job title of lead officer	Chris Lee , Director of E & R
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)	Staff and related saving of c£70k in 2017/18 by reducing staffing by up to 3 posts in Safer Merton team . This would require ceasing all non statutory work around the work of the Team and the Crime and Disorder Partnership . This would mean for example less or no work on Integrated Offender Management , Neighbourhood Watch , some reduction in work on Domestic Violence ,strategic crime reduction planning and data analysis. The aim is to protect statutory functions in the context of reduced grant funding.
2. How does this contribute to the council's corporate priorities?	This is a Financially driven proposal which reflects the reduction in Government and MOPAC grant . It aims to retain the statutory functions around ASB and the Strategic Assessment as well as protecting CCTV.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be much less work done on Community Safety. The customers ae external as well as partners and internal Departments
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes this work is done in partnership with the Police , Fire Brigade , Probation as well as Voluntary agencies and internal Departments . Safer Merton has overall responsibility for the Council aspects .

**Stage 2: Collecting evidence/ data**

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

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

The Strategic Assessment and Crime statistics have informed this

**Stage 3: Assessing impact and analysis**

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			X		There is likely to be an impact on all users of the service, however equality groups may not be disproportionately affected compared to the wider population.
Disability			X		ditto
Gender Reassignment			X		ditto
Marriage and Civil Partnership			X		ditto
Pregnancy and Maternity			X		ditto
Race			X		ditto
Religion/ belief			X		ditto
Sex (Gender)			X		ditto
Sexual orientation			X		ditto
Socio-economic status			X		ditto

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

The Partnership will need to prioritise its work on crime reduction and the fear of crime to mitigate this but there will be a limit to how far this can be completely mitigated .

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential increase in crime / fear of crime	Partnership to review and prioritise if these savings are taken	Will be built into performance measures	4/18	existing	CL	no

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

-



Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Chris Lee	Signature:	Date:3.12.14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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# Cabinet

**8 December 2014**

**Agenda item:**

**Business Plan Update 2015-2019**

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Key Decision Reference Number:** This report is written and any decisions taken are within the Budget and Policy Framework Procedure Rules as laid out in Part 4-C of the Constitution.

**Contact officer:** Paul Dale

**Urgent report:**

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2015/16 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2015-2019. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 4 March 2015 and set a Council Tax as appropriate for 2015/16.

## Recommendations:

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

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2015-19 and in particular on the progress made so far towards setting a balanced revenue budget for 2015/16 and over the MTFS period as a whole.

- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in October 2014.
- 1.3 The report also provides an update on the capital programme for 2015-19 and the financial implications for the MTFS.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2015-19 including a proposed Council Tax Base for 2015/16 and an assessment of the implications for the Medium Term Financial Strategy 2015-2019.
- 1.5 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2015.

## 2. DETAILS

### Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 20 October 2014. There was also a report to Cabinet on 10 November 2014 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these.
- 2.2 Taking into account the information contained in both the October and November Cabinet reports, the overall position of the MTFS reported to Cabinet on 10 November 2014 is summarised as follows:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Revised Gap after October & November Cabinets	732	10,663	23,941	31,968

### 2.3 Review of Assumptions

Since Cabinet in November, work has been continuing to review assumptions, identify new savings/income proposals and analyse information which has been received since then.

#### 2.3.1 Pay

The latest estimates of pay inflation are:-

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1%	1.5%	1.5%
Estimate (cumulative £000)	837	2,093	3,349	4,605

The pay award has now been agreed. It is a two-year deal up to 31 March 2016 which equates to an increase of around 2.35% on average. It will be in the form of a basic pay increase from 1 January 2015 - to last 15 months; plus lump sums for December 2014 and April 2015 but will be paid to staff in December 2014. Further work is currently underway to calculate the financial implications for 2014/15 and the implications for pay budgets over the period of the MTFS and this information will be included in future reports.

### 2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,342	4,686	7,032	9,376

CPI annual inflation was 1.3% in October 2014, which is up from 1.2% in September 2014. Smaller falls in transport costs than a year ago – notably for motor fuels and air fares, and price rises for computer games were the main contributors to the rise in the rate of inflation. CPIH, the measure of consumer price inflation including owner occupiers' housing costs, grew by 1.3% in the year to October 2014, up from 1.2% in September 2014. Owner occupiers' housing costs increased by 0.1% between October 2014 and September 2014.

RPI annual inflation stands at 2.3% in October 2014, unchanged from September 2014.

In the quarterly inflation report for November, the Bank of England's Monetary Policy Committee commented in respect of inflation and noted that "inflation has fallen further below the MPC's 2% target, reflecting the impact of lower food, energy and import prices and some continued drag from domestic slack. Inflation is expected to remain below the target in the near term, and is more likely than not to fall temporarily below 1% at some point over the next six months. It then rises gradually back to the target as external pressures fade and unit labour cost growth picks up."

It is proposed that no change is made to the financial planning assumption for inflation at the present time.

### 2.3.3 Inflation > 1.5%:

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand.

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Inflation exceeding 1.5%	880	877	873	873

The cash limiting strategy is not without risks but if current levels of inflation were applied un-damped across the period then the budget gap would not change significantly by 2018/19.

#### 2.3.4 Income

In a change to the methodology this year, service departments can meet their targets from a combination of savings and additional income. The targets include an element which takes into account each department's capacity to generate additional income based on a 2% increase in income on 2013/14 fees and charges. The indicative income targets are:-

Income based on 2% p.a. increase	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Income – total cumulative	732	1,464	2,196	2,928

#### 2.3.5 Growth

There is no further provision for growth at this stage.

#### 2.3.6 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Initial information from London councils indicates that there is more than sufficient provision in the latest draft MTFS to fund the cost of these schemes in 2015/16. The latest available details are set out in the following table:-

Freedom Passes and Taxicards 2015/16	
<u>Budget 2014/15</u>	£
Freedom Passes	8,852,160
Taxicards	169,540
Total Budget 2014/15	9,021,700
Increase allowed for in MTFS in 2015/16	436,436
Total Provision 2014/15 in latest draft MTFS	9,458,136
<b><u>Latest Details from London Councils</u></b>	
Charge to Merton for Freedom Passes	(8,998,976)
Charge to Merton for Taxicards	(180,000)
<b>Latest Estimated Cost for 2015/16</b>	<b>(9,178,976)</b>
<b>Estimated Surplus Provision in MTFS</b>	<b>(279,160)</b>

### 2.3.7 Collection Fund

As reported to Cabinet in October, the calculation of the estimated surplus/deficit on the Collection Fund as at 31 March 2015 will be made later in the budget process when key variables are firmed up and council tax base and NNDR returns have been completed. Until this time, a net deficit of £0.421m will be included in the draft MTFS for 2015/16.

### 2.4 Revenues

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2015-19:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Revenues	1,602	1,500	1,500	1,500

The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report.

### 2.5 Capital Financing Costs

2.5.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2015-2019 was approved by Cabinet on 20 October 2014, along with an indicative programme for 2019-24.

2.5.2 Section 5 of this report sets out details of progress made towards preparing the draft capital programme 2015-19.

2.5.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2018/19, the effect of estimated government grant funding and slippage/reprofiling based on 2013/14 outturn and latest monitoring information are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

Capital financing costs (net of investment income)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
MRP	7,407	8,178	9,223	10,131
Interest	6,696	6,696	6,893	7,680
<b>Capital Financing Costs</b>	<b>14,103</b>	<b>14,874</b>	<b>16,116</b>	<b>17,811</b>
Investment Income	(469)	(250)	(145)	(125)
<b>Net</b>	<b>13,634</b>	<b>14,624</b>	<b>15,971</b>	<b>17,686</b>

## 2.6 Council Tax Base

- 2.6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2015/16. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 2.6.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 2.6.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2014 is the basis for the calculation of the Council Tax Base for 2015/16.
- 2.6.4 Details of how the Council Tax Base is calculated are set out in Appendix 3. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2015/16 compared to 2014/15 is set out in the following table:-

<b>Council Tax Base</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Change</b>
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common Conservators	10,708.8	10,880.0	1.6%

- 2.6.5 The Council Tax Base for Wimbledon and Putney Conservators is currently under review and may change. Members will be updated when further information is available.

## 2.7 Proposed Amendments to Previously Agreed Savings

- 2.7.1 Cabinet on 20 October 2014 and 10 November 2014 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2015-19.

2.7.2 There is one additional proposed deferral of a previously agreed E&R department saving. This is due to a delay in project implementation of GPS. Details are included in Appendix 5.

## **2.8 Provisional Local Government Finance Settlement 2014/15**

2.8.1 The Chancellor of the Exchequer will announce the Autumn Statement for 2014 on 3 December 2014. The statement provides an update on the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. These forecasts will be published alongside the Autumn Statement on 3 December.

2.8.2 The provisional Local Government Finance Settlement is usually published about two weeks later so is expected around 17 December 2014.

2.8.3 The estimates for central Government funding currently included in the draft MTFS are based on the latest information available from the DCLG's Local Government Finance Settlement – Technical Consultation, and analysis of the Spending Review 2013 and Budget 2014 but an initial update will be provided in the Business Plan Update report to Cabinet in January 2015.

## **3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2014**

3.1 The information available on the Business Planning process reported to Cabinet on 20 October 2014 was reviewed by the Overview and Scrutiny Panels and Commission in November 2014.

3.2 Feedback is included in a separate report to Cabinet on the agenda.

## **4. SAVINGS PROPOSALS 2015-19 AND SERVICE PLANNING**

### **Controllable budgets and Savings Targets for 2015-19**

4.1 Cabinet on 20 October 2014 agreed departmental targets to be met from savings and income proposals. This included a £0.1m shortfall on replacement savings in Children, Schools and Families which was addressed in the report to Cabinet in November. There has also been a small adjustment in the income element of the target to reflect change in responsibilities between departments. The targets are:-



<b>TARGETS ALLOCATED TO DEPARMENTS TO BE MET FROM SAVINGS AND INCOME</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	99	1,691	2,180	1,445	5,415
Children, Schools & Families	50	1,872	1,839	1,063	4,824
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
<b>Total Savings/Income Proposals</b>	<b>732</b>	<b>10,827</b>	<b>13,021</b>	<b>7,388</b>	<b>31,968</b>
<b>Cumulative</b>	<b>732</b>	<b>11,559</b>	<b>24,580</b>	<b>31,968</b>	

- 4.2 Since then service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.
- 4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in January 2015.
- 4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

<b>SAVINGS/INCOME PROPOSALS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	130	1,660	1,163	165	3,118
Children, Schools & Families	0	1,934	296	0	2,230
Environment & Regeneration	363	4,196	810	(212)	5,157
Community & Housing	220	2,935	1,736	1,195	6,086
<b>Total Savings/Income Proposals</b>	<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>	<b>16,591</b>
<b>Cumulative</b>	<b>713</b>	<b>11,438</b>	<b>15,443</b>	<b>16,591</b>	

#### 4.5 Summary of progress to date

- 4.5.1 If all of the proposals are accepted, the balance remaining to find is:-

<b>SAVINGS/INCOME PROPOSALS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	(31)	31	1,017	1,280	2,297
Children, Schools & Families	50	(62)	1,543	1,063	2,594
Environment & Regeneration	0	133	4,056	2,502	6,691
Community & Housing	0	0	2,400	1,395	3,795
<b>Total Savings/Income Proposals</b>	<b>19</b>	<b>102</b>	<b>9,016</b>	<b>6,240</b>	<b>15,377</b>
<b>Cumulative</b>	<b>19</b>	<b>121</b>	<b>9,137</b>	<b>15,377</b>	

- 4.6 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward to later meetings and future years budget processes to be made good.

- 4.7 To give an indication of what balancing the budget in future years means in the context of reduction of posts, this is set out, purely for indicative purposes, in the following table:-

<b>Balancing Figures</b>	<b>2014/15 Base FTEs</b>	<b>2016/17 FTEs</b>	<b>2017/18 FTEs</b>	<b>2018/19 FTEs</b>	<b>Total FTEs</b>
Corporate Services	501.1	0	27	33	60
Children, Schools & Families	520.9	0	36	27	63
Environment & Regeneration	637.0	3	98	63	164
Community & Housing	555.3	0	48	32	80
<b>Total</b>	<b>2,214.3</b>	<b>3</b>	<b>209</b>	<b>155</b>	<b>367</b>

#### 4.8 Rejected Savings

- 4.8.1 Savings that have previously been rejected by Cabinet and not subsequently taken have been included for information only. See Appendix 2 for details.

#### 4.9 Service Plans

- 4.9.1 Draft Service Plans are included in Appendix 10.

#### 4.14 Equality Assessments

- 4.14.1 These will be circulated with the papers for Overview and Scrutiny Panels and the Commission.

#### 4.11 Summary

- 4.11.1 The draft MTFS 2015-19 has been updated based on the latest information discussed in this report and is included in Appendix 4.

- 4.11.2 Draft Service department budget summaries based on the information in this report are attached as Appendix 7.

### 5. **CAPITAL PROGRAMME 2015-19: UPDATE**

- 5.1 The proposed draft Capital Programme 2015-19 and an Indicative Capital Programme 2019-24 were presented to Cabinet on 20 October 2014.

- 5.2 The programme has been reviewed by scrutiny panels. The Commission noted that the impact of the capital programme on the revenue budget is predicted to rise over the next 4-5 years. It therefore recommended that Cabinet ensure that the capital programme continues to be challenged vigorously and items removed if they are not going to be used.

5.3 Monthly monitoring of the approved programme for 2014/15 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.

5.4 The following changes have been made to the proposed capital programme since it was presented to Cabinet in October 2014

Scheme	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Invest to Save	1,500	0	0	0	0	0	0	0	0
Priests House	300		0	0	0	0	0	0	0
Parks Investment		(60)							
P&D Machines	60								
Leisure Centres	0	0	0	150	150	150	150	150	150
<b>Total</b>	<b>1,860</b>	<b>(60)</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

5.5 The latest draft Capital Programme 2015-19 and indicative draft Capital Programme 2019-2024 are detailed in Appendix 4.

5.6 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.5.3 and these have been incorporated into the latest draft MTFS 2015-19.

## 6. CONSULTATION UNDERTAKEN OR PROPOSED

6.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.

6.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2015.

## 8. TIMETABLE

8.1 In accordance with current financial reporting timetables.

## 9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

**10. LEGAL AND STATUTORY IMPLICATIONS**

10.1 All relevant implications have been addressed in the report.

**11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

11.1 The equalities assessments of the savings proposals are currently being produced and will be included in the report to Cabinet on 8 December 2014.

**12. CRIME AND DISORDER IMPLICATIONS**

12.1 Not applicable

**13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

13.1 Not applicable

**APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

**Appendix 1: Draft Savings proposals 2015-19**

**Appendix 2: Savings proposals rejected by Cabinet in 2013/14 and 2014/15**

**Appendix 3: Council Tax Base 2015/16**

**Appendix 4: Draft Capital Programme 2015-19 and Indicative Capital Programme 2019-24**

**Appendix 5: Proposed deferral of previously agreed saving (E&R)**

**Appendix 6: Update of MTFs 2015-19**

**Appendix 7: Draft Departmental Budget Summaries 2015/19**

**Appendix 8: Glossary and Acronyms**

**Appendix 9: Standard Subjective Analysis**

**Appendix 10: Draft Service Plans**

**BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

**REPORT AUTHOR**

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**SAVINGS ANALYSIS**  
**All Savings - All Departments**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£'000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Corporate Services	130	1,660	1,163	165
Children, Schools and Families	0	1,934	296	0
Community and Housing	220	2,935	1,736	1,195
Environment and Regeneration	363	4,196	810	(212)
<b>Savings Presented to Cabinet 8 December 2014</b>	<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>
<b>2015-19: Cumulative Savings</b>	<b>713</b>	<b>11,438</b>	<b>15,443</b>	<b>16,591</b>

## Total Savings

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	1,110	315	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	1,076	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
<b>SP2</b>		0	440	156	425
<b>SG1</b>	Grants: Existing service funded by new grant	0	400	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	53	0	18
		<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>

## Total Savings by Type

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	1,110	315	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	1,076	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
<b>SP2</b>	Procurement / Third Party arrangements - deletion/reduction in service	0	440	156	425
<b>SG1</b>	Grants: Existing service funded by new grant	0	400	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	53	0	18
	<b>TOTAL</b>	<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>

## SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	191	274	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	31	100	0	0
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	315	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	239	248	100
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	18	197	231	0
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	327	76	0
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	291	134	0
<b>SP2</b>	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
<b>SG1</b>	Grants: Existing service funded by new grant	0	0	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	0	0	0
		<b>130</b>	<b>1,660</b>	<b>1,163</b>	<b>165</b>



## SAVINGS ANALYSIS - CHILDREN &amp; YOUNGER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	0	200	0	0
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	0	0	0	0
<b>SS1</b>	Staffing: reduction in costs due to efficiency	0	0	0	0
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	0	694	296	0
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	0	0	0	0
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	0	200	0	0
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	0	0	0
<b>SP2</b>	Procurement / Third Party arrangements - deletions/reductions in service	0	440	0	0
<b>SG1</b>	Grants: Existing service funded by new grant	0	400	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	0	0	0
		<b>0</b>	<b>1,934</b>	<b>296</b>	<b>0</b>

## SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	719	41	0
SI2	Income: increase arising from expansion of existing service/new service	200	2,395	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	0	250	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	367	260	0
SNS1	Non - Staffing: reduction in costs due to efficiency	163	180	136	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	177	44	4
SP1	Procurement / Third Party arrangements - efficiency	0	55	1,725	100
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
		<b>363</b>	<b>4,196</b>	<b>810</b>	<b>-212</b>

## SAVINGS ANALYSIS - HEALTHIER COMMUNITIES &amp; OLDER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	0	0	0	0
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	220	0	0	0
<b>SS1</b>	Staffing: reduction in costs due to efficiency	0	511	0	0
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	0	596	860	770
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	0	80	0	0
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	0	1,748	720	0
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	0	0	0
<b>SP2</b>	Procurement / Third Party arrangements - deletions/reductions in service	0	0	156	425
<b>SG1</b>	Grants: Existing service funded by new grant	0	0	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	0	0	0
		<b>220</b>	<b>2,935</b>	<b>1,736</b>	<b>1,195</b>

**SUMMARY OF TOTAL RISKS**

**2015/16 RISKS**

<b>DELIVERABILITY RISK</b>	High	0.00%	2.81%	0.00%
	Medium	0.00%	0.00%	0.00%
	Low	64.94%	32.26%	0.00%
		<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>REPUTATIONAL RISK</b>				

**2016 /17 RISKS**

<b>DELIVERABILITY RISK</b>	High	2.70%	0.93%	16.86%
	Medium	5.82%	9.86%	28.97%
	Low	10.81%	9.19%	14.86%
		<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>REPUTATIONAL RISK</b>				

**2017 /18 RISKS**

<b>DELIVERABILITY RISK</b>	High	0.25%	0.00%	29.91%
	Medium	10.24%	56.10%	-22.15%
	Low	9.31%	2.02%	14.31%
		<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>REPUTATIONAL RISK</b>				

**2018 /19 RISKS**

<b>DELIVERABILITY RISK</b>	High	0.00%	0.00%	70.73%
	Medium	14.63%	0.00%	-39.29%
	Low	11.85%	0.00%	42.07%
		<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>REPUTATIONAL RISK</b>				

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD1	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Increase FM's external fee income target associated with schools service level agreements and associated project works	0	31				L	L	SI2
		Service Implication	None								
		Staffing Implications	None as additional work will be absorbed by existing resources within the FM team								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	CSD2	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Energy Savings (Subject to agreed investment of £1.5M)	TBC		150	150		M	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.								
		Impact on other departments	None								
		Equalities Implications	None								
O&S	CSD3	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Rationalise IT Service Delivery support & maintenance contracts.	Various - see cell note		86			L	L	SNS2
		Service Implication	Implementing saving should have minimal impact on service delivery as a detailed analysis and risk assessment will be completed prior to termination of any support and maintenance contract.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD4	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Rationalise Facilities Management Building Repairs & Maintenance budgets.	617		15			L	L	SNS2
		Service Implication	Requests for building repairs and maintenance works will be assessed and where possible grouped together with planned maintenance activities to reduce cost.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Some delays may be experienced in respect to the time taken to complete non urgent repair and maintenance works.								
		Equalities Implications	None								
O&S	CSD5	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Increase income generation from external bookings at Chaucer centre.	-12		40			M	L	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
O&S	CSD6	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Reduction in the number of vehicles operated by Infrastructure & Transactions division from three to two.	10		5			L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD7	<u>Division</u> <b>Description</b>	<b>Infrastructure &amp; Transactions</b> Restructure Post & Print section and delete 2 FTE posts.	382		47			L	L	SS2
		<b>Service Implication</b>	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.								
		<b>Staffing Implications</b>	Delete 2 FTE posts which will result in two staff redundancies.								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Reduction in current level of service may impact some time critical processes.								
		<b>Equalities Implications</b>	None								
O&S	CSD8	<u>Division</u> <b>Description</b>	<b>Infrastructure &amp; Transactions</b> Restructure IT Service Delivery section and delete 1 FTE post.	489		40			L	L	SS2
		<b>Service Implication</b>	The reduction in resources will have a direct impact on the sections ability to support and maintain the Councils IT infrastructure and equipment								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Requests for IT works and services will be assessed and prioritised for completion on the basis of business need.								
		<b>Equalities Implications</b>	None								
<b>Total Infrastructure &amp; Transactions Services Savings</b>						31	383	150	0		

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 300	CSD9	<u>Division</u>	<u>Customer Services</u>								
	<b>Description</b>	Ending of e-Capture Service	53			9			L	L	SNS2
	<b>Service Implication</b>	This service currently converts DWP benefit claims into on-line claims for the HB system. With Universal Credit commencing rollout from Feb 15 we will receive fewer of these types of claims. Sampling of the existing claims indicates that from February next year as little as 20% of cases will still be received and these can be input manually									
	<b>Staffing Implications</b>	None									
	<b>Business Plan implications</b>	None									
	<b>Impact on other departments</b>	None									
<b>Equalities Implications</b>	None										



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 301	CSD10	<p><u>Division</u> <b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Customer Services</u></p> <p>Ending of Risk Based Verification</p> <p>The service currently assesses new HB claims with a low, medium or high rating for error. With Universal Credit being rolled out from February 15 the Council will receive fewer new claims and over the period of the roll out will reduce down to a low amount. We will revert back to manual verification of all evidence for the reduced number of new claims</p> <p>None</p> <p>None</p> <p>None</p>	53	22			L	L	SNS2
	CSD11	<p><u>Division</u> <b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Customer Services</u></p> <p>Terminate the Experian trace and search system contract</p> <p>Will have to procure there own service</p>	12	10			L	L	SNS2
	CSD12	<p><u>Division</u> <b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Customer Services</u></p> <p>Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k)</p> <p>None</p> <p>None</p>	24	15			L	L	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD13	<u>Division</u> <b>Description</b>  <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Customer Services</u> Reduce Customer Access Point Assistant by 0.6FTE  None due to improved channel migration 0.6 redundancy None None	566	15				L	L	SS1
Page 302	CSD14	<u>Division</u> <b>Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Customer Services</u> Reduction of 1 FTE Revenues Officer  Automated processes will be implemented in 15/16 which will reduce manual intervention on some changes 1 FTE Redundancy unless there is a vacant post within the next 10 months	1240		30			L	L	SS1
	CSD15	<u>Division</u> <b>Description</b>  <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Customer Services</u> Increase in Court Costs (council tax) - Increase from £110.00 to £115.00	-930		40			L	M	SI1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD16	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Customer Services</u> Reduction in discretionary relief None None None None None	316		231			L	L	SP1
<b>Total Customer Services Savings</b>						30	342	0	0		
	CSD17	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> Reduce Marketing budget - Increase self service by using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs.	180	3		73		L	L	SNS2
	CSD18	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> My Merton and staff reductions - Renegotiate supplier costs for My Merton	99		32			L	L	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)	
	CSD19	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Communications</u></p> <p>My Merton and staff reductions - Delete 1 FTE - Communication Asisstant</p>	256		25		49	M	M	SS1
<b>Total Communication Services Savings</b>					3	57	73	49			
Page 304	CSD20	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Increased income</p> <p>None Directly</p> <p>None</p> <p>Consistent with Business Plan</p> <p>None</p> <p>None</p>		14	16	16	16	L	L	SI1
	CSD21	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Rephase existing Savings</p> <p>None Directly</p> <p>None</p> <p>Consistent with Business Plan</p> <p>None</p> <p>None</p>			42			L	L	sp1

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD22	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Treasury Management/Interest income</p> <p>None Directly</p> <p>None</p> <p>Consistent with Business Plan</p> <p>None</p> <p>None</p>			60		M	M	SI2
	CSD23	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Cut Running costs budgets</p> <p>Some reduction in level of departmental support</p> <p>None</p> <p>Not significant</p> <p>Some reduction in level of departmental support</p> <p>None</p>	102		30	3	L	M	SNS2
	CSD24	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Consultancy Budget</p> <p>The ability to engage specialist external skills will be reduced</p> <p>Ability to use interim staff will be reduced</p> <p>Deliverables will need to be revised to accommodate this</p> <p>There will be a substantial reduction in the ability to advise on more complex projects</p> <p>None</p>	206		100		L	M	SNS2

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD25	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Increased Charge to Pension Fund</p> <p>None Directly</p> <p>None</p> <p>Consistent with Business Plan</p> <p>None</p> <p>None</p>			20		L	L	SNS2
Page 306	CSD26	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Delete 1 Business Partner</p> <p>Reduction in level of departmental support</p> <p>Reduction of 1 post</p> <p>Deliverables will need to be revised to accommodate this</p> <p>Reduction in the level of support</p> <p>The reduction will be carried out in a manner that is consistent with the council's equalities policies.</p>	233			78	L	M	SS2
	CSD27	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Resources</u></p> <p>Further Restructuring</p> <p>Reduction in level of departmental support</p> <p>TBD but in the order of 2 to 4 posts</p> <p>Deliverables will need to be revised to accommodate this</p> <p>Reduction in the level of support as core central legal responsibilities will have to form an increasing proportion of the work carried out.</p> <p>The reduction will be carried out in a manner that is consistent with the council's equalities policies.</p>	2,391			100	H	H	SS2
<b>Total: Resources Savings</b>					14	268	97	116		

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD28	<u>Division</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Human Resources</u> COT review Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	425		38		M	M	SS2
	CSD29	<u>Division</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Human Resources</u> Recruitment and DBS review Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	425		50		M	M	SS1
	CSD30	<u>Division</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Human Resources</u> Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools Post reductions No dedicated COT service No dedicated COT service Impacts on female workforce	425			152	H	H	SS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD31	<u>Division</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Human Resources</u> Review of HR business support Less business support for HR Reduction in posts Less business support for HR Possibly less efficiency of response Impacts upon a largely female workforce	90	19				L	L	SS1
Page 308	CSD32	<u>Division</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Human Resources</u> Review of HR business support (printing and stationery) Less business support for HR Reduction in posts Less business support for HR Possibly less efficiency of response Impacts upon a largely female workforce	20		5			L	L	SNS1



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD33	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> HR transactional service income generation None None None None None		20				H	M	SI1
Page 309	CSD34	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Learning & Development admin support Reduction in transactional support shared with LBS Reduction in posts Reduction in transactional support Possible reduction in responsiveness Impacts on a female workforce	169			18		M	M	SS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD35	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Learning and Development budget Targeted L&D offer None Need to ensure underpins TOM's/business plan Need to ensure targeted L&D activity Ensure equal access to L&D	630		18	134		M	M	SP1
Total HR Savings						39	111	304	0		
Page 310	CSD36	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Business Improvement</u> Business Systems Team Restructure Phase 1 Reduction in availability for any support work other than non-essential fix-on-fail and potential decrease in Reduction: 1FTE 15/16; 2 FTE 17/8 Incorporated within business plan - assumes reduction in number/customisation of IT Systems through IT Reduction in capacity for adhoc improvement and requires less customised automation in line of business None	1,125	10				L	M	SS2
	CSD37	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Business Improvement</u> PO Restructure Reduction in level of coordination, assurance and support for corporate transformation/change. Loss of 1.5 FTE; Regrading of 1.5 FTE OCPB reserves secured for short term transformation needs. Reduced support available for change/transformation coordination beyond 16/7 Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available. None	209		64			L	M	SS2

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD38	<u>Division</u>	<u>Business Improvement</u>								
		<b>Description</b>	Reduction in support budget								
		<b>Service Implication</b>	Reduced resource for hardware/software costs			5			L	L	SNS1
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
	CSD39	<u>Division</u>	<u>Business Improvement</u>								
		<b>Description</b>	Business Systems Team Restructure Phase 2	1,125		50			H	M	SS2
		<b>Service Implication</b>	Reduction in availability/increase in response times for 'fix-on-fail' support								
		<b>Staffing Implications</b>	Reduction by 1 FTE								
		<b>Business Plan implications</b>	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		<b>Impact on other departments</b>	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		<b>Equalities Implications</b>	None								



DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)	
Page 313	CSD42	<u>Division</u>	<u>Business Improvement</u>		0			170		M	M	SS1
		Description	Restructure functions delete 1 AD and other elements of management									
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation									
		Staffing Implications	TBC - rationalisation of functions will be sought									
		Business Plan implications	Widen support responsibilities within the Business Systems Team									
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.									
Equalities Implications	None											
Total Services Savings					10	169	170	0				
Page 313	CSD43	<u>Division</u>	<u>Corporate Governance</u>		322	0	40	10	0	H	L	SS1
		Description	Share FOI and information governance policy with another Council.									
		Service Implication	Reduction in management capacity									
		Staffing Implications	loss of 1FTE									
		Business Plan implications	none									
		Impact on other departments	reduction in capacity									
Equalities Implications	none											

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD44	<p><b>Division</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Corporate Governance</b></p> <p>Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services</p> <p>Reduce support to members</p> <p>none</p> <p>reduction in capacity</p> <p>none</p>	68	0	35	0	0	L	M	SNS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 315	CSD45	<u>Division</u>	<u>Corporate Governance</u>								
		<b>Description</b>	share audit and investigation service	465	0	60	20	0	M	M	SS1
		<b>Service Implication</b>	reduction in management capacity for the authority. Reduction in audit and investigation capacity								
		<b>Staffing Implications</b>	reduction in 0.5 FTE manager and 1fte auditor								
		<b>Business Plan implications</b>	impact on audit assurance capacity								
		<b>Impact on other departments</b>	reduced audit resource								
		<b>Equalities Implications</b>	none								
<b>Total Corporate Governance Savings</b>					<b>0</b>	<b>135</b>	<b>30</b>	<b>0</b>			

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 316	CSD46	<u>Division</u>	<u>Policy Unit</u>	1,090	3				L	L	SNS1
		Description	Reduce budget for LCGS to match actual contribution								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
Equalities Implications											



DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Policy Unit</u>								
	CSD47	Description	Delete 1 post	275		50			L	L	SS1
		Service Implication	Small reduction in capacity								
		Staffing Implications	Delete 1 post								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total Policy Unit Savings						3	50	81	0		

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 318	CSD48	Division	Other								
		Description	CHAS Dividend	0		145	258		L	L	SI
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total Other Savings/Income					0	145	258	0			
Total - Corporate Services					130	1,660	1,163	165			
Total - Corporate Services (cumulative)					130	1,790	2,953	3,118			

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-05	<b>Service Description</b>	<b>Commissioning, Strategy and Performance</b> Reduction in commissioning of early intervention and prevention services.	700		400			Medium	High	SS2 & SP2
		<b>Service Implication</b>	The council would not re-commission a number of early help services historically provided by local VCS providers. Residual early help commissioning would be restricted to evidence based models unlikely to be provided by local providers due to the nature of the work. Reduced investment in early help services could result in increased pressure on children's social care services.								
		<b>Staffing Implications</b>	Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.								
		<b>Business Plan implications</b>	Reduced service offer for children and families in Merton.								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	Likely to have a disproportionate impact on disadvantaged groups within the community.								
C&Y	CSF2014-06	<b>Service Description</b>	<b>Youth Service</b> Young people will be signposted to VCS youth provision.	480		480			Medium	High	SS2 & SP2
		<b>Service Implication</b>	The Council's minimal youth offer will be targeted to young people at highest risk. Cease commissioned local youth VCS and continue small highly targeted provision to young people at risk.								
		<b>Staffing Implications</b>	Redundancy of both in house and commissioned services staff, circa 12 FTEs.								
		<b>Business Plan implications</b>	Reduced service offering. Potential impact on youth justice and crime.								
		<b>Impact on other departments</b>	Possible property implications.								
		<b>Equalities Implications</b>	Likely to have a disproportionate impact on young people from disadvantaged groups within the community.								

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-07	<b>Service Description</b>	<b>Public Health</b> Children's centres deliver the widest outcomes for under fives and getting a good start in life is key to narrowing inequalities in health outcomes.			400			Low	Medium	SG1
		<b>Service Implication</b>	The use of Public Health funding to deliver health outcomes for under fives will enable our children centres to maintain a wider offer than childcare, delivering health outcomes to children and families.								
		<b>Staffing Implications</b>	None.								
		<b>Business Plan implications</b>	Continued offer to improve health outcomes for children, young people and families.								
		<b>Impact on other departments</b>	Realignment of Public Health spend but still focussed on health outcomes in line with health and wellbeing strategy priority 1.								
		<b>Equalities Implications</b>	None.								
C&YP	CSF2014-08	<b>Service Description</b>	<b>Schools</b> Increased income from schools and/or reduced LA service offer to schools	688 917		400			Medium	Medium	SI1/SNS2
		<b>Service Implication</b>	The LA provides some statutory services for schools and 'trades' via SLAs for additional services. This proposal would be achieved through greater income generation from schools and/or reduction of some services to statutory minima thus reducing staffing required.								
		<b>Staffing Implications</b>	Potential redundancy of staff providing LA support services to schools. If the entire saving was made from staffing, it would equate to an estimated 10 FTEs.								
		<b>Business Plan implications</b>	Changes in the LA's relationship with schools								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	Potential for lesser LA support to schools could impact negatively on equalities and disadvantaged groups								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

APPENDIX 3

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-09	<p><b>Service Description</b></p> <p><b>Service Implication Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments Equalities Implications</b></p>	3,640		254	296		Medium	High	SS2
<b>Total Children, Schools and Families Savings</b>				<b>0</b>	<b>1,934</b>	<b>296</b>	<b>0</b>			

Savings Type

- SS1** Staffing: reduction in costs due to efficiency
- SS2** Staffing: reduction in costs due to deletion/reduction in service
- SN1** Non - Staffing: reduction in costs due to efficiency
- SN2** 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

- C&YP
- O&S
- HC&OP
- SC

Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	<b>Service/Section Description</b>	<b>Various</b> In order to meet the division's inflation on income target, savings on associated expenditure budgets will be implemented i.e. the annual inflationary increase (c£200k), and the PCN budget (c£163k) will be adjusted accordingly.		363			Low	Low	SI2/SNS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
<b>Total Environment and Regeneration Savings</b>					<b>363</b>	<b>0</b>	<b>0</b>			

Savings Type

- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service
- 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

Panel

- O&S Overview & Scrutiny
- C&YP Children & Young People
- CC Corporate Capacity
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Leisure &amp; Culture Development Team</b></p> <p>Arts Development - further reduce Polka Theatre core grant This continues the year-on-year reductions that we have been requiring Polka Theatre to take and would require this to continue in a planned way for a further 3yrs requiring them to generate this shortfall through alternative funding sources and income generation. This core grant ensures that Polka are able to lever in a significant Arts Council Grant as a Regionally Funded Body of £570k per annum for 2015-18</p> <p>None</p> <p>This is in line with the Leisure &amp; Culture Development Team's TOM.</p> <p>None</p> <p>None</p>	74	5	5	4	Low	Low	SNS2
SC	E&R2	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Leisure &amp; Culture Development Team</b></p> <p>Water sports Centre - Additional income from new business - Marine College &amp; educational activities. This is a new business development as part of the teams transformation work. There will be less capacity in the team and within the facilities available for community type activities, rather more emphasis will be towards commercial products.</p> <p>Increased staff will be required should the business fully develop, but these costs would be covered within the business plan, still returning the surpluses included in this savings plan.</p> <p>This is in line with the Leisure &amp; Culture Development Team's TOM.</p> <p>None</p> <p>None</p>	(367)	10	10	5	Medium	Low	SI2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R3	<b>Service/Section Description</b>	<b>Leisure &amp; Culture Development Team</b> Various Budgets - Reduction in supplies & services &/or increased income over expenditure	175		16		Low	Low	SNS1
		<b>Service Implication</b>	Savings from implementation of the team's TOM making continuous improvement via such activities as movement to online bookings & payments, use of social media, changing the channels by which we deliver services thus seeing reductions in letters, postage, printing, etc.							
		<b>Staffing Implications</b>	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		<b>Business Plan implications</b>	This is in line with the Leisure & Culture Development Team's TOM							
		<b>Impact on other departments</b>	Efficiencies made in this team will assist in some savings in the corporate centre e.g. income collection, cheque handling, invoicing,etc. Also as the team changes the way it works there will be less capacity to support other team's projects unless it is also part of our business plans.							
		<b>Equalities Implications</b>	The team recognise that not all our customers will be able to change at the same rate and therefore we will need to put in place arrangements to assist some customers through a transition period							
SC	E&R4	<b>Service/Section Description</b>	<b>Leisure &amp; Culture</b> Morden Leisure Centre	233			100	Low	Low	SP1
		<b>Service Implication</b>	The new Morden Leisure Centre (MLC) is due to be completed in the Spring 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							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	This is in line with the Council's Strategic Plans and is included within the team' s Service and Transformation Plans							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							



DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R5	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Property Management</b> Team transformation and asset review Leaner team structure potential reduction of at least one post [ estates surveyor ]but compensated by graduates Some Increased income from non operational portfolio. Reduced service as resource directed to increased income None	270		82		Medium	Low	SS2 &SI1
SC	E&R6	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Property Management</b> Reduced costs incurred as a result of sub-leasing Stouthall until 2024. In summary the Council is saving £38k p.a. for three years, and thereafter £57k p.a. as the rent repayment begins. None None None None None	139	39		18	Low	Low	SPROP

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R7	<b>Service/Section Description</b>	<b>Parking Services</b> Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. CPZs are only implemented where a majority of residents ask for them and there will be a corresponding increase in PCN fines and permits. There is greater certainty in earlier years where we know of CPZs that are being requested and consulted upon.	(7,176)	260	163	163	Medium	Low	SI2/SNS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R8	<b>Service/Section Description</b>	<b>Parking Services</b> In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.	(5,446)	1,700	-1,540	-500	Medium	High	SI2
		<b>Service Implication</b>	Improvement of traffic enforcement efficiency and compliance by motorists							
		<b>Staffing Implications</b>	Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%							
		<b>Business Plan implications</b>	Increase in fines from PCNs and expenditure and a need for more accommodation							
		<b>Impact on other departments</b>	Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure							
		<b>Equalities Implications</b>	None							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R9	<b>Service/Section Description</b>	<b>Parking Services</b> Change in on-street bay suspension pricing structure. £42 per week change to £25 per day with one off admin fee of £25. This is consistent with the approach of other boroughs.	(215)	500			Low	High	SI1
		<b>Service Implication</b>	Implement a daily charge for suspensions rather than a weekly one to benefit residents by ensuring suspensions are not in place for longer than necessary							
		<b>Staffing Implications</b>	none							
		<b>Business Plan implications</b>	none							
		<b>Impact on other departments</b>	change to charges for skip approval applications will impact on Traffic & Highways administration							
		<b>Equalities Implications</b>	none							
SC	E&R10	<b>Service/Section Description</b>	<b>Parking Services</b> Back office reorganisation	1,177	80			Low	Low	SS1
		<b>Service Implication</b>	Review the current back office structure							
		<b>Staffing Implications</b>	Reduction in staff							
		<b>Business Plan implications</b>	Improve efficiencies by reducing revenue expenditure							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R11	<b>Service/Section Description</b>	<b>Parking Services</b> Enforcement of pavement parking	(5,446)	60			Medium	High	SI2
		<b>Service Implication</b>	This saving is as a result of regular complaints from the public. We are currently assessing all roads where this problem exists and adjusting our enforcement policy so that we enforce in roads where vehicles could safely park on the highway but instead choose to park on the pavement.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	There will be an increase in PCN fines for contraventions but that will change as compliance by the motorist improves							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	This will improve as it is often the public with disabilities and children in buggies that are adversely affected by pavement parking							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R12	<b>Service/Section Description</b>	<b>Parking Services</b> End lease of Wycliffe Road This location was an additional a base for the Civil Enforcement Officers a decision was made to make a saving by ending the lease with the officers using their main base at Civic Centre	14	14			Low	Low	SPROP
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	reduction in expenditure							
		<b>Impact on other departments</b>	Reduction in the corporate maintenance and IT needs							
		<b>Equalities Implications</b>	None							
SC	E&R13	<b>Service/Section Description</b>	<b>Regulatory Services</b> Increase income from discretionary fees & charges; Charge for business advice including pre-application planning advice;	(344)	50			Medium	Medium	SI1
		<b>Service Implication</b>	Slight increase in time taken for provision of officer advice.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	In line with Reg.Services TOM							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R14	<b>Service/Section Description</b>	<b>Regulatory Services</b> Further expansion of the shared service. This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.	1,278	100			Medium	Low	SS1/ SNS1
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	In line with Reg.Services TOM							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R15	<b>Service/Section Description</b>	<b>Regulatory Services</b> Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered.	50	50			High	Medium	SS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R16	<b>Service/Section Description</b>	<b>Waste Services - Joint procurement</b> joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	8,037		1,500		Medium	Medium	SP1
		<b>Service Implication</b>	Potential harmonising of services across the Partnership							
		<b>Staffing Implications</b>	TUPE arrangement to be in place to transfer staff to new contractor.							
		<b>Business Plan implications</b>	To be confirmed							
		<b>Impact on other departments</b>	Impact on Parks and Waste services.							
		<b>Equalities Implications</b>	to be confirmed prior to award of contract							
SC	E&R17	<b>Service/Section Description</b>	<b>Street Cleansing</b> To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a programmed way.	2,764	157			Low	Medium	SS2
		<b>Service Implication</b>	proposal alters how we deploy our resources allowing the mobile teams to be reactive , moving away from a routine schedule							
		<b>Staffing Implications</b>	7 staff reduction							
		<b>Business Plan implications</b>	This is consistent with the Transformation plan options							
		<b>Impact on other departments</b>	Possible impact on enforcement							
		<b>Equalities Implications</b>	None identified							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R18	<b>Service/Section Description</b>	<b>Waste Services - Caddy Liners</b> Cease the distribution of food caddy liners Caddy liners will be procured by the service and available for collection by the residents	137	70			Low	Medium	SNS2
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		<b>Business Plan implications</b>	Impact on recycling target							
		<b>Impact on other departments</b>	Libraries may be able to provide a central collection point for liners. This may be a internal recharge. Residual waste may increase resulting in higher landfill cost.							
		<b>Equalities Implications</b>	Impacts on the 52% of residents that partake in the service							
SC	E&R19	<b>Service/Section Description</b>	<b>Waste Services</b> Align income budget to levels of income being generated from the sale of Textiles.	N/A	50			Low	Low	SI2
		<b>Service Implication</b>	None as collected by contractor DM Recycling							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R20	<b>Service/Section Description</b>	<b>Waste Services</b> To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. This follows on from the Pilot private enforcement and in advance of any decisions on future procurement. Litter dropping by residents remains a significant issue and a big factor in the level of cleanliness on our streets .	(242)	20	-3	-2	Low	Low	SI2
		<b>Service Implication</b>	Fluctuating resource availability for education and encouragement activities							
		<b>Staffing Implications</b>	Training and support to existing internal staff							
		<b>Business Plan implications</b>	Cleaner borough							
		<b>Impact on other departments</b>	Legal services - cost of prosecution for non payment							
		<b>Equalities Implications</b>	Full Qualities Impact assessment needs to be undertaken and approved							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R21	<b>Service/Section Description</b>	<b>Waste Services</b> HRRC Site operations procured to external provider. Contractual savings . None - Continuation of externalised service - current procurement in progress	629	30			Low	Low	SP1
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	TUPE and impact on transfer station.							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R22	<b>Service/Section Description</b>	<b>Waste Services - Dog Waste Option 1</b> Removal of borough wide dog bins including Parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	42			Low	Medium	SNS2
		<b>Service Implication</b>	Reduction of 1 driver							
		<b>Staffing Implications</b>								
		<b>Business Plan implications</b>	Impact on Cleaner borough							
		<b>Impact on other departments</b>	Parks							
		<b>Equalities Implications</b>	None							
SC	E&R23	<b>Service/Section Description</b>	<b>Waste Services - Dog Waste Option 2</b> Removal of dog bins from the highway whilst retaining within parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	12			Low	Medium	SNS2
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	Impact on Cleaner borough							
		<b>Impact on other departments</b>	Parks - How would this waste be collected							
		<b>Equalities Implications</b>	None							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R24	<b>Service/Section Description</b>	<b>Greenspaces</b> Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams.	1,723	130			Medium	High	SS2
		<b>Service Implication</b>	Reduction in maintenance standards in some parks							
		<b>Staffing Implications</b>	Reduction in staff by 4 FTEs							
		<b>Business Plan implications</b>	Staff establishment is projected to decline over the period of the plan							
		<b>Impact on other departments</b>	None directly							
		<b>Equalities Implications</b>	All sections of the community affected							
SC	E&R25	<b>Service/Section Description</b>	<b>Greenspaces</b> Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton	3,689		160		Medium	Medium	SP1
		<b>Service Implication</b>	Potential harmonising of services.							
		<b>Staffing Implications</b>	TUPE arrangement to be in place to transfer to new contractor.							
		<b>Business Plan implications</b>	To be confirmed							
		<b>Impact on other departments</b>	Impact on Parks and allied services							
		<b>Equalities Implications</b>	To be confirmed prior to award of contract							



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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R26	<b>Service/Section Description</b>	<b>Greenspaces</b> Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking . This will require reprofiling of capital investment of £60k.	N/A	60			Medium	Medium	SI2
		<b>Service Implication</b>	Visitors will be required to pay to park in parks' car parks for some periods							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	consistent with Transformation plan / commercial approach							
		<b>Impact on other departments</b>	Impacts for Parking Services who will manage the controls/FPNs							
		<b>Equalities Implications</b>	Yes - possible adverse implications for park users on low incomes							
SC	E&R27	<b>Service/Section Description</b>	<b>Greenspaces</b> Additional property rental income	(341)	44			Medium	Low	SI1
		<b>Service Implication</b>	Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties.							
		<b>Staffing Implications</b>	No direct impact upon staff establishment							
		<b>Business Plan implications</b>	Integral to commercialisation agenda							
		<b>Impact on other departments</b>	Possible impact upon Housing: local rehousing need for some existing tenants							
		<b>Equalities Implications</b>	Not in respect of front-lines services. Tenants affected are predominantly current or former LBM staff who have retired or are near retirement							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R28	<b>Service/Section Description</b>	<b>Building and Development Control</b> Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment.	1575  (884)		157		Medium	High	SS2, SNS1, SNS2, SP1
		<b>Service Implication</b>	Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings .							
		<b>Staffing Implications</b>	Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.							
		<b>Business Plan implications</b>	consistent with Transformation Plan							
		<b>Impact on other departments</b>	unknown at present							
		<b>Equalities Implications</b>	unknown at present							
SC	E&R29	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process	(56)	40			Low	High	SI2
		<b>Service Implication</b>	The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case.							
		<b>Staffing Implications</b>	No changes although there will be additional pressure on existing staff to deliver.							
		<b>Business Plan implications</b>	Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.							
		<b>Impact on other departments</b>	none							
		<b>Equalities Implications</b>	none							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R30	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Building &amp; Development Control - Planning Enforcement</b>                      Reduce staffing levels within the enforcement team by 2 FTE's                      There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop.                      Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer.                      It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council                      Joint enforcement investigations will be severely hindered.                      none</p>	190	80			Low	High	SS2
SC	E&R31	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Senior Management &amp; Support</b>                      Deletion of the 2 management support posts and absorption into existing resources.                      Less resource available to support service managers.                      Both posts are recently vacant and are delivering in year savings. Some of the budget will be used to deliver transformation projects in 15/16                      None                      None                      None</p>	755	70			Low	Low	SS1

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R32	<b>Service/Section Description</b> <b>Service Implication</b>	<b>Wifi Concessionary Contract</b> Income from wifi concessionary contract to be let from 2015/16 Pan London contract into which Merton have joined will deliver income from public wifi service operated by private contractor utilising LBM street assets [principally lamp columns in town centres]. Some guaranteed and some non-guaranteed income. <b>Staffing Implications</b> None <b>Business Plan implications</b> Consistent with transformation Plan <b>Impact on other departments</b> Traffic and highways will be required to asses structural integrity and this is factored in. The non-guaranteed income element would sit with Corporate Services (Communications). <b>Equalities Implications</b>	N/A	20	5		Medium	Low	SI2
SC	E&R33	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Various Budgets - Increase in income from commercialisation of services</b> 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 Will work closely with Business managers in EandR and across Council 2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan Will work with other income generating staff across the council None anticipated	N/A	250			High	Low	SI1/SI2
SC	E&R34	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Traffic &amp; Highways</b> Alternative delivery model of highway safety inspection service Further review of Highway Safety Inspection Service Review of JDs, working practices and working hours. Increased level of complaints and work load and may result in an increase in Insurance claims. Potential reduction of 1fte. Reduction in Service Delivery with a focus on maintaining Statutory Duties. Increase in Third Party insurance claims May have an impact on vulnerable road users such as the elderly and the disabled.	99		30		Medium	Medium	SS2

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R35	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Reduce street lighting contract costs Development of Specification and preparation of Tender and Contract Documents. Reduced specification	335	25	25		Medium	Medium	SP1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	No in-house resource to develop specifications and tender documents.							
		<b>Business Plan implications</b>	The new Contract will need to include all Council owned lighting (lighting in car parks, parks etc.) to stimulate a better response from the market.							
		<b>Impact on other departments</b>	We will require input from Procurement Team							
		<b>Equalities Implications</b>	None							
SC	E&R36	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Reduction in reactive work budget Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer.	650	60			High	High	SNS2
		<b>Service Implication</b>	Increase in complaints against the Council							
		<b>Staffing Implications</b>	Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council							
		<b>Business Plan implications</b>	Increase in Third Party insurance claims							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R37	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Introduction of Lane rental approach to Highways works to assist in reducing congestion.	N/A		50		Medium	Medium	SI2
		<b>Service Implication</b>	Development of Lane Rental Scheme in Merton to manage street work activities and reduce impact of street work on congestion and traffic flows through Merton .							
		<b>Staffing Implications</b>	Will require external support and advice to develop and implement the scheme							
		<b>Business Plan implications</b>	Lane Rental would involve charging those working in the street for the time they occupy the Highway. Lane Rental has only operated as Pilot Scheme in London at present (except on TfL Road Network)							
		<b>Impact on other departments</b>	Legal Services							
		<b>Equalities Implications</b>	None							

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SC	E&R38	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Income from Section 278/Developers agreements where traffic works are required as part of development . Charging for work currently not charged for	N/A	50			Medium	Medium	SI2
		<b>Service Implication</b>	transition from Highway permitting to minimise duration and volume of highway openings.							
		<b>Staffing Implications</b>	None - delivered within existing resources							
		<b>Business Plan implications</b>	Increased income							
		<b>Impact on other departments</b>	Will require close liaison with DC/BC team							
		<b>Equalities Implications</b>	None							
SC	E&R39	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Pre-application income. This is in addition to any previous pre-app savings proposal.	N/A	50			Medium	Medium	SI2
		<b>Service Implication</b>	Charging for pre-application services inputted from the T&H service as part of the pre application service.							
		<b>Staffing Implications</b>	Delivered within existing resources							
		<b>Business Plan implications</b>	Increased income							
		<b>Impact on other departments</b>	Will require close liaison with DC/BC team							
		<b>Equalities Implications</b>	None							
SC	E&R40	<b>Service/Section Description</b>	<b>Future Merton</b> Consultancy income. This is in addition to any previous savings proposal.	N/A	60			Medium	Medium	SI2
		<b>Service Implication</b>	Limited capacity for staff to attract work to the team and b. to complete new work against pressures of an existing challenging work programme							
		<b>Staffing Implications</b>	Capacity implications on other priorities							
		<b>Business Plan implications</b>	Impact on ability to deliver regeneration programme							
		<b>Impact on other departments</b>	Housing supply and Planning support impacts							
		<b>Equalities Implications</b>								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R41	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Future Merton</b> Staff restructure Restructure with T&H already underway - only deliverable with a cut in the work programme 2 FTEs  Reduced capacity to deliver regeneration and growth  Planning, Facilities, Highways, Building Control and Partnership groups	1,023		80		Medium	Medium	SS2
SC	E&R42	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Future Merton</b> Align Vestry Hall income budget with current levels of income being achieved.  None None None None	(211)	20			Low	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	E&R43	<b>Service/Section Description</b>	<b>Safer Merton</b> Reductions in staffing across Safer Merton	840		70		High	High	SS2
		<b>Service Implication</b>	Reduction of our Community Safety offer to a statutory minimum which would be ASB , Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.							
		<b>Staffing Implications</b>	2-3 FTEs to be deleted							
		<b>Business Plan implications</b>	This is in line with the team's TOM. Significant reductions in work on offenders and victims, neighbourhood watch and crime analysis.Partnership work would reduce including joint operations , LMAPs work , Neighbourhood Watch coordination.							
		<b>Impact on other departments</b>	Council wide							
		<b>Equalities Implications</b>	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .							
<b>Total Environment and Regeneration Savings</b>					<b>4,196</b>	<b>810</b>	<b>-212</b>			

<b>Total Environment and Regeneration Savings Target</b>	<b>4,333</b>	<b>4,876</b>	<b>2,302</b>
<b>(SURPLUS)/ SHORTFALL</b>	<b>137</b>	<b>4,066</b>	<b>2,514</b>

Savings Type

- 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

Panel

- O&S Overview & Scrutiny
- C&YP Children & Young People
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities



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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH19	<p><b>Service Description</b></p> <p><b>Adult Social Care Placements Income</b></p> <p>Realignment of Placements Income Budgets . Client and CCG contribution income budgets are currently under-stated and will be adjusted to meet this income savings target.</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p>	(11,666)	220	0	0	0	L	M	SI2
HC&OP	CH20	<p><b>Service Description</b></p> <p><b>Access and Assessment Employees</b></p> <p>Staff Savings - 12 FTE to be deleted in 2016/17, 12 FTE in 17/18, 12 FTE in 18/19 - These savings will come from across Access and Assessment, covering all service areas.</p> <p><b>Service Implication</b> Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.</p> <p><b>Staffing Implications</b> Redundancies - Some staff would be subject to redundancy</p> <p><b>Business Plan implications</b> 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.</p> <p><b>Impact on other departments</b> The primary impact is on service users and partners, such as the NHS.</p> <p><b>Equalities Implications</b> 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.</p>	6,200	0	511	500	483	L	H	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH21	<p><b>Service Description</b></p> <p><b>Direct Provision Employees</b></p> <p>Staff Savings - 11 FTE to be deleted</p>	1,706	0	274	0	0	L	H	SS2
		<p><b>Service Implication</b></p> <p>Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.</p> <p><b>Staffing Implications</b></p> <p>Redundancies - Some staff would be subject to redundancy</p> <p><b>Business Plan implications</b></p> <p>Our business plan talks about working with people to promote independence. This model would reduce the ability to deliver that enhanced service. We will try to mitigate this by working closely with the voluntary sector and with volunteers.</p> <p><b>Impact on other departments Equalities Implications</b></p> <p>The primary impact is on service users.</p> <p>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.</p>								
HC&OP	CH22	<p><b>Service Description</b></p> <p><b>Commissioning Employees</b></p> <p>Staff Savings - 4 FTE to be deleted</p> <p><b>Service Implication</b></p> <p>Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market.</p> <p><b>Staffing Implications</b></p> <p>Redundancies - Some staff would be subject to redundancy</p> <p><b>Business Plan implications</b></p> <p>Would impact on our statutory duties under the Care Act - we would attempt to mitigate this by investigating alternative models of quality and performance monitoring.</p> <p><b>Impact on other departments Equalities Implications</b></p> <p>None - main impact is on service users, carers and providers</p> <p>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.</p>	996	0	156	0	0	L	H	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH23	<p><b>Service Directorate</b></p> <p><b>Description</b> Staff Savings - 0.46 FTE to be deleted</p> <p><b>Service Implication</b> None, post now funded by Public Health</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p>	657	0	21	0	0	L	L	SS2 / SNS1
HC&OP	CH24	<p><b>Service Learning Disabilities - High Cost Packages</b></p> <p><b>Description</b> Review of High Cost Packages using the progression model</p> <p><b>Service Implication</b> This would be a holistic review of 17 identified high cost placements (those receiving packages of care of over £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 6% reduction in support for the identified client group.</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,618	0	100	0	0	H	H	SNS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH25	<p><b>Service Description</b>  <b>Learning Disabilities - Medium Cost Packages</b>  Review of Medium Cost Support Packages (£400 - £1,500 per week) using the progression model</p> <p><b>Service Implication</b>  This would be a holistic review of identified medium cost placements (those receiving packages of care of between £400 - £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 10% reduction in support for the relevant clients within the identified client group.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments Equalities Implications</b>  None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	7,019	0	400	0	0	H	H	SNS2
HC&OP	CH26	<p><b>Service Description</b>  <b>Learning Disabilities - Direct Payments</b>  Review of all Direct Payments in Learning Disabilities using the progression model.</p> <p><b>Service Implication</b>  We will review the Direct payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 7% for individual support packages within this client group. There are currently 98 packages in this group.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments Equalities Implications</b>  None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	704	0	£50	£0	£0	H	H	SNS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH27	<p><b>Service Description</b>  <b>Mental Health - Care Packages</b>  Review of support packages within all areas of Mental Health services.</p> <p><b>Service Implication</b>  We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the recovery model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None; the impact will primarily be on service users.</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,554	0	76	0	0	H	H	SNS2
HC&OP	CH28	<p><b>Service Description</b>  <b>Older People - Home Care</b>  Review of Home Care within support packages</p> <p><b>Service Implication</b>  There are currently 596 Older People within Merton receiving home care within their support packages. This represents an average reduction of 9% in home care support packages.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	4,455	0	387	0	0	H	H	SNS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH29	<p><b>Service Description</b> <b>Older People - Managing Crisis</b> Managing crisis (including hospital discharge) admissions to residential care.</p> <p><b>Service Implication</b> This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence.</p> <p><b>Staffing Implications</b> This would require more intensive work from staff.</p> <p><b>Business Plan implications</b> Any new processes would be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b> None; the impact will primarily be on service users</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	5,267	0	125	0	0	H	H	SNS2
HC&OP	CH30	<p><b>Service Description</b> <b>Older People - Direct Payments</b> Review of Direct Payments support packages</p> <p><b>Service Implication</b> Review of all Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	2,338	0	345	0	0	H	H	SNS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH31	<p><b>Service Description</b>  <b>Physical Disabilities - Direct Payments</b>  Review of all Direct Payments for clients with physical disabilities using the progression model.</p> <p><b>Service Implication</b>  We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 10% for individual support packages within this client group. There are currently 150 packages of this type.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments Equalities Implications</b>  None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,414	0	134	0	0	H	H	SNS2
HC&OP	CH32	<p><b>Service Description</b>  <b>Physical Disabilities - Home Care</b>  Review of Home Care within support packages</p> <p><b>Service Implication</b>  The saving would be delivered through a review of home care provision within support packages. There are currently 89 Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents an average reduction of 8% in home care for this group.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments Equalities Implications</b>  None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	595	0	48	0	0	H	H	SNS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH33	<p><b>Service Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Physical Disabilities - High Cost Packages</b>  Review of PD Residential and 1-1 packages</p> <p>This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs</p> <p>Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p>All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p>None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	856	0	£60	0	0	H	H	SNS2
HC&OP	CH34	<p><b>Service Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Substance Misuse Placements</b>  Actively manage throughput in residential rehab placements</p> <p>A reduction in the placements available for Substance misuse clients</p> <p>This would require more intensive work from staff.</p> <p>This would have an impact on the services provided for this client group</p> <p>None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	128	0	6	0	0	H	H	SNS2



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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH35	<p><b>Service Description</b></p> <p><b>CSF Supporting People contracts</b> We would reduce funding for contracts within the Supporting People area which support vulnerable young people</p> <p><b>Service Implication</b> There would be reduced support available for young people - both in terms of the numbers we could support and the range of support we would be able to offer to those we could accommodate.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> Less resources to be called off by those services which support vulnerable young people.</p> <p><b>Impact on other departments</b> There is a potential impact on the CSF department.</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	162	0	0	100	0	H	H	SP2
HC&OP	CH36	<p><b>Service Description</b></p> <p><b>Single homeless contracts (YMCA, Spear, Grenfell)</b> Reduce funding for contracts within the Supporting People area which support single homeless people</p> <p><b>Service Implication</b> Reduced support available for single homeless people - both in terms of the numbers we could support and the range of support we could provide. In turn this would reduce their housing options</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> The risk is that this could increase pressure on the Housing Needs budget.</p> <p><b>Impact on other departments</b> There is a potential internal pressure within the department on the HNES</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	734	0	£0	£56	£200	H	H	SP2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH37	<p><b>Service Description</b> <b>Direct Provision</b> Residential and supported living management - staff reductions</p> <p><b>Service Implication</b> We would expect to keep front line support staff but reduce management. This would mean less resource to provide outreach and the emphasis would be primarily on providing core services.</p> <p><b>Staffing Implications</b> Redundancies - Some staff would be subject to redundancy. Fewer posts and potentially more responsibility for remaining staff.</p> <p><b>Business Plan implications</b> Emphasis is on providing core services as outlined in the business plan</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,266	0	0	£200		M	H	SS2
HC&OP	CH38	<p><b>Service Description</b> <b>Assessment and Commissioning</b> Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)</p> <p><b>Service Implication</b> We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> We would continue to follow the appropriate model of promoting independence for the client group.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	34,392	0	£17	£720	£0	H	H	SNS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH39	<p><b>Service</b></p> <p><b>Description</b> Extra Care Sheltered Housing</p> <p><b>Service Implication</b> A review of, and reduction in, the extra care sheltered housing provision.</p> <p><b>Staffing Implications</b> This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.</p> <p><b>Business Plan implications</b> There would be potential redundancies within the in-house provision</p> <p><b>Impact on other departments</b> 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.</p> <p><b>Equalities Implications</b> None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	753	0	£0	£0	£450	H	H	SP2 / SS2
<b>Total Adult Social Care Savings</b>				220	2,710	1,576	1,133			
HC&OP	CH40	<p><b>Service</b></p> <p><b>Description</b> Housing Strategy</p> <p><b>Service Implication</b> Housing Strategy officer - deletion of 1 FTE</p> <p><b>Staffing Implications</b> Delays in completing key research that provide essential</p> <p><b>Business Plan implications</b> Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014</p> <p><b>Impact on other departments</b> Delayed production of statutory strategies</p> <p><b>Equalities Implications</b> Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.</p> <p>Reduced monitoring of Equalities data in relation to the housing needs service and strategy service</p>	94	0	43	0	0	L	M	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
		<u>Service</u>	<b>Environmental Health Housing</b>								
HC&OP	CH41	<p><b>Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p>Environmental health Technical officer deletion of 1 FTE  Reduction in response times to service requests from private sector tenants. Less field work carried out and reduced detection and reduction of category one health and safety hazards. Reduction in response times to Disabled Facilities Grant applications.  Increase in case loads for EHH officers and redundancy costs.  Reduction in response times. DFG applications at risk. Number of statutory notices served at risk.  Poorer standards in private sector housing may have health and social care implications, as well as increased risk of episodes of homelessness due to more health and safety hazards making properties unreasonable to occupy. Other E&amp;R departments may also notice an impact.  The service users approaching the Council for assistance with disrepair issues and Disabled Facility Grant requests are more likely to be from vulnerable backgrounds i.e. older people, disabled people. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	218	0	33	0	0	L	H	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH42	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Housing Options</b></p> <p>Housing options adviser deletion of 1.5 FTE</p> <p>The loss of front line operational staff may affect the Council's ability to respond to housing need particularly in its ability to respond in a timely manner to prevent homelessness. The likely outcome will be a reduction in homelessness preventions and an increased use of temporary accommodation with a corresponding increase in non-controllable general fund expenditure.</p> <p>This will lead to redundancy costs for the Council and possible increases in caseloads for remaining staff.</p> <p>Homelessness Preventions: Currently 550 households prevented from becoming homelessness each year, the reduction of 1.5 officers would see a decrease in the number of homeless preventions being achieved.</p> <p>Increased homelessness has impacts in both CSF and adult social care. Increased rough sleeping will impact on crime and disorder.</p> <p>BME communities are over represented nationally in homeless statistics and this may lead to a further increase in episodes of homelessness for these groups. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	543	0	53	0	0	M	H	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH43	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Housing Needs and Enablement Service and Environmental Health Housing</b></p> <p>Further Staff reductions. This will represent a reduction in staff from any areas of the HNES &amp; EHH.</p> <p>The loss of front line operational staff will affect the Council's ability to respond to housing need, particularly in its ability to respond in a timely manner to prevent homelessness and sustain tenancies in the private rented sector.</p> <p>Redundancies - Some staff would be subject to redundancy. This would also lead to an increased workload for the remaining staff.</p> <p>This would impact services across the division - impacting our ability to prevent homelessness, maintain standards in private sector accommodation and maintain our statutory housing strategies.</p> <p>Increased homelessness has impacts in both children and adult social care. Increased rough sleeping will impact on crime and disorder.</p> <p>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. There would also be an equalities implication in terms of the staff who would be impacted by any redundancies.</p>	1,102	0	0	100	62	H	H	SS2
<b>Total Housing General Fund Savings</b>					129	100	62				
HC&OP	CH44	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Deletion of all administrative support</p> <p>All admin functions will be undertaken by managers and staff. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library.</p> <p>Deletion of 1xFTE</p> <p>None identified provided that new online hall booking system is installed correctly and does not impact on current income levels.</p> <p>Single point of contact for Bookstart enquiries will be dispersed to a library team with a lead contact.</p> <p>Support will be provided in libraries and by telephone for customers who cannot make online bookings.</p>	59	0	26	0	0	M	M	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH45	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Reduction in activities programme</p> <p>Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes.</p> <p>None identified.</p> <p>None identified. All schemes will continue but delivered in more cost effective ways.</p> <p>None identified.</p> <p>None identified.</p>	2	0	2	0	0	L	M	SNS1
HC&OP	CH46	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Withdrawal from annual CIPFA public library user survey (PLUS)</p> <p>The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner.</p> <p>None identified.</p> <p>Some impact on benchmarking and ability to measure customer satisfaction but nothing specific.</p> <p>None identified.</p> <p>Reduced information on customer satisfaction although some information can be retrieved through other sources.</p>	3	0	3	0	0	L	M	SNS1

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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH47	<p><b>Service</b> <b>Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b> <b>Equalities Implications</b></p>	<b>Library &amp; Heritage Service</b>	38	0	20	0	0	M	M	SNS1
		<p>Reduction in volunteering contract</p> <p>A reduction in the contract to the voluntary sector to provide this service. The proposal will have no effect on the Home Visits Library Service but will mean that the recruitment of volunteers will be fully managed by the library service. The proposal should streamline the volunteer recruitment process but will increase capacity constraints.</p> <p>Some impact on staff meaning that they will have to undertake more administrative processes in the volunteer recruitment process.</p> <p>Volunteering recruitment and retention are key service priorities. It is felt that the changes being proposed would lead to improved recruitment time for volunteers but will increase capacity challenges.</p> <p>None identified.</p> <p>None identified.</p>									
HC&OP	CH48	<p><b>Service</b> <b>Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b> <b>Equalities Implications</b></p>	<b>Library &amp; Heritage Service</b>	239	0	45	0	0	M	M	SNS1
		<p>Reduction in media fund</p> <p>The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems, availability of stock through the wider London network of libraries and the likely transfer of more customers to using e-book services.</p> <p>None identified.</p> <p>Stock borrowing and active usage are key service objectives. These reductions will likely lead to less choice and could lead to a reduction in usage and customer satisfaction.</p> <p>None identified.</p> <p>Reduced customer choice will be mitigated somewhat by improving procurement methods.</p>									



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

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH49	<p><b>Service</b> <b>Library &amp; Heritage Service</b></p> <p><b>Description</b> Additional staff savings</p> <p><b>Service Implication</b> Savings to be delivered through process re-engineering and redistributing responsibilities across service structure.</p> <p><b>Staffing Implications</b> Deletion of 1.5xFTE</p> <p><b>Business Plan implications</b> No specific implications but could have an effect on usage, customer satisfaction and income.</p> <p><b>Impact on other departments</b> None identified.</p> <p><b>Equalities Implications</b> More customer support will be provided online and via self-service. Recruitment of additional volunteers will attempt to mitigate any service reductions.</p>	1,070	0	0	38	0	M	M	SS2
HC&OP	CH50	<p><b>Service</b> <b>Library &amp; Heritage Service</b></p> <p><b>Description</b> Deletion of Projects &amp; Procurement Manager post</p> <p><b>Service Implication</b> The Projects &amp; Procurement Manager post is a fixed term post in place to ensure the smooth rollout of new self-service technology and to progress library redevelopments along with managing efficiency savings already agreed. The contract ends in March 2017 and the post has been put forward for savings upon its expiry.</p> <p><b>Staffing Implications</b> Deletion of 0.6xFTE</p> <p><b>Business Plan implications</b> The post is crucial to ensuring that efficiency savings are delivered but is proposed to be deleted upon completion of these works.</p> <p><b>Impact on other departments</b> None identified.</p> <p><b>Equalities Implications</b> None identified.</p>	184	0	0	22	0	M	M	SS2
<b>Total Libraries Savings</b>					96	60	-			
<b>Total Community &amp; Housing Savings</b>				220	2,935	1,736	1,195			

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**Savings Type**

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

**Panel**

<b>C&amp;YP</b>	<b>Children &amp; Young People</b>
<b>O&amp;S</b>	<b>Overview and Scrutiny</b>
<b>HC&amp;OP</b>	<b>Healthier Communities &amp; Older People</b>
<b>SC</b>	<b>Sustainable Communities</b>

## SAVINGS REJECTED BY CABINET 2013/14

## SUMMARY

Service Area	2013/14	2014/15	2015/16	2016/17	TOTAL
	£000	£000	£000	£000	£000
Corporate Services	0	0	0	0	0
Children, Schools and Families	0	25	0	0	25
Environment and Regeneration	0	122	120	80	322
Community and Housing	0	0	0	0	0
Rejected by Cabinet	0	147	120	80	
<b>Cumulative</b>	<b>0</b>	<b>147</b>	<b>267</b>	<b>347</b>	

## DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF06	<b>Service Description</b>	<b>CSF Children Social Care &amp; Youth Inclusion</b> Duke of Edinburgh reprovide via schools funding	53		25			L	L	SI2
		<b>Service Implication</b>	Seek new partnership with schools to fund DofE work with pupils.								
		<b>Staffing Implications</b>	None if income target met.								
		<b>Business Plan implications</b>	Expansion of sixth forms and RPA could mean more potential GOLD groups and more income required from schools.								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
<b>Sub-total: Children, Schools and Families Rejected Savings 2013/14</b>					0	25	0	0			

## DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN38	<b>Service/Section Description</b>	<b>Leisure &amp; Culture Development Team</b> Reduction of Core Arts Grants to Attic Theatre - Proposal to further reduce Attic by £1k per annum in each of 2015/16 & 2016/17 financial years	120			1	1	Low	Medium	SNS2
		<b>Service Implication</b>	There are already reductions year on year on this grant and this would continue the reductions for two further years requiring the organisations to generate this shortfall through alternative funding sources and income generation								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
SC	EN44	<b>Service/Section Description</b>	<b>Parks, Greenspaces &amp; Cemeteries</b> Undertake Public Value Review to drive out savings in parks and green spaces.	1,565		78	119	79	Low	High	SS2
		<b>Service Implication</b>	Potentially a significant reduction of core in-house service establishment. Greater community and voluntary sector inputs to front line service delivery. Has potential to result in reduction of direct local authority control of policy, strategy and quality standards within affected sites however.								
		<b>Staffing Implications</b>	Depending on the outcome of the PVR, staff losses of 10-12FTE could be anticipated.								
		<b>Business Plan implications</b>	Yes. Integral to current service plan projects								
		<b>Impact on other departments</b>	No significant impact								
		<b>Equalities Implications</b>	Yes								

## DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	EN46	<p><b>Service/Section Description</b>  <b>Parks, Greenspaces &amp; Cemeteries</b>            Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks).( Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydons Road RG and Joseph Hood RG)  <b>Service Implication</b>            Increased revenue from parking fees.Could however lead to a reduction in park usage and non parking income.  <b>Staffing Implications</b>            No  <b>Business Plan implications</b>            Yes. Integral to current service plan projects  <b>Impact on other departments</b>            Yes, especially Parking Services  <b>Equalities Implications</b>            Yes</p>	1,565		44				Medium	Medium	SI2
<b>Sub-total: Environment and Regeneration Rejected Savings 2013/14</b>				0	122	120	80				
<b>Total</b>				0	147	120	80				
<b>Total - Cumulative</b>				0	147	267	347				

## SAVINGS REJECTED BY CABINET 17 February 2014

## SUMMARY

<b>Service Area</b>	<b>2015-16 £000</b>	<b>2016-17 £000</b>	<b>2017-18 £000</b>	<b>Total £000</b>
Corporate Services	0	5	0	5
Children, Schools and Families	0	0	239	239
Environment and Regeneration	400	100	0	500
Community and Housing	0	0	0	0
Rejected by Cabinet	400	105	239	744
Cumulative	400	505	744	

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS69	<p><b>Infrastructure &amp; Transactions</b></p> <p><b>Description</b> Cease Councillors courier service and send items electronically or via the standard postal system.</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p>			5		Low	Low	SNS2
<b>Total Corporate Services Savings</b>				<b>0</b>	<b>5</b>	<b>0</b>			

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2014/18

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF03	<p><b>Service Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>All Divisions</b></p> <p>Further reductions in staffing across CSF. Detailed proposals will need to be determined nearer the time in the context of statutory requirements and regulatory arrangements, demographic changes in overall numbers and the profile of the population. Will involve reduced thresholds and management of increased risks in relation to safeguarding. May require us to challenge regulatory staffing ratios.</p> <p>Approximately 8 staff FTE redundant.</p> <p>Reduced service offering. Significantly increased risk.</p> <p>Unlikely to be significant but will need to be assessed in light of detailed proposals at the time.</p> <p>Will lead to a reduction in service to disadvantaged groups within the community.</p>	22,661				239	High	High	SS2
<b>Total Children, Schools and Families Savings</b>					0	0	0	239			



## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV03	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Deletion of two enforcement officer posts	184	80			Low	High	SS2
		<b>Service Implication</b>	Although a non-statutory service, this will lead to a sharp decrease in the sections ability to respond to enforcement complaints.							
		<b>Staffing Implications</b>	Loss of 2 FTE's.							
		<b>Business Plan implications</b>	Significantly reduced ability to respond to enforcement complaints and resulting inability to support built environment objectives. Complaints will not cease so significant impact on DC sections ability to operate and generate income.							
		<b>Impact on other departments</b>	Ability to progress joint actions to improve areas will be reduced.							
		<b>Equalities Implications</b>	None							
SC	EV04	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Outsourcing of certain administrative functions	204	30			Medium	Medium	SS2
		<b>Service Implication</b>	It is not entirely proven that outsourcing (scanning) will be more efficient as the team works very well. Other authorities have had issues with loss of control. Further analysis will be needed							
		<b>Staffing Implications</b>	1FTE although depends on which functions are outsourced and the cost of those services							
		<b>Business Plan implications</b>	Loss of control of functions could lead to a slow down in business processes.							
		<b>Impact on other departments</b>	None envisaged if successful							
		<b>Equalities Implications</b>	None							

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV05	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Development of shared service for Planning and Building Control admin	204	30			Medium	Medium	SS1
		<b>Service Implication</b>	The admin service has already been reduced to a point where it is not possible to progress work on time resulting in reduced service performance. Conjoining the admin teams may provide resilience but efficiencies are unlikely							
		<b>Staffing Implications</b>	Loss of one FTE							
		<b>Business Plan implications</b>	Reduced ability to progress cases to professional officers on time resulting in further reduced performance, more complaints and downward spiral in service provision							
		<b>Impact on other departments</b>	Reduced performance will slow respond times for other council projects i.e. Schools							
		<b>Equalities Implications</b>	None							
SC	EV06	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Deletion of two planning officer posts	217	80			Low	High	SS2
		<b>Service Implication</b>	This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service.							
		<b>Staffing Implications</b>	Loss of 2 professionally qualified planners							
		<b>Business Plan implications</b>	Significantly reduced ability to determine planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Government intervention. HPDG (The Housing & Planning Delivery Grant) has historically funded 2 posts. This grant aid will expire in June 2014 in any event. This will significantly exacerbate the impact of these savings proposals.							
		<b>Impact on other departments</b>	Reduced ability to progress councils own developments on time e.g. Schools expansion programme ,Future Merton regeneration initiatives.							
		<b>Equalities Implications</b>	None							

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV07	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Deletion of one planning area team leader post	126	50			Low	High	SS2
		<b>Service Implication</b>	This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service.							
		<b>Staffing Implications</b>	Loss of one professionally qualified team leader.							
		<b>Business Plan implications</b>	Significantly reduced ability to progress planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Gov't intervention							
		<b>Impact on other departments</b>	Reduced ability to progress councils own developments on time e.g. Schools expansion programme ,Future Merton regeneration initiatives.							
		<b>Equalities Implications</b>	None							
	EV10	<b>Service/Section Description</b>	<b>Greenspaces</b> To be determined through TOM, which will generate a series of business cases for volunteering channel shift and commercialisation of service.	2,763	130	100		Medium	High	SP1
		<b>Service Implication</b>	To be determined through TOM; working with volunteering channel shift to mitigate impact and maintain current level of service delivery; increase income through further commercialisation to offset budget reduction.							
		<b>Staffing Implications</b>	To be determined through TOM							
		<b>Business Plan implications</b>	To be determined through TOM							
		<b>Impact on other departments</b>	To be determined through TOM							
		<b>Equalities Implications</b>	To be determined through TOM							
<b>Total Environment and Regeneration Savings: REJECTED/DEFERRED SAVINGS</b>					<b>400</b>	<b>100</b>	<b>0</b>			

## Council Tax Base 2015/16

### 1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 1.2 In 2013/14 the Council Tax Base calculation was affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensured that new local council tax support schemes, implemented under the Local Government Finance Act 2012, were fully reflected in the council tax base for all authorities.
- 1.3 At its meeting on 10 November 2014, Cabinet considered two reports which have implications for the Council Tax being, being Council Tax Empty Homes Premium, and the Council Tax Support Scheme 2015/16. At the meeting it was resolved that:-
- That Cabinet agrees that the Council will implement the council tax empty home premium of an additional charge of 50% on the council tax for long term empty properties (over two years empty) from 1<sup>st</sup> April 2015.
  - That Cabinet agree to the uprating changes for the 2015/16 council tax support scheme, detailed in the report, in order to maintain low council tax charges for those on lower incomes and other vulnerable residents.
- 1.4 The calculation of the Council Tax Base reflects the changes agreed by Cabinet.

### 2. CALCULATING THE COUNCIL TAX BASE FOR 2015/16

- 2.1 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 2.2 The relevant amounts are calculated as
- number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
  - adjusted for the number of exemptions, discounts, reductions for disability, and premiums that apply to those dwellings.

- 2.3 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 17 October 2014 and Merton met this deadline.
- 2.4 The CTB form for 2015/16 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 2.5 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year. There is currently a review of the WPCC boundaries which may have an impact on the final calculation of the WPCC Council Tax Base.

## 2.6 Assumptions in the MTFS

- 2.6.1 Other than changes in the actual council tax rates levied, in producing a forecast of council tax yield in future years, there are two key variables to be considered:-
- the year on year change in Council Tax Base
  - the council tax collection rate
- 2.6.2 The draft MTFS reported to Cabinet on 20 October assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.
- 2.6.3 The assumptions used in paragraph 2.6.2 will be applied to the latest Council Tax Base information included on the CTB return completed on 17 October 2014.

## 2.7 Information from the October 2013 Council Tax Base Return

- 2.7.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.
- 2.7.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2013/14:-

<b>Council Tax Base</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Change</b>
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common Conservators	10,708.8	10,880.0	1.6%

### 3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

- 3.1 Assuming that council tax charges remain as for 2014/15 the estimated income compared to 2014/15 and the current assumption in the MTFS are summarised in the following table:-

<b>Council Tax: Whole area</b>	<b>2014/15</b>	<b>2015/16 MTFS Council 5/3/14</b>	<b>2015/16 MTFS Cabinet 20/10/14</b>	<b>2015/16 Based on CTB Return</b>
Tax Base	68,087.4	68,427.8	68,604.2	69,638.0
Band D Council Tax	£1,102.25	£1,102.25	£1,102.25	£1,102.25
<b>Estimated Yield</b>	<b>£75.05m</b>	<b>£75.43m</b>	<b>£75.62m</b>	<b>£76.76m</b>
Change: 14/15 – latest 15/16				+ £1.71m
Change: Council–latest 15/16				+ £1.33m
Change: Cabinet–latest 15/16				+ £1.14m

#### 3.2 Analysis of changes in yield 2014/15 to latest 2015/16

- 3.2.1 There are a number of reasons for the change in estimated yield between 2014/15 and the latest estimate based on the CTB data.
- 3.2.2 Over this period the Council Tax Base increased by 1,550.6 from 68,087.4 to 69,638 which multiplied by the Band D Council Tax of £1,102.55 results in additional yield of £1.709m.
- 3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits between years varies and the methodology used in each year is different. However, broadly the changes can be analysed as follows:-
- Change in collection rate from 97% to 97.25%  
This increases the Council Tax Base by about 170 per year and equates to additional yield of approximately £0.187m.
  - Number of Chargeable Dwellings and Exempt Dwellings  
Between years the number of properties increased by 348 from 82,241 to 82,589 and the number of exempt dwellings reduced by 89 from 949 to 860. This means that the number of chargeable dwellings increased by 437 between years. Based on a full charge, this equates to additional council tax of £0.482m.
  - Amount of Council Tax Support Reduction  
In 2014/15 there was a reduction of 10,309.31 to the Council Tax Base for the council tax support reduction. This has reduced to 9,686.64 in 2015/16 which is a change of 622.67 and equates additional council tax of about £0.686m.

d) Changes in Discounts and Exemptions

Overall, the level of discounts and exemptions in the 2015/16 calculation is less than that included in 2014/15 resulting in an increase of about 353 in the council tax base which increases yield by around £0.389m

e) Summary

The following puts the individual elements together to show how the potential council tax yield changes between 2014/15 and 2015/16:-

	Approx. Change in Council Tax Base	Approx. Change in Council Tax yield £m
Increase Collection Rate: 97% to 97.25%	170	0.187
Increase in number of chargeable dwellings	437	0.482
Change in Council Tax Support Reductions	623	0.686
Change in discounts and exemptions	353	0.389
Balance due to changes in distribution etc.	(32)	(0.035)
Total	1,551	1.709





Approved and Indicative Programme as at October 2014 Monitoring with Proposed Changes

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Children, Schools and Families</b>										
Total Primary School Expansions	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
Total Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Total Other	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
<b>Total Children, Schools and Families</b>	<b>25,265,200</b>	<b>18,263,560</b>	<b>23,789,140</b>	<b>20,874,360</b>	<b>20,103,800</b>	<b>3,265,600</b>	<b>7,246,800</b>	<b>5,059,580</b>	<b>658,800</b>	<b>658,800</b>
<b>Environment and Regeneration</b>										
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Greenspaces	998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Highways General Planned Works	714,630	434,600	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Leisure Centres	734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Total Other E&R	234,340	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	1,342,910	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Total Plans and Projects	70,000	0	0	0	0	0	0	0	0	0
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Scene	80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Transport for London	2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Total Traffic and Parking Management	216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Transport and Plant	620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	0
Total Waste Operations	215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,000
<b>Total Environment and Regeneration</b>	<b>13,097,750</b>	<b>17,470,560</b>	<b>17,274,500</b>	<b>5,500,500</b>	<b>6,378,500</b>	<b>4,873,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>

	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Corporate Services</b>												
<b>Corporate Budgets</b>												
Acquisitions Budget	CA003MA	OSC	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	CT012EAZ	OSC	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	CA004MA	OSC	500,000	1,000,000	500,000	0	0	0	0	0	0	0
<b>Total Corporate Budgets</b>			<b>1,782,500</b>	<b>2,007,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Improvements</b>												
Replace doc management system	CT012EM	OSC	300,000	440,000	0	0	0	0	0	0	0	0
Customer Contact Programme	CT021EA	OSC	300,000	485,000	0	0	0	0	0	0	0	0
Data Labing	CT023NA	OSC	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	CT007EA	OSC	400,000	571,000	0	0	0	0	0	0	0	0
<b>Total Buisness Improvement</b>			<b>1,293,840</b>	<b>1,496,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Governance</b>												
IER Capital Hardware	CT019NC	OSC	9,920	0	0	0	0	0	0	0	0	0
<b>Total Corporate Governance</b>			<b>9,920</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>												
Improving Information Systems	CT020NB	OSC	333,450	228,250	0	0	0	0	0	0	0	0
<b>Total Resources</b>			<b>333,450</b>	<b>228,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>												
Disaster recovery	CT003EA	OSC	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	CT006EA	OSC	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	CT012ED	OSC	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	CT022EA	OSC	125,000	200,000	200,000	75,000	0	0	0	0	0	0
Room and Space Management	CT007EX	OSC	66,500	0	0	0	0	0	0	0	0	0
<b>Total Information Technology</b>			<b>1,105,280</b>	<b>584,000</b>	<b>1,862,000</b>	<b>1,881,000</b>	<b>1,007,000</b>	<b>575,000</b>	<b>860,000</b>	<b>770,000</b>	<b>560,000</b>	<b>575,000</b>
<b>Facilities Management</b>												
Civic Centre refurbishment	CF001AB	OSC	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	CF002SA	OSC	500,000	1,800,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	CF011FA	OSC	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	CF011FB	OSC	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	CF004SA	OSC	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	CF001AL	OSC	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers		OSC	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment		OSC	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improvements		OSC	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	CF001AK	OSC	145,920	0	0	0	0	0	0	0	0	0
<b>Total Facilities Management</b>			<b>1,410,920</b>	<b>2,185,300</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,750,000</b>	<b>925,000</b>	<b>900,000</b>	<b>875,000</b>	<b>875,000</b>	<b>875,000</b>
<b>TOTAL</b>			<b>5,935,910</b>	<b>6,500,550</b>	<b>3,862,000</b>	<b>2,881,000</b>	<b>2,757,000</b>	<b>1,500,000</b>	<b>1,760,000</b>	<b>1,645,000</b>	<b>1,435,000</b>	<b>1,450,000</b>



Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Primary School Expansions</b>										
All Saints/ South Wim YCC exp	14,250	0	0	0	0	0	0	0	0	0
Cranmer expansion	2,051,770	0	0	0	0	0	0	0	0	0
Dundonald expansion	788,000	4,218,860	1,117,000	0	0	0	0	0	0	0
Gorrige Park expansion	9,620	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	3,216,520	1,623,830	0	0	0	0	0	0	0	0
Holy Trinity Expansion	61,000	0	0	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	83,350	0	0	0	0	0	0	0	0	0
Liberty expansion	2,620	0	0	0	0	0	0	0	0	0
Merton Abbey	3,621,050	889,710	0	0	0	0	0	0	0	0
Pelham School Expansion	2,992,220	2,523,340	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	3,586,740	410,730	0	0	0	0	0	0	0	0
St Mary's expansion	2,786,850	159,190	0	0	0	0	0	0	0	0
Singlegate expansion	2,915,000	2,493,830	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	3,580	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	429,380	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	95,000	2,575,000	2,075,000	0	0	0	0	0	0
23 FE School Expansion	0	0	100,000	555,000	2,575,000	1,600,000	0	0	0	0
26 FE School Expansion	0	0	0	618,780	0	0	0	0	0	0
27 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
28 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
<b>Total Primary School Expansions</b>	<b>22,561,950</b>	<b>12,414,490</b>	<b>3,792,000</b>	<b>3,848,780</b>	<b>2,575,000</b>	<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Scheme 1 Phased Extra 4fe	20,000	180,000	2,800,000	0	3,677,560	0	0	0	0	0
Scheme 2 Phased Extra 4fe	20,000	180,000	2,800,000	0	2,270,120	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	20,000	180,000	2,800,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	0	95,000	1,500,000	1,527,640	0	0	0	0	0
Scheme 6 Phased Extra 2fe	20,000	30,000	1,900,000	3,000,000	2,000,000	0	0	0	0	0
Scheme 4 New School Extra 6fe	20,000	1,080,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
<b>Secondary School Expansions</b>	<b>100,000</b>	<b>1,650,000</b>	<b>14,395,000</b>	<b>11,500,000</b>	<b>13,954,270</b>	<b>0</b>	<b>6,000,000</b>	<b>4,008,000</b>	<b>0</b>	<b>0</b>

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Children, Schools and Families</b>										
Cricket Green	20,000	130,050	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	179,110	836,290	0	0	0	0	0	0	0	0
Perseid	335,670	1,150,270	0	0	850,000	850,000	0	0	0	0
Perseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	40,000	1,160,000	0	0	0	0	0	0	0	0
<b>Total SEN</b>	<b>574,780</b>	<b>3,376,610</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>850,000</b>	<b>850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other										
Feasibility										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Devolved Formula Capital	408,830	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	666,170	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Merton Pk- Entrance adaptation	630	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Free School Meals	575,270	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	372,800	0	0	0	0	0	0	0	0	0
<b>Total Other</b>	<b>2,028,470</b>	<b>822,460</b>	<b>2,602,140</b>	<b>2,525,580</b>	<b>2,724,530</b>	<b>815,600</b>	<b>1,246,800</b>	<b>1,051,580</b>	<b>658,800</b>	<b>658,800</b>
<b>TOTAL</b>	<b>25,265,200</b>	<b>18,263,560</b>	<b>23,789,140</b>	<b>20,874,360</b>	<b>20,103,800</b>	<b>3,265,600</b>	<b>7,246,800</b>	<b>5,059,580</b>	<b>658,800</b>	<b>658,800</b>











Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
A298/A238 Strategic Corridor	CE104FQ	SC	291,000	0	0	0	0	0	0	0	0	0
<b>Total Transport for London</b>			<b>2,295,050</b>	<b>1,310,000</b>	<b>1,271,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Traffic and Parking Management</b>												
Traffic Schemes	CE142FA	SC	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	CE150NA	SC	37,500	0	0	0	0	0	0	0	0	0
S106 Cycle Imp Beverley Rounda		SC	43,500	0	0	0	0	0	0	0	0	0
<b>Total Traffic and Parking Management</b>			<b>216,730</b>	<b>135,000</b>	<b>150,000</b>	<b>156,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>
<b>Transport and Plant</b>												
Replacement of Fleet Vehicles	CE082EA	SC	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	CE085FA	SC	0	9,400	0	0	0	0	0	0	0	0
Shared Space	CE085FF	SC	0	20,000	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	CE085FR	SC	0	5,000	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	CE085FS	SC	30,000	12,490	0	0	0	0	0	0	0	0
Transportation Enhancements	CE085FW	SC	0	5,000,000	0	0	0	0	0	0	0	0
<b>Total Transport and Plant</b>			<b>620,000</b>	<b>5,546,890</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Safer Merton - CCTV &amp; ASB</b>												
CCTV (match funding)	CE002EA	SC	0	300,000	300,000	0	0	0	0	0	0	0
<b>Total Safer Merton - CCTV &amp; ASB</b>			<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Waste Operations</b>												
Alley Gating Scheme - Fly Tip	CE087FA	SC	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	CE090SA	SC	29,000	23,500	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	CE001EC	SC	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	CE092EA	SC	30,900	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	CE148EA	SC	130,000	0	0	0	0	0	0	0	0	0
<b>Total Waste Operations</b>			<b>215,400</b>	<b>49,000</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>TOTAL</b>			<b>13,097,750</b>	<b>17,470,560</b>	<b>17,274,500</b>	<b>5,500,500</b>	<b>6,378,500</b>	<b>4,873,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>

**Previously Agreed Savings****DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2014/17	EN14	<b>Service/Section Description</b>	<b>Waste and Street Cleansing Operations</b> Mobile technology including GPS and in cab monitors. Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency.	100		
		<b>Service Implication</b>	None			
		<b>Staffing</b>	3fte			
		<b>Business Plan implications</b>	None			
		<b>Impact on other departments</b>	Call centre			
		<b>Equalities Implications</b>	None			
<b>Total Environment and Regeneration Savings</b>				<b>100</b>	<b>0</b>	<b>0</b>

## Deferred Savings proposals

### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2014/17	EN14	<b>Service/Section Description</b>	<b>Waste and Street Cleansing Operations</b> Mobile technology including GPS and in cab monitors. Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency.	-100	100	
		<b>Service Implication</b>	None			
		<b>Staffing Implications</b>	3fte			
		<b>Business Plan implications</b>	None			
		<b>Impact on other departments</b>	Call centre			
		<b>Equalities</b>	None			
<b>Total Environment and Regeneration Savings</b>				<b>-100</b>	<b>100</b>	<b>0</b>

## DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
<b>Departmental Base Budget 2014/15</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	0	0	0
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(334)	(436)	(436)	(436)
Taxi card/Concessionary Fares	158	608	1,058	1,508
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	610	986	1,056	1,129
<b>Re-Priced Departmental Budget</b>	<b>145,675</b>	<b>145,761</b>	<b>149,456</b>	<b>153,578</b>
Treasury/Capital financing	13,685	14,386	15,782	17,180
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,769)	(12,474)	(12,473)	(12,473)
Levies	637	637	637	637
<b>Sub-total: Corporate provisions</b>	<b>6,758</b>	<b>6,944</b>	<b>8,538</b>	<b>10,143</b>
<b>BUDGET REQUIREMENT</b>	<b>152,433</b>	<b>152,705</b>	<b>157,994</b>	<b>163,722</b>
<b>Funded by:</b>				
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(35,155)	(36,515)
C. Tax Freeze Grant 2015/16	(868)	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,487)	(2,000)	(2,000)	(2,000)
Council Tax inc. WPC	(77,051)	(77,435)	(77,821)	(78,208)
Collection Fund – (Surplus)/Deficit	421	0	0	0
<b>TOTAL FUNDING</b>	<b>(148,879)</b>	<b>(142,270)</b>	<b>(135,706)</b>	<b>(133,508)</b>
<b>GAP excluding Use of Reserves (Cumulative)</b>	<b>3,554</b>	<b>10,435</b>	<b>22,289</b>	<b>30,214</b>
- Use of Reserves	(2,841)	1,003	(3,914)	0
<b>GAP including Use of Reserves (Cumulative)</b>	<b>713</b>	<b>11,438</b>	<b>18,375</b>	<b>30,214</b>
- Savings/Income Proposals 2015/16	(713)	(11,438)	(15,443)	(16,591)
<b>Gap</b>	<b>0</b>	<b>0</b>	<b>2,932</b>	<b>13,623</b>

# **Draft Departmental Budget Summaries 2015-16**

## SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS		2014/15	2015/16	
Total FTE Staff		2,200.5	2,176.1	
SUBJECTIVE ANALYSIS OF ESTIMATES				
	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	90,272	1,085	608	91,965
Premises	8,808	87	(367)	8,527
Transport	12,824	106	678	13,608
Supplies and Services	159,257	853	3,709	163,819
Third Party Payments	79,750	1,005	481	81,237
Transfer Payments	108,354	0	(4,419)	103,934
Support Services	30,821	0	1,489	32,310
Depreciation and Impairment Losses	15,226	0	1,280	16,506
<b>GROSS EXPENDITURE</b>	<b>505,312</b>	<b>3,136</b>	<b>3,459</b>	<b>511,906</b>
<b>Income</b>				
Government Grants	(250,308)	0	452	(249,856)
Other Reimbursements and Contributions	(22,368)	0	(1,224)	(23,592)
Customer and Client Receipts	(55,874)	0	(3,369)	(59,243)
Interest	(44)	0	0	(44)
Recharges	(31,372)	0	(1,646)	(33,018)
Reserves	(929)	0	1,203	274
<b>GROSS INCOME</b>	<b>(360,894)</b>	<b>0</b>	<b>(4,585)</b>	<b>(365,480)</b>
<b>NET EXPENDITURE</b>	<b>144,417</b>	<b>3,136</b>	<b>(1,126)</b>	<b>146,427</b>
Corporate Provisions	18,125	(0)	(15,671)	2,452
<b>NET EXPENDITURE</b>	<b>162,542</b>	<b>3,136</b>	<b>(16,798)</b>	<b>148,879</b>
<b>Funded by:</b>				
Revenue Support Grant	(39,738)	0	9,602	(30,136)
Business Rates	(34,371)	0	410	(33,961)
New Homes Bonus	(3,199)	0	712	(2,487)
Council Tax	(75,049)	0	(1,709)	(76,758)
Council Tax Freeze Grant 2015/16	0	0	(868)	(868)
Council Tax Freeze Grant 2014/15	(858)	0	858	0
WPCCL Levy	(293)	0	0	(293)
Collection Fund	(4,236)	0	4,657	421
PFI Grant	(4,797)	0	0	(4,797)
	<b>(162,542)</b>	<b>0</b>	<b>13,663</b>	<b>(148,879)</b>
	<b>0</b>	<b>3,136</b>	<b>(3,136)</b>	<b>0</b>
Other Variations: Contingency/Other				
Major Items: Corporate Provisions		£000	fte	
Corporate borrowing and Investment		104	0.0	
Further provision for revaluation/RCCO		(2,101)	0.0	
Pension Fund and Auto-enrolment		(9,392)	0.0	
Contingency and centrally held provisions		(98)	0.0	
Change in Grants		110	0.0	
Appropriation to/from Reserves		(2,841)	0.0	
Depreciation and impairment		(1,279)	0.0	
CHAS - dividend		(174)	0.0	
Levies		0	0.0	
<b>TOTAL</b>		<b>(15,671)</b>	<b>0</b>	

## SUMMARY

## FULL TIME EQUIVALENTS

Total FTE Staff

2014/15	2015/16
2,200.5	2,176.1

## SERVICE AREA ANALYSIS

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Corporate Services	11,285	251	(306)	11,229
Education Services	48,040	853	(4)	48,889
Children's Services				
Environment and Regeneration	22,853	363	(371)	22,845
Adult Social Care	61,333	832	(445)	61,720
Cultural Services				
Housing General Fund				
Public Health	0	0	0	0
Single Status	100	0	0	100
Pay Award	807	837	0	1,644
<b>TOTAL NET SERVICE EXPENDITURE</b>	<b>144,417</b>	<b>3,136</b>	<b>(1,126)</b>	<b>146,427</b>
<i>Corporate Provisions/Appropriations</i>	<b>18,125</b>	<b>0</b>	<b>(15,671)</b>	<b>2,453</b>
<b>NET EXPENDITURE</b>	<b>162,542</b>	<b>3,136</b>	<b>(16,798)</b>	<b>148,879</b>
<b>Funded by:</b>				
Revenue Support Grant	(39,738)	0	9,602	(30,136)
Business Rates	(34,371)	0	410	(33,961)
New Homes Bonus	(3,199)	0	712	(2,487)
Council Tax	(75,049)	0	(1,709)	(76,758)
Council Tax Freeze Grant 2015/16	0	0	(868)	(868)
Council Tax Freeze Grant 2014/15	(858)	0	858	0
WPCC Levy	(293)	0	0	(293)
Collection Fund	(4,236)	0	4,657	421
PFI Grant	(4,797)	0	0	(4,797)
	<b>(162,542)</b>	<b>0</b>	<b>13,663</b>	<b>(148,879)</b>
	<b>0</b>	<b>3,136</b>	<b>(3,136)</b>	<b>0</b>

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	104	0.0
Further provision for revaluation/RCCO	(2,101)	0.0
Pension Fund and Auto-enrolment	(9,392)	0.0
Contingency and centrally held provisions	(98)	0.0
Change in Grants	110	0.0
Appropriation to/from Reserves	(2,841)	0.0
Depreciation and impairment	(1,279)	0.0
CHAS - dividend	(174)	0.0
Levies	0	0.0
<b>TOTAL</b>	<b>(15,671)</b>	<b>0</b>



## CORPORATE ITEMS ANALYSIS

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Cost of Borrowing including Minimum Revenue Provision	14,103	0	117	14,220
Further provision for revaluation/RCCO	2,165	0	(2,101)	64
Pension Fund	13,134	0	(9,392)	3,742
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	300	0	(200)	100
Adjustment re Income re P3/P4	400	0	0	400
Provision for excess inflation	585	0	102	687
Bad Debt Provision	500	0	0	500
Contingency	1,500	0	0	1,500
Change in Corporate Specific and Special Grants	(47)	0	110	63
<b>Levies:-</b>				
Lee Valley	214		0	214
London Pensions Fund	266		0	266
Environment Agency	157		0	157
WPCC	293		0	293
<b>GROSS EXPENDITURE</b>	<b>33,871</b>	<b>0</b>	<b>(11,365)</b>	<b>22,507</b>
<b>Income</b>				
Investment Income	(522)		(13)	(535)
Depreciation & Impairment	(15,227)		(1,279)	(16,505)
Use of Reserves - Closing the Gap Reserve	0		(2,841)	(2,841)
CHAS Dividend	0		(174)	(174)
<b>GROSS INCOME</b>	<b>(15,749)</b>	<b>0</b>	<b>(4,307)</b>	<b>(20,055)</b>
<b>NET EXPENDITURE</b>	<b>18,123</b>	<b>0</b>	<b>(15,671)</b>	<b>2,451</b>



**2015/2016 ESTIMATES**

**CORPORATE SERVICES  
DEPARTMENT**

## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff  
 Number of Fixed term contracts  
 Number of FTE Sutton TUPE staff  
 Total FTE

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
<b>512.1</b>	<b>537.3</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	23,220	22	(306)	22,936
Premises	2,882	35	(130)	2,787
Transport	143	2	(5)	139
Supplies and Services	11,078	172	235	11,485
Third Party Payments	1,333	20	(10)	1,343
Transfer Payments	98,188	0	(4,478)	93,710
Support Services	9,259	0	0	9,259
Depreciation and Impairment Losses	1,919	0	125	2,045
<b>GROSS EXPENDITURE</b>	<b>148,022</b>	<b>251</b>	<b>(4,569)</b>	<b>143,704</b>
<b>Income</b>				
Government Grants	(99,909)	0	4,743	(95,165)
Other Reimbursements and Contributions	(5,393)	0	10	(5,383)
Customer and Client Receipts	(6,183)	0	(343)	(6,526)
Interest	0	0	0	0
Recharges	(25,253)	0	(147)	(25,400)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(136,738)</b>	<b>0</b>	<b>4,263</b>	<b>(132,475)</b>
<b>NET EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>(306)</b>	<b>11,229</b>

## SUMMARY: CORPORATE SERVICES DEPARTMENT

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Number of FTE Sutton TUPE staff**  
**Total FTE**

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
<b>512.1</b>	<b>537.3</b>

**SERVICE AREA ANALYSIS**

	CHANGE BETWEEN YEARS			2015/16 Estimate £000
	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	2,465	30	(52)	2,443
Infrastructure & Transactions	(0)	77	(172)	(95)
Business Improvement	69	14	51	134
Corporate Governance	1,610	18	(268)	1,361
Resources	1,942	73	178	2,194
HR	4	13	(44)	(27)
Corporate Items	5,195	24	0	5,219
<b>TOTAL EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>(306)</b>	<b>11,229</b>
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
<b>NET EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>(306)</b>	<b>11,229</b>

## INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services. Safety services was transferred to Infrastructure and Transactions in December 2014.

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

2014/15	2015/16
82.7	89.7
0.0	5.0
82.7	94.7

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	3,365	0	214	3,579
Premises	2,733	33	(121)	2,645
Transport	33	1	3	36
Supplies and Services	2,688	41	84	2,812
Third Party Payments	207	3	0	210
Transfer Payments	0	0	0	0
Support Services	875	0	101	976
Depreciation and Impairment Losses	1,916	0	128	2,045
<b>GROSS EXPENDITURE</b>	<b>11,815</b>	<b>77</b>	<b>409</b>	<b>12,302</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(2,063)	0	(343)	(2,406)
Interest	0	0	0	0
Recharges	(9,752)	0	(238)	(9,990)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(11,815)</b>	<b>0</b>	<b>(581)</b>	<b>(12,396)</b>
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>77</b>	<b>(172)</b>	<b>(95)</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(462)	(3.2)
New savings	(31)	
Transfer between departments	169	9.3
Technical adjustments	24	5.9
Depreciation adjustments	128	
Overheads adjustments		
<b>TOTAL</b>	<b>(172)</b>	<b>12.0</b>

## 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**

2014/15	2015/16
137.4	136.4
2.0	7.0
139.4	143.4

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	5,038	0	(90)	4,947
Premises	20	0	0	20
Transport	63	1	0	64
Supplies and Services	1,447	22	(44)	1,425
Third Party Payments	461	7	(10)	458
Transfer Payments	367	0	(367)	0
Support Services	2,465	0	0	2,465
Depreciation and Impairment Losses	3	0	(3)	0
<b>GROSS EXPENDITURE</b>	<b>9,865</b>	<b>30</b>	<b>(514)</b>	<b>9,381</b>
<b>Income</b>				
Government Grants	(1,981)	0	462	(1,519)
Other Reimbursements and Contributions	(930)	0	0	(930)
Customer and Client Receipts	(2,184)	0	0	(2,184)
Interest	0	0	0	0
Recharges	(2,305)	0	0	(2,305)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(7,400)</b>	<b>0</b>	<b>462</b>	<b>(6,938)</b>
<b>NET EXPENDITURE</b>	<b>2,465</b>	<b>30</b>	<b>(52)</b>	<b>2,443</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(40)	(1.0)
New savings	(33)	
Transfer between departments		
Technical adjustments	24	5.0
Depreciation adjustments		
Overhead adjustments	(3)	
<b>TOTAL</b>	<b>(52)</b>	<b>4.0</b>

## BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Re-engineering, Business Improvement and Programme Office.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

	2014/15	2015/16
Number of Permanent Staff	30.9	31.5
Number of Fixed term contracts	11.0	21.0
Total FTE	41.9	52.5

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,541	0	(60)	1,481
Premises	0	0		0
Transport	3	0		3
Supplies and Services	928	14	111	1,054
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	318	0	0	318
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>2,791</b>	<b>14</b>	<b>51</b>	<b>2,856</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(84)	0	0	(84)
Interest	0	0	0	0
Recharges	(2,638)	0	0	(2,638)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,722)</b>	<b>0</b>	<b>0</b>	<b>(2,722)</b>
<b>NET EXPENDITURE</b>	<b>69</b>	<b>14</b>	<b>51</b>	<b>134</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(81.0)	(1.0)
New savings	(10.0)	
Transfer between departments		
Technical adjustments	142.0	1.5
Depreciation adjustments		
Overheads adjustments		
<b>TOTAL</b>	<b>51.0</b>	<b>0.5</b>

## CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Safety Services was transferred to Infrastructure and Transactions in December 2014.

### FULL TIME EQUIVALENTS (FTE)

	2014/15	2015/16
Number of Permanent Staff	134.5	123.8
Number of Fixed term contracts	0.0	7.0
Total FTE	134.5	130.8

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 2014/15 £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	6,599	0	(332)	6,267
Premises	10	0	(3)	7
Transport	35	0	(3)	32
Supplies and Services	1,654	18	(122)	1,550
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	509	0	(101)	408
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>8,807</b>	<b>18</b>	<b>(561)</b>	<b>8,264</b>
<b>Income</b>				
Government Grants	(170)	0	170	0
Other Reimbursements and Contributions	(4,412)	0	33	(4,379)
Customer and Client Receipts	(530)	0	0	(530)
Interest	0	0	0	0
Recharges	(2,085)	0	91	(1,994)
Reserves	0	0		0
<b>GROSS INCOME</b>	<b>(7,197)</b>	<b>0</b>	<b>294</b>	<b>(6,903)</b>
<b>NET EXPENDITURE</b>	<b>1,610</b>	<b>18</b>	<b>(268)</b>	<b>1,361</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(156)	(1.0)
New savings		
Transfer between departments	(181)	(5.5)
Technical adjustments	69	2.8
Depreciation adjustments		
Overhead adjustments		
<b>TOTAL</b>	<b>(268)</b>	<b>(3.7)</b>



## RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2014/15	2015/16
67.2	67.4
1.0	5.0
68.2	72.4

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	3,821	0	(19)	3,802
Premises	105	2	(6)	100
Transport	4	0		4
Supplies and Services	3,834	69	207	4,110
Third Party Payments	169	3	0	171
Transfer Payments	9	0	0	9
Support Services	718	0	0	718
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>8,660</b>	<b>73</b>	<b>182</b>	<b>8,915</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(50)	0	(4)	(54)
Customer and Client Receipts	(753)	0	0	(753)
Interest	0	0	0	0
Recharges	(5,914)	0	0	(5,914)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(6,718)</b>	<b>0</b>	<b>(4)</b>	<b>(6,721)</b>
<b>NET EXPENDITURE</b>	<b>1,942</b>	<b>73</b>	<b>178</b>	<b>2,194</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(5)	
New savings	(17)	
Transfer between departments		
Technical adjustments	200	4.2
Depreciation adjustments	0	
Overhead adjustments		
<b>TOTAL</b>	<b>178</b>	<b>4.2</b>

## HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service is shared with the LB of Sutton. The payroll service is shared with LB of Sutton and LB of Kingston and Richmond.

### FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff  
Number of Fixed term contracts  
Number of FTE Sutton TUPE staff  
Total FTE

	2014/15	2015/16
Number of Permanent Staff	4.8	4.5
Number of Fixed term contracts	0.0	0.0
Number of FTE Sutton TUPE staff	40.6	39.0
<b>Total FTE</b>	<b>45.4</b>	<b>43.5</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	2,185	6	(19)	2,172
Premises	15	0		15
Transport	5	0	(5)	(0)
Supplies and Services	218	3	0	221
Third Party Payments	259	4	0	263
Transfer Payments	0	0	0	0
Support Services	451	0	0	451
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>3,132</b>	<b>13</b>	<b>(24)</b>	<b>3,121</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(20)	(20)
Customer and Client Receipts	(569)	0	0	(569)
Interest	0	0	0	0
Recharges	(2,559)	0	0	(2,559)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(3,128)</b>	<b>0</b>	<b>(20)</b>	<b>(3,148)</b>
<b>NET EXPENDITURE</b>	<b>4</b>	<b>13</b>	<b>(44)</b>	<b>(27)</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(5)	
New savings	(39)	
Transfer between departments		
Technical adjustments		(1.9)
Depreciation adjustments		
Overheads adjustments		
<b>TOTAL</b>	<b>(44)</b>	<b>(1.9)</b>

## CORPORATE ITEMS

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments.

### FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2014/15	2015/16
0	0

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees*	672	16	0	688
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	308	5	0	313
Third Party Payments	238	4	0	242
Transfer Payments	97,812	0	(4,112)	93,700
Support Services	3,923	0	0	3,923
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>102,953</b>	<b>24</b>	<b>(4,112)</b>	<b>98,866</b>
<b>Income</b>				
Government Grants	(97,758)		4,112	(93,647)
Other Reimbursements and Contributions	0		0	0
Customer and Client Receipts	0		0	0
Interest	0		0	0
Recharges	(0)		0	(0)
Reserves	0		0	0
<b>GROSS INCOME</b>	<b>(97,758)</b>	<b>0</b>	<b>4,112</b>	<b>(93,647)</b>
<b>NET EXPENDITURE</b>	<b>5,195</b>	<b>24</b>	<b>0</b>	<b>5,219</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Technical adjustments	(80)	
Overheads adjustments	(34)	
<b>TOTAL</b>	<b>(114)</b>	<b>0.0</b>

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



## **2015/2016 ESTIMATES**

# **CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

## 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

	2014/15	2015/16
Number of Permanent Staff	445.5	461.8
Number of DSG Staff	75.4	73.7
Number of Fixed term contracts	0.0	0.0
Total FTE	520.9	535.6

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	25,140	22	740	25,902	4,136	21,766
Premises	1,426	6	132	1,564	309	1,255
Transport	3,340	47	(6)	3,381	65	3,316
Supplies and Services	138,679	570	3,388	142,637	134,649	7,988
Third Party Payments	27,129	208	20	27,357	10,191	17,166
Transfer Payments	417	0	(57)	360	0	360
Support Services	4,570	0	0	4,570	138	4,432
Depreciation and Impairment Losses	5,235	0	2	5,237	0	5,237
<b>GROSS EXPENDITURE</b>	<b>205,936</b>	<b>853</b>	<b>4,219</b>	<b>211,008</b>	<b>149,488</b>	<b>61,520</b>
<b>Income</b>						
Government Grants	(147,012)	0	(3,708)	(150,720)	(146,253)	(4,467)
Other Reimbursements and Contributions	(6,507)	0	(752)	(7,259)	(1,015)	(6,244)
Customer and Client Receipts	(4,421)	0	51	(4,370)	(2,220)	(2,150)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	88	0	186	274	0	274
<b>GROSS INCOME</b>	<b>(157,896)</b>	<b>0</b>	<b>(4,223)</b>	<b>(162,119)</b>	<b>(149,488)</b>	<b>(12,631)</b>
<b>NET EXPENDITURE</b>	<b>48,040</b>	<b>853</b>	<b>(4)</b>	<b>48,889</b>	<b>0</b>	<b>48,889</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(781)	-6.5
Overhead adjustments	0	
Depreciation adjustments	38	
Technical adjustments	739	
Revenuisation	0	
Transfers between departments	0	
<b>TOTAL</b>	<b>(4)</b>	<b>(6.5)</b>

**SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT****SERVICE AREA ANALYSIS**

	2014/15		Other	2015/16	2015/16	2015/16
	Estimate	Inflation	Variations	Estimate	DSG	LA
	£000	£000	£000	£000	Estimate	Estimate
					£000	£000
Senior Management	1,296	11	38	1,345	0	1,345
Childrens Social Care	13,128	33	(685)	12,476	96	12,380
Commissioning, Strategy and Performance	13,260	94	168	13,522	4,266	9,256
Education	34,728	124	96	34,948	21,833	13,115
Schools	(21,200)	0	59	(21,141)	(26,195)	5,054
Other Childrens, Schools and Families	6,828	591	320	7,739	0	7,739
<b>TOTAL NET EXPENDITURE</b>	<b>48,040</b>	<b>853</b>	<b>(4)</b>	<b>48,889</b>	<b>0</b>	<b>48,889</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Senior Management

This budget contains provision for the Senior Management of Children, Schools and Families Department.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

2014/15	2015/16
4.0	4.0
0.0	0.0
0.0	0.0
4.0	4.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	494	0	29	523	0	523
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	743	11	9	763	0	763
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	58	0	0	58	0	58
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,296</b>	<b>11</b>	<b>38</b>	<b>1,345</b>	<b>0</b>	<b>1,345</b>
<b>Income</b>						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,296</b>	<b>11</b>	<b>38</b>	<b>1,345</b>	<b>0</b>	<b>1,345</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	38	
<b>TOTAL</b>	<b>38</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Children's Social Care

This budget contains the funding for central social work; family and adolescent service; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
205.2	207.7
2.0	2.0
0.0	0.0
207.2	209.7

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	9,503	3	109	9,615	89	9,526
Premises	125	2	(33)	94	0	94
Transport	187	3	2	192	1	191
Supplies and Services	1,160	12	(73)	1,099	6	1,093
Third Party Payments	1,781	13	(552)	1,242	0	1,242
Transfer Payments	398	0	(57)	341	0	341
Support Services	1,745	0	0	1,745	0	1,745
Depreciation and Impairment Losses	11	0	0	11	0	11
<b>GROSS EXPENDITURE</b>	<b>14,910</b>	<b>33</b>	<b>(604)</b>	<b>14,339</b>	<b>96</b>	<b>14,243</b>
<b>Income</b>						
Government Grants	(982)	0	(296)	(1,278)	0	(1,278)
Other Reimbursements and Contributions	(609)	0	24	(585)	0	(585)
Customer and Client Receipts	(5)	0	5	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(186)	0	186	0	0	0
<b>GROSS INCOME</b>	<b>(1,782)</b>	<b>0</b>	<b>(81)</b>	<b>(1,863)</b>	<b>0</b>	<b>(1,863)</b>
<b>NET EXPENDITURE</b>	<b>13,128</b>	<b>33</b>	<b>(685)</b>	<b>12,476</b>	<b>96</b>	<b>12,380</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(220)	(4.5)
Overhead adjustments	0	
Depreciation adjustments	0	
Transfer between departments	0	
Technical adjustments	(465)	
<b>TOTAL</b>	<b>(685)</b>	<b>(4.5)</b>



## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
50.4	46.2
5.9	5.9
0.0	0.0
56.3	52.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	2,258	0	14	2,272	203	2,069
Premises	532	2	(11)	523	125	398
Transport	40	0	(3)	37	5	32
Supplies and Services	6,349	64	(145)	6,268	2,030	4,238
Third Party Payments	5,862	28	372	6,262	3,752	2,510
Transfer Payments	0	0	0	0	0	0
Support Services	595	0	0	595	32	563
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>15,636</b>	<b>94</b>	<b>227</b>	<b>15,957</b>	<b>6,147</b>	<b>9,810</b>
<b>Income</b>						
Government Grants	(106)	0	32	(74)	0	(74)
Other Reimbursements and Contributions	(310)	0	27	(283)	(28)	(255)
Customer and Client Receipts	(1,960)	0	(118)	(2,078)	(1,853)	(225)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,376)</b>	<b>0</b>	<b>(59)</b>	<b>(2,435)</b>	<b>(1,881)</b>	<b>(554)</b>
<b>NET EXPENDITURE</b>	<b>13,260</b>	<b>94</b>	<b>168</b>	<b>13,522</b>	<b>4,266</b>	<b>9,256</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(321)	0.0
Overhead adjustments	0	
Transfer between departments	0	
Revenuisation	0	
Technical adjustments	489	
<b>TOTAL</b>	<b>168</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
183.7	201.8
67.5	65.9
0.0	0.0
251.2	267.6

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	10,106	0	598	10,704	3,206	7,498
Premises	734	3	176	913	150	763
Transport	3,112	44	(5)	3,151	58	3,093
Supplies and Services	13,956	58	162	14,176	12,465	1,711
Third Party Payments	9,435	19	97	9,551	6,440	3,111
Transfer Payments	19	0	0	19	0	19
Support Services	2,156	0	0	2,156	106	2,050
Depreciation and Impairment Losses	191	0	(19)	172	0	172
<b>GROSS EXPENDITURE</b>	<b>39,709</b>	<b>124</b>	<b>1,009</b>	<b>40,842</b>	<b>22,425</b>	<b>18,417</b>
<b>Income</b>						
Government Grants	(250)	0	(66)	(316)	(146)	(170)
Other Reimbursements and Contributions	(2,337)	0	(949)	(3,286)	(79)	(3,207)
Customer and Client Receipts	(2,394)	0	102	(2,292)	(367)	(1,925)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(4,981)</b>	<b>0</b>	<b>(913)</b>	<b>(5,894)</b>	<b>(592)</b>	<b>(5,302)</b>
<b>NET EXPENDITURE</b>	<b>34,728</b>	<b>124</b>	<b>96</b>	<b>34,948</b>	<b>21,833</b>	<b>13,115</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(240)	(2.0)
Overhead adjustments	0	
Transfer between departments	0	
Depreciation adjustments	17	
Technical adjustments	319	
<b>TOTAL</b>	<b>96</b>	<b>(2.0)</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Schools

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	639	0	(1)	638	638	0
Premises	34	0	0	34	34	0
Transport	0	0	0	0	0	0
Supplies and Services	116,251	0	3,897	120,148	120,148	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,033	0	21	5,054	0	5,054
<b>GROSS EXPENDITURE</b>	<b>121,957</b>	<b>0</b>	<b>3,917</b>	<b>125,874</b>	<b>120,820</b>	<b>5,054</b>
<b>Income</b>						
Government Grants	(142,104)	0	(4,003)	(146,107)	(146,107)	0
Other Reimbursements and Contributions	(1,053)	0	145	(908)	(908)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(143,157)</b>	<b>0</b>	<b>(3,858)</b>	<b>(147,015)</b>	<b>(147,015)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>(21,200)</b>	<b>0</b>	<b>59</b>	<b>(21,141)</b>	<b>(26,195)</b>	<b>5,054</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	21	
Technical adjustments	38	
<b>TOTAL</b>	<b>59</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
2.2	2.2
0.0	0.0
0.0	0.0
2.2	2.2

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	2,140	18	(7)	2,151	0	2,151
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	221	425	(462)	184	0	184
Third Party Payments	10,050	148	103	10,301	0	10,301
Transfer Payments	0	0	0	0	0	0
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>12,427</b>	<b>591</b>	<b>(366)</b>	<b>12,652</b>	<b>0</b>	<b>12,652</b>
<b>Income</b>						
Government Grants	(3,570)	0	625	(2,945)	0	(2,945)
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198)
Customer and Client Receipts	(61)	0	61	0	0	0
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	0	274	0	274
<b>GROSS INCOME</b>	<b>(5,599)</b>	<b>0</b>	<b>686</b>	<b>(4,913)</b>	<b>0</b>	<b>(4,913)</b>
<b>NET EXPENDITURE</b>	<b>6,828</b>	<b>591</b>	<b>320</b>	<b>7,739</b>	<b>0</b>	<b>7,739</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overhead adjustments	0	
Technical adjustments	320	
<b>TOTAL</b>	<b>320</b>	<b>0.0</b>



## **2015/2016 ESTIMATES**

# **ENVIRONMENT AND REGENERATION DEPARTMENT**

## SUMMARY: ENVIRONMENT & REGENERATION

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

TUPE Staff

Total FTE

2014/15	2015/16
636	637

### SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2015/2016 Estimate £000
	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	
Street Scene and Waste	25,561	242	(8,754)	17,049
Public Protection and Development	(5,741)	25	(2,095)	(7,811)
Sustainable Communities	1,785	93	11,703	13,581
Safer Merton	1,248	0	(1,248)	0
Senior Management and Support	0	3	23	26
<b>TOTAL EXPENDITURE</b>	<b>22,853</b>	<b>363</b>	<b>(371)</b>	<b>22,845</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

### Departmental Summary

#### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
TUPE Staff  
Total FTE

2014/15	2015/16
636	637

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	21,896	103	694	22,693
Premises	3,406	29	(347)	3,088
Transport	8,140	39	687	8,866
Supplies and Services	4,325	46	220	4,591
Third Party Payments	9,504	146	739	10,390
Transfer Payments	16	0	(7)	9
Support Services	8,635	0	1,343	9,979
Depreciation and Impairment Losses	7,333	0	1,250	8,583
<b>GROSS EXPENDITURE</b>	<b>63,255</b>	<b>363</b>	<b>4,581</b>	<b>68,199</b>
<b>Income</b>				
Government Grants	(410)	0	(358)	(768)
Other Reimbursements and Contributions	(2,413)	0	(1,181)	(3,593)
Customer and Client Receipts	(33,618)	0	(3,021)	(36,639)
Interest	0	0	0	0
Recharges	(3,010)	0	(1,343)	(4,353)
Reserves	(950)	0	950	(0)
<b>GROSS INCOME</b>	<b>(40,402)</b>	<b>0</b>	<b>(4,952)</b>	<b>(45,354)</b>
<b>NET EXPENDITURE</b>	<b>22,853</b>	<b>363</b>	<b>(371)</b>	<b>22,845</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,591)	
Depreciation adjustments	1,250	
Overheads adjustments	0	
Transfer between departments	(77)	
Technical adjustments	(146)	
Use of Reserves adjustments	193	
<b>TOTAL</b>	<b>(371)</b>	<b>0</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Street Scene and Waste:** Transport Services, Waste Management and Operations.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
TUPE Staff  
Total FTE

2014/15	2015/16
351	316

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	10,868	101	(1,665)	9,304
Premises	1,437	1	(1,162)	276
Transport	7,627	30	576	8,233
Supplies and Services	1,532	12	(406)	1,138
Third Party Payments	8,270	98	(1,694)	6,674
Transfer Payments	2	0	0	2
Support Services	4,073	0	(621)	3,452
Depreciation and Impairment Losses	6,436	0	(5,243)	1,193
<b>GROSS EXPENDITURE</b>	<b>40,245</b>	<b>242</b>	<b>(10,215)</b>	<b>30,272</b>
<b>Income</b>				
Government Grants	(288)	0	11	(277)
Other Reimbursements and Contributions	(1,894)	0	878	(1,016)
Customer and Client Receipts	(12,005)	0	713	(11,292)
Recharges	(497)	0	(141)	(638)
Reserves	0	0		0
<b>GROSS INCOME</b>	<b>(14,684)</b>	<b>0</b>	<b>1,461</b>	<b>(13,223)</b>
<b>NET EXPENDITURE</b>	<b>25,561</b>	<b>242</b>	<b>(8,754)</b>	<b>17,049</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(443)	
Depreciation adjustments	141	
Overheads adjustments	0	
Transfer between departments	(7)	
Technical adjustments	(8,445)	(36.6)
<b>TOTAL</b>	<b>(8,754)</b>	<b>(36.6)</b>



## ENVIRONMENT AND REGENERATION DEPARTMENT

**Public Protection:** Regulatory Services Partnership, Parking Control.

FULL TIME EQUIVALENTS (FTE)	2014/15	2015/16
Permanent Staff		
Fixed Term Contract		
TUPE Staff		
<b>Total FTE</b>	<b>136</b>	<b>130</b>

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	5,226	0	(109)	5,117
Premises	691	1	(49)	643
Transport	226	3	(44)	185
Supplies and Services	670	12	95	777
Third Party Payments	326	9	337	672
Transfer Payments	2	0	(2)	(0)
Support Services	1,635	0	(201)	1,434
Depreciation and Impairment Losses	76	0	136	212
<b>GROSS EXPENDITURE</b>	<b>8,852</b>	<b>25</b>	<b>163</b>	<b>9,040</b>
<b>Income</b>				
Government Grants	(0)	0	(108)	(108)
Other Reimbursements and Contributions	(99)	0	(1,116)	(1,215)
Customer and Client Receipts	(14,387)	0	(1,140)	(15,527)
Recharges	0	0	0	0
Reserves	(106)	0	106	(0)
<b>GROSS INCOME</b>	<b>(14,592)</b>	<b>0</b>	<b>(2,258)</b>	<b>(16,850)</b>
<b>NET EXPENDITURE</b>	<b>(5,741)</b>	<b>25</b>	<b>(2,095)</b>	<b>(7,811)</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(611)	(7.3)
Depreciation adjustments	(3)	
Overheads adjustments	0	
Transfer between departments	(45)	(1.0)
Technical adjustments	(1,461)	(37.1)
Use of Reserves adjustments	25	
<b>TOTAL</b>	<b>(2,095)</b>	<b>(45.4)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Sustainable Communities:** Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Greenspaces, Leisure and Culture Development, Transport Planning & Safety Education, Business Performance.

FULL TIME EQUIVALENTS (FTE)	2014/15	2015/16
Permanent Staff		
Fixed Term Contract		
TUPE Staff		
<b>Total FTE</b>	<b>117</b>	<b>180</b>

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	4,203	2	3,283	7,488
Premises	1,276	27	866	2,169
Transport	260	6	162	428
Supplies and Services	1,745	19	713	2,477
Third Party Payments	780	39	2,225	3,044
Transfer Payments	12	0	(5)	7
Support Services	2,552	0	2,395	4,947
Depreciation and Impairment Losses	683	0	6,496	7,179
<b>GROSS EXPENDITURE</b>	<b>11,511</b>	<b>93</b>	<b>16,135</b>	<b>27,739</b>
<b>Income</b>				
Government Grants	(52)	0	(331)	(383)
Other Reimbursements and Contributions	(218)	0	(1,144)	(1,362)
Customer and Client Receipts	(7,220)	0	(2,599)	(9,819)
Recharges	(1,391)	0	(1,202)	(2,593)
Reserves	(844)	0	844	(0)
<b>GROSS INCOME</b>	<b>(9,726)</b>	<b>0</b>	<b>(4,432)</b>	<b>(14,158)</b>
<b>NET EXPENDITURE</b>	<b>1,785</b>	<b>93</b>	<b>11,703</b>	<b>13,581</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(534)	(5.9)
Depreciation adjustments	1,112	
Overheads adjustments	0	
Transfer between departments	(25)	
Technical adjustments	10,982	73.7
Use of Reserves adjustments	168	0.4
<b>TOTAL</b>	<b>11,703</b>	<b>68.2</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Safer Merton:** Management of the Community Safety Partnership and related legislation.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
TUPE Staff  
Total FTE

2014/15	2015/16
22	0

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	841	0	(841)	0
Premises	2	0	(2)	0
Transport	7	0	(7)	0
Supplies and Services	179	0	(179)	0
Third Party Payments	129	0	(129)	0
Transfer Payments	0	0	0	0
Support Services	230	0	(230)	0
Depreciation and Impairment Losses	139	0	(139)	0
<b>GROSS EXPENDITURE</b>	<b>1,525</b>	<b>0</b>	<b>-1,525</b>	<b>0</b>
<b>Income</b>				
Government Grants	(70)	0	70	0
Other Reimbursements and Contributions	(201)	0	201	0
Customer and Client Receipts	(6)	0	6	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(277)</b>	<b>0</b>	<b>277</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,248</b>	<b>0</b>	<b>(1,248)</b>	<b>0</b>

Other variations are analysed as follows:

Major Items	£000	fte
Saving	0	
Depreciation adjustments	0	
Overheads adjustments	0	
Technical adjustments	(1,248)	(22.0)
<b>TOTAL</b>	<b>(1,248)</b>	<b>(22)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Senior Management and Support:** The Department's senior management and secretarial support.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

TUPE Staff

Total FTE

2014/15	2015/16
11	11

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	758	0	26	784
Premises	0	0	0	0
Transport	20	0	0	20
Supplies and Services	198	3	(3)	198
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	146	0	0	146
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,122</b>	<b>3</b>	<b>23</b>	<b>1,148</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,122)	0	0	(1,122)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(1,122)</b>	<b>0</b>	<b>0</b>	<b>(1,122)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>3</b>	<b>23</b>	<b>26</b>

Other variations are analysed as follows:

Major Items	£000	fte
Saving	(3)	
Overheads adjustments	0	
Technical adjustments	26	
<b>TOTAL</b>	<b>23</b>	<b>0</b>



## **2015/2016 ESTIMATES**

# **COMMUNITY AND HOUSING DEPARTMENT**

**SUMMARY: COMMUNITY AND HOUSING****FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of FTE PCT TUPE staff

2014/15	2015/16
531.79	524.71
21.28	19.88
<b>553.1</b>	<b>544.6</b>

**SERVICE AREA ANALYSIS**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Adult Social Care	55,498	780	(188)	56,090
Libraries and Heritage	3,193	16	(149)	3,060
Merton Adult Education	39	8	(29)	18
Housing General Fund	2,207	26	(79)	2,154
Senior Management	396	2	0	398
<b>NET EXPENDITURE</b>	<b>61,333</b>	<b>832</b>	<b>(445)</b>	<b>61,720</b>

## COMMUNITY AND HOUSING DEPARTMENT Total

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

### FULL TIME EQUIVALENTS

	2014/15	2015/16
Number of FTE Staff	531.05	466.32
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term contract	0.00	0.00

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	19,110	101	(520)	18,691
Premises	1,094	17	(23)	1,088
Transport	1,202	18	2	1,222
Supplies and Services	5,175	65	(134)	5,106
Third Party Payments	41,784	631	(268)	42,147
Transfer Payments	9,732	0	123	9,855
Support Services	8,356	0	146	8,502
Depreciation and Impairment Losses	739	0	(98)	641
<b>GROSS EXPENDITURE</b>	<b>87,192</b>	<b>832</b>	<b>(772)</b>	<b>87,252</b>
<b>Income</b>				
Government Grants	(2,977)	0	(226)	(3,203)
Other Reimbursements and Contributions	(8,055)	0	699	(7,356)
Customer and Client Receipts	(11,651)	0	(57)	(11,708)
Interest	0	0	0	0
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(67)	0	67	0
<b>GROSS INCOME</b>	<b>(25,859)</b>	<b>0</b>	<b>327</b>	<b>(25,532)</b>
<b>NET EXPENDITURE</b>	<b>61,333</b>	<b>832</b>	<b>(445)</b>	<b>61,720</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,154)	(48.14)
Previous years savings	0	0
Previous years growth	1,000	0
Overheads adjustments	0	0
Depreciation adjustments	(98)	0
Rebasing of Income	(220)	0
Technical adjustments	28	0
Transfers between departments	0	0
Grants	0	0
Other	1,006	0
<b>TOTAL</b>	<b>(438)</b>	<b>(48.14)</b>

## COMMUNITY AND HOUSING DEPARTMENT

### Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mitcham's Canons house, Pollards Hill and Morden libraries.

#### FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

2014/15	2015/16
29.36	27.29
0.00	0.00

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15		Other	2015/16
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	1,785	0	69	1,854
Premises	174	3	(11)	166
Transport	3	0	0	3
Supplies and Services	345	5	0	350
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	311	0	0	311
Depreciation and Impairment Losses	97	0	(5)	92
<b>GROSS EXPENDITURE</b>	<b>2,715</b>	<b>8</b>	<b>53</b>	<b>2,776</b>
<b>Income</b>				
Government Grants	(1,873)	0	(82)	(1,955)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(803)	0	0	(803)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,676)</b>	<b>0</b>	<b>(82)</b>	<b>(2,758)</b>
<b>NET EXPENDITURE</b>	<b>39</b>	<b>8</b>	<b>(29)</b>	<b>18</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(14)	(0.50)
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(5)	
Rebasing of Income	0	
Technical adjustments	(10)	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>(29)</b>	<b>(0.50)</b>



**COMMUNITY AND HOUSING DEPARTMENT**  
**Library & Heritage Services**

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
47.00	45.71
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,327	0	(23)	1,304
Premises	401	6	6	413
Transport	4	0	0	4
Supplies and Services	582	9	(117)	474
Third Party Payments	65	1	(28)	38
Transfer Payments	0	0	0	0
Support Services	689	0	0	689
Depreciation and Impairment Losses	566	0	(76)	490
<b>GROSS EXPENDITURE</b>	<b>3,634</b>	<b>16</b>	<b>(238)</b>	<b>3,412</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(114)	0	99	(15)
Customer and Client Receipts	(327)	0	(10)	(337)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(441)</b>	<b>0</b>	<b>89</b>	<b>(352)</b>
<b>NET EXPENDITURE</b>	<b>3,193</b>	<b>16</b>	<b>(149)</b>	<b>3,060</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(22)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(76)	
Rebasing of Income	0	
Technical adjustments	(51)	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>(149)</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Housing General Fund**

**Housing Needs and Enabling Service**

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
32.50	30.53
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,310	0	(79)	1,231
Premises	38	1	(1)	38
Transport	28	1	(1)	28
Supplies and Services	200	3	(31)	172
Third Party Payments	1,154	21	221	1,396
Transfer Payments	338	0	(34)	304
Support Services	277	0	0	277
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>3,345</b>	<b>26</b>	<b>75</b>	<b>3,446</b>
<b>Income</b>				
Government Grants	(969)	0	(171)	(1,140)
Other Reimbursements and Contributions	(5)	0	0	(5)
Customer and Client Receipts	(97)	0	(50)	(147)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(67)	0	67	0
<b>GROSS INCOME</b>	<b>(1,138)</b>	<b>0</b>	<b>(154)</b>	<b>(1,292)</b>
<b>NET EXPENDITURE</b>	<b>2,207</b>	<b>26</b>	<b>(79)</b>	<b>2,154</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(104)	(1.00)
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	19	
Transfers between departments	0	
Grants	0	
Other	6	
<b>TOTAL</b>	<b>(79)</b>	<b>(1.00)</b>

## COMMUNITY AND HOUSING DEPARTMENT

### Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

#### FULL TIME EQUIVALENTS

	2014/15	2015/16
Number of FTE Staff	420.19	360.79
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term Contract	0.00	0.00

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	14,464	101	(487)	14,078
Premises	481	7	(17)	471
Transport	1,167	17	3	1,187
Supplies and Services	3,914	46	14	3,974
Third Party Payments	40,565	609	(461)	40,713
Transfer Payments	9,394	0	157	9,551
Support Services	7,041	0	146	7,187
Depreciation and Impairment Losses	76	0	(17)	59
<b>GROSS EXPENDITURE</b>	<b>77,102</b>	<b>780</b>	<b>(662)</b>	<b>77,220</b>
<b>Income</b>				
Government Grants	(135)	0	27	(108)
Other Reimbursements and Contributions	(7,936)	0	600	(7,336)
Customer and Client Receipts	(10,424)	0	3	(10,421)
Interest	0	0	0	0
Recharges	(3,109)	0	(156)	(3,265)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(21,604)</b>	<b>0</b>	<b>474</b>	<b>(21,130)</b>
<b>NET EXPENDITURE</b>	<b>55,498</b>	<b>780</b>	<b>(188)</b>	<b>56,090</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,014)	(46.64)
Previous years savings	0	
Growth	1,000	
Overheads adjustments	0	
Depreciation adjustments	(17)	
Rebasing of Income	(220)	
Technical adjustments	70	
Transfers between departments	0	
Grants	0	
Other	1,000	
<b>TOTAL</b>	<b>(181)</b>	<b>(46.64)</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Senior Management**

This area includes the cost of the Director and PA.

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
2.00	2.00
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	134	2	0	136
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
<b>GROSS EXPENDITURE</b>	<b>396</b>	<b>2</b>	<b>0</b>	<b>398</b>
<b>Income</b>				
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
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>396</b>	<b>2</b>	<b>0</b>	<b>398</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>0</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Public Health**

This area includes all Public Health responsibilities .

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contracts

2014/15	2015/16
13.77	14.77
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	922	0	71	993
Premises	0	0	0	0
Transport	7	0	(5)	2
Supplies and Services	4,431	0	81	4,512
Third Party Payments	4,374	0	(131)	4,243
Transfer Payments	0	0	0	0
Support Services	110	0	0	110
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>9,844</b>	<b>0</b>	<b>16</b>	<b>9,860</b>
<b>Income</b>				
Government Grants	(9,236)	0	0	(9,236)
Other Reimbursements and Contributions	(608)	0	(16)	(624)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(9,844)</b>	<b>0</b>	<b>(16)</b>	<b>(9,860)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>0</b>	<b>0.00</b>

<b>BUSINESS PLAN - GLOSSARY OF TERMS</b>
<p><b>ANNUAL MINIMUM REVENUE PROVISION</b> The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.</p>
<p><b>ASSET MANAGEMENT PLAN / REVIEW</b> An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.</p>
<p><b>BALANCES</b> Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.</p>
<p><b>BORROWING STRATEGY</b> A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.</p>
<p><b>BUDGET</b> Statement of the spending plans for the year.</p>
<p><b>CAPITAL EXPENDITURE</b> Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.</p>
<p><b>CAPITAL FINANCING REQUIREMENT (CFR)</b> Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.</p>
<p><b>CAPITAL PROGRAMME</b> Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.</p>
<p><b>CAPITAL PROGRAMME BOARD</b> The Capital Programme Board ensures:</p> <ul style="list-style-type: none"> <li>• that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.</li> <li>• that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria</li> <li>• compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet</li> <li>• oversees the Council's Accommodation and disposals strategy.</li> </ul>
<p><b>CAPITAL PROJECTS / SCHEMES</b> Capital Projects / Schemes is the level at which Member approval is obtained.</p>
<p><b>CAPITAL RECEIPTS</b> Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>CAPITAL MONITORING</b></p> <p>The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.</p>
<p><b>CAPITAL STRATEGY</b></p> <p>A Capital Strategy is a core planning document designed to dovetail with the MTFS and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.</p>
<p><b>CASH FLOW MANAGEMENT</b></p> <p>Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.</p>
<p><b>CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)</b></p> <p>The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.</p>
<p><b>CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING</b></p> <p>These are designed to support consistent standards of financial accounting in local authorities. There are two accounting codes :-</p> <p>The Code of Practice on Local Authority Accounting supports consistent financial reporting at the level of the formal statements of accounts.</p> <p>The Service Reporting Code of Practice (SerCOP) supports consistent financial reporting between local authorities below the level of the formal statement of accounts. In particular the SerCOP is designed to support consistency and comparability in reporting the cost of individual services and activities. The IFRS based Code of Practice requires that the analysis of services in the Consolidated Revenue Account should follow that prescribed by the SerCOP.</p>
<p><b>COLLECTION FUND</b></p> <p>This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.</p>
<p><b>COMMUNITY ORGANISATION</b></p> <p>An organisation with benevolent or philanthropic purposes.</p>
<p><b>COMPACT</b></p> <p>Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>	
<b>COMPREHENSIVE SPENDING REVIEW (CSR)</b>	The CSR is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.
<b>CONTINGENCY</b>	A contingency is the setting aside of a finite sum to offset the cost of a future event or circumstance which may or may not occur.
<b>CORPORATE AND DEMOCRATIC CORE</b>	The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements - corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.
<b>CORPORATE GOVERNANCE</b>	Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.
<b>COUNCIL TAX</b>	This is the main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the Collection Fund for distribution to precepting authorities and to the authority's own General Fund.
<b>COUNTRY LIMITS</b>	The current economic climate has not only affected companies and financial institutions; it has affected sovereigns as well. This will be incorporated into counterparty selection.
<b>CREDIT APPROVAL</b>	The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.
<b>CREDITORS</b>	The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council.
<b>COUNCIL'S BORROWING REQUIREMENT</b>	Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.
<b>COUNTERPARTIES</b>	The organisation in respect of which the Authority borrows from or invests money with.
<b>COUNTERPARTIES DOWNGRADES</b>	A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.
<b>CORPORATE BONDS</b>	Is a bond that a corporation issues to raise money in order to expand its business.
<b>COUPON</b>	Is the interest rate stated on a bond at the time it is issued.



<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>CREDITWORTHINESS</b> An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.</p>
<p><b>DEBTORS</b> A debtor is an organisation or individual that owes the Authority money.</p>
<p><b>DEBT RESCHEDULING</b> Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.</p>
<p><b>DEPRECIATION</b> Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset. The reduction in the value of a fixed asset in the balance sheets is in line with the expected useful life.</p>
<p><b>COUNTERPARTY DOWNGRADES</b> This is a reduction in the credit rating of an organisation during a periodic review.</p>
<p><b>EARMARKED CAPITAL REOURCES / GRANTS</b> Money received by the Authority which has certain conditions / restrictions over its use limiting the type of expenditure that it may be applied against.</p>
<p><b>FINANCIAL INSTRUMENT</b> A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.</p>
<p><b>FINANCIAL YEAR</b> The financial year runs from 1 April to the following 31 March.</p>
<p><b>FIXED ASSETS</b> Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.</p>
<p><b>FTSE 100</b> This is the index of the top 100 UK listed companies by market capitalisation.</p>
<p><b>GENERAL FUND</b> The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.</p>
<p><b>GOVERNMENT GRANTS</b> Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.</p>
<p><b>GROSS EXPENDITURE</b> The total expenditure of a fund or account.</p>
<p><b>GROUP LIMITS</b> This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>HOUSING REVENUE ACCOUNT (HRA)</b> This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the Council's housing stock. The government defines the items of income and expenditure that must be included in the account. This account is ring-fenced under the Local Government and Housing Act 1989.</p>
<p><b>INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)</b> International Financial Reporting Standards are the standards that both the SORP and the UK GAAP are converging towards and local authorities have had to fully comply with since 2010/11 financial year</p>
<p><b>INVESTMENT POLICY</b> The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.</p>
<p><b>INVESTMENT STRATEGY</b> The investment of the Authority's cash balances to optimise its strategic and operational needs.</p>
<p><b>INVESTMENT TREASURY INDICATOR AND LIMIT</b> This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.</p>
<p><b>LENDERS OPTION BORROWERS OPTION (LOBO)</b> When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.</p>
<p><b>LEVY</b> An amount levied by a local authority or other statutory body which is paid by the Council.</p>
<p><b>LIABILITIES</b> An entity's obligations to transfer economic benefits as a result of past transactions or events.</p>
<p><b>LOCALISM ACT 2011</b> It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective</p>
<p><b>MERTON 2015 BOARD</b> Merton 2015 Board oversees the management and monitoring of the Merton 2015 programme and the promotion of best practices within the Council. Its work falls into four main areas:</p> <ul style="list-style-type: none"> <li>• manage and monitor the Merton 2015 programme including giving the go ahead for new projects and project closure;</li> <li>• steer the implementation and future development of the Merton 2015 programme;</li> <li>• lead on developing and maintaining cross-cutting initiatives; and</li> <li>• manage, co-ordinate and monitor business improvement activity across the council.</li> </ul>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>MINIMUM REVENUE PROVISION</b></p> <p>The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.</p>
<p><b>NON-DOMESTIC RATE (NDR)</b></p> <p>A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.</p>
<p><b>NON-SPECIFIED INVESTMENTS</b></p> <p>A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.</p>
<p><b>OPERATIONAL BOUNDARY</b></p> <p>The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.</p>
<p><b>PENSION FUND</b></p> <p>The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's final salary and length of service (this current scheme is currently under review).</p> <p>The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate is set at 6% of pensionable pay, whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.</p>
<p><b>PERFORMANCE MANAGEMENT FRAMEWORK</b></p> <p>Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand :</p> <ul style="list-style-type: none"> <li>• what the organisation is trying to achieve (golden thread),</li> <li>• the planning, monitoring and review cycle</li> <li>• their responsibilities.</li> </ul>
<p><b>PRECEPTS</b></p> <p>An amount collected by the Council as part of the Council Tax on behalf of another statutory body.</p>
<p><b>PRIVATE FINANCE INITIATIVE (PFI)</b></p> <p>PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.</p>
<p><b>PROCUREMENT BOARD</b></p> <p>The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>PROFILE</b></p> <p>Refers to budget management, where an allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be split into four and entered into the months in which quarterly payments are due.</p>
<p><b>PROVISIONS</b></p> <p>Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.</p>
<p><b>PRUDENTIAL CODE OF BORROWING</b></p> <p>The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.</p>
<p><b>RESCHEDULING OF DEBT</b></p> <p>The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.</p>
<p><b>RESERVES</b></p> <p>These are amounts set aside for specific purposes. The Council has discretion in whether it wishes to set aside these amounts as distinct from sums set aside in provisions.</p>
<p><b>REVENUE EXPENDITURE</b></p> <p>Expenditure incurred on day to day running costs and confined to accounts within one financial year.</p>
<p><b>REVENUE MONITORING</b></p> <p>The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position</p>
<p><b>RISK MANAGEMENT</b></p> <p>A risk is a threat, obstacle, barrier, etc. that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.</p>
<p><b>SECTION 151 OFFICER</b></p> <p>Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.</p>
<p><b>SECURITISATION</b></p> <p>'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>SPECIFIED INVESTMENTS</b></p> <p>These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.</p>
<p><b>SUPER OUTPUT AREA</b></p> <p>A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards</p>
<p><b>SUPPORT SERVICES</b></p> <p>These are services that are not statutory local authority services but which give support to those services.</p>
<p><b>SUPPORTED CAPITAL EXPENDITURE</b></p> <p>This is the term for central government support for local authority capital expenditure with effect from 1 April 2004. Under the new system, central government provides allocations to replace the previous system of credit approvals. The allocations enable services to borrow to finance capital schemes. The services also receive revenue funding through the revenue support grant to pay for the borrowing.</p>
<p><b>TAX INCREMENTAL FINANCING</b></p> <p>The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.</p>
<p><b>TREASURY MANAGEMENT</b></p> <p>The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.</p>
<p><b>TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE</b></p> <p>The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.</p>
<p><b>USEFUL LIFE</b></p> <p>This is the period over which the local authority derives benefit from the use of a fixed asset.</p>

<b><u>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME</u></b>	
<b>Aggregate start-up funding assessment</b>	This is the total amount of funding that has been allocated to the local government sector in 2013-14. It is the adjusted local government spending control total for 2013-14.
<b>Baseline funding level</b>	The amount of a local authority's <i>start up funding assessment</i> which is provided through the <i>local share</i> of the estimated business rates aggregate at the outset of the scheme. It will form the baseline against which <i>tariffs</i> and <i>top-ups</i> will be calculated.
<b>Billing authority</b>	A local authority which bills and collects business rates, for example a district council or unitary council.
<b>Billing authority business rates baseline</b>	Determined by dividing the <i>local share</i> of the estimated business rates aggregate between billing authorities on the basis of their <i>proportionate shares</i> .
<b>Central share</b>	The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50 per cent. The <i>central share</i> will be re-distributed to local government through grants including the <i>Revenue Support Grant</i> .
<b>Efficiency Support Grant</b>	A grant awarded to local authorities who would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.
<b>Estimated Business Rates Aggregate</b>	The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.
<b>Floor damping</b>	A method by which stability in funding is maintained through limiting the effect of reductions in grant. A floor guarantees a lower limit to year-on-year reductions in grant for each authority. The grant changes of authorities whose grants are above the floor are scaled back by a fixed proportion to help pay for the floor.
<b>Formula funding</b>	This refers to the element of the aggregate start-up funding assessment that used to be funded through formula grant and which is distributed according to a mathematical formula to individual local authorities.

<b>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...</b>	
<b>Individual authority business rates baseline</b>	Derived by apportioning the <i>billing authority business rates baseline</i> between billing and major precepting authorities on the basis of <i>major precepting authority shares</i> .
<b>Individual authority start-up funding assessment</b>	Referred to as start-up funding allocation in the technical consultation paper. A local authority's share of the <i>local government spending control total</i> which will comprise its <i>Revenue Support Grant</i> for the year in question and its <i>baseline funding level</i> .
<b>Levy</b>	A mechanism to limit disproportionate benefit from increase in business rates. The levy is applied proportionally on a 1:1 basis. Thus a 1 per cent increase in business rates income produces a corresponding 1 per cent increase in revenue from the rates retention scheme. There is a limit on the maximum levy rate of 50p in the pound. Levy payments will be used to fund the safety net.
<b>Local government spending control total</b>	The total amount of expenditure in the Department for Communities and Local Government's Local Government Departmental Expenditure Limit allocated to the local government sector by HM Treasury for each year of a Spending Review. For 2013-14, this is equal to the start-up funding assessment.
<b>Local share</b>	The percentage share of locally collected business rates that will be retained by local government. This will be set at 50 per cent. At the outset, the <i>local share</i> of the estimated business rates aggregate will be divided between billing authorities on the basis of their <i>proportionate shares</i> .
<b>Major precepting authority</b>	A local authority that does not collect business rates but is part of the business rates retention scheme. They are county councils in two tier areas, single purpose fire and rescue authorities and the Greater London Authority.
<b>Major precepting authority shares</b>	Used to establish the proportion of the <i>local share</i> that is paid by a billing authority to its major precepting authorities. Also applied to <i>billing authority business rates baselines</i> to establish <i>individual authority business rates baselines</i> for both billing and major precepting authorities.
<b>Multiplier</b>	The business rates multiplier when multiplied by the rateable value of a property determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is updated annually by the retail prices index (although exceptionally a lesser increase may be imposed) and the other multiplier adjusted accordingly. There will be no change to the way in which multipliers are set as a result of the introduction of the business rates retention scheme.

<b>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...</b>	
<b>New Burdens</b>	The Government uses the New Burdens Assessment to keep pressure on council tax bills to a minimum. It requires all government departments to justify why new duties, powers, targets and other bureaucratic burdens should be placed on local authorities, as well as how much these policies and initiatives will cost and where the money will come from to pay for them.
<b>National Non-Domestic Rates 1 Form (NDR1)</b>	The form submitted by 31 January by a billing authority to its major precepting authority and central government to provide an estimate of its business rate income for the upcoming financial year.
<b>Proportionate Share</b>	This is the percentage of the national business rates yield which a billing authority has collected - on the basis of the average rates collected by authorities over the two years 2010-11 and 2011-12. This percentage will be applied to the <i>local share</i> of the estimated business rates aggregate to determine the <i>billing authority business rates baseline</i> .
<b>Rate reliefs</b>	The rating system currently provides mandatory relief to charities and other categories of ratepayer (e.g. certain rural ratepayers) and permits authorities to grant discretionary relief to other rate payers. There will be no changes to the terms of existing mandatory and discretionary reliefs for businesses as a result of the introduction of the business rates retention scheme.
<b>Relative Needs Formulae</b>	These are the first stage in the calculation the Government uses to distribute formula funding.
<b>Reset</b>	New <i>baseline funding levels</i> , new <i>individual authority business rates baselines</i> (and therefore new <i>tariffs</i> or <i>top-ups</i> ) are set for each authority to take account of changes in relative need and resource.
<b>Reset period</b>	The years between <i>resets</i> in which local authorities are able to retain (after taking into account the <i>levy</i> and payments owing to relevant shares) the growth in business rates income. It is the Government's intention that the initial <i>reset period</i> will run from 2013 to 2020, and thereafter for ten years.
<b>Revenue Support Grant</b>	All authorities will receive <i>Revenue Support Grant</i> from central government in addition to its <i>baseline funding level</i> . An authority's <i>Revenue Support Grant</i> amount plus its <i>baseline funding level</i> will together comprise its <i>start-up funding assessment</i> .
<b>Ring-fenced grant</b>	A grant paid to local authorities which has conditions attached to it, which restrict the purposes for which it may be spent.



<b>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...</b>	
<b>Safety net</b>	Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5 per cent below their <i>baseline funding level</i> . The baseline funding levels are updated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.
<b>Safety net payment</b>	A payment made by central government to local authorities who are eligible for safety net support. These are payable after the end of the financial year
<b>Safety net payment on account</b>	A safety net payment made to a local authority on the basis of forecast non domestic rating income. This means it will be made in year – in advance of the calculation of actual <i>safety net payments</i> - which will be calculated on the basis of audited accounts data following the end of that financial year. Any difference between the two amounts will be reconciled and corrected.
<b>Safety net threshold</b>	This is 92.5 per cent of a local authority's baseline funding level.
<b>Service tiers</b>	There are three service tiers corresponding to the services supplied by the three types of authorities. These are upper-tier services – those services, other than fire, supplied by county councils in two-tier areas; fire and rescue services; and lower-tier services – those services supplied by district councils in two-tier areas. Some authorities may provide more than one tier of service.
<b>Spending Power</b>	The definition of revenue spending power is spending power from council tax, Government revenue grants and National Health Service Funding for social care. The calculation of each local authority's spending power is used to calculate eligibility for Efficiency Support Grant.
<b>Tariffs and top-ups</b>	Calculated by comparing an <i>individual authority business rates baseline</i> against its <i>baseline funding level</i> . <i>Tariffs</i> and <i>top-ups</i> will be self-funding, fixed at the start of the scheme and index linked to the Retail Prices Index in future years.
<b>Tariff authority</b>	An authority with a higher <i>individual authority business rates baseline</i> than its <i>baseline funding level</i> , and which therefore pays a <i>tariff</i> .
<b>Tariff payment</b>	The payment made from tariff authorities to central government over the course of the financial year.
<b>Top-up authority</b>	An authority with a lower <i>individual authority business rates baseline</i> than its <i>baseline funding level</i> , and which therefore receives a <i>top-up</i> .

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM  
BUSINESS RATE RETENTION SCHEME Continued ...****Top-up payment**

The payment made from central government to top-up authorities over the course of the financial year.

**Transitional protection payment**

An adjustment to ensure that authorities do not experience gains or losses in rates income as a consequence of the transitional arrangements

**BUSINESS PLAN – LIST OF ACRONYMS**

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti Social Behaviour
ASC	Adult Social Care
ASH	Our miscellaneous income, invoicing and recovery system
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CFR	Capital Financing Requirement
CIPFA	Chartered Institute Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
COM	Current Operating Model
CPD	Centre for Professional Development
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities grant

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC&OP	Healthier Communities and older People
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standard
IP	Intellectual Property
IT	Information Technology
iTrent	Our new payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LAC	Looked After Children
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	Merton's Senior Leadership Team Levels 1 and 2
MTFS	Medium Term Financial Strategy
MVSC	Merton Voluntary Service Council
NEET	Not in Education Employment or Training
NNDR	National Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLA	Service Level Agreements
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT	Senior Management team
SOAs	Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
TOM	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VS	Voluntary Sector
YOT	Youth Offending Team

## Standard Subjective Analysis – The Key

### Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008.

We use a set standard subjective analysis for a number of reasons:-

- The subjective analysis is a CIPFA recommended structure.
- It minimises the reporting requirements for Government statistical reporting.
- It provides information in a multi dimensional format for Best Value
- It improves consistency and therefore helps Authorities to make effective comparisons for Best Value and other financial requirements
- A subjective Analysis provides further information that is useful for benchmarking analysis.
- For analysing costs in reviews.

## Glossary of the standard Subjective analysis

### Details of Expenditure groups and what is included:

**1** Employees: This group includes the costs of employee expenses, both direct and indirect to the Authority.

#### Direct employee expenses

- Salaries
- Employer's National Insurance contribution
- Employers retirement benefit costs
- Agency Staff
- Employee expenses

#### Indirect employee expenses

- Relocation
- Interview
- Training
- Advertising
- Severance payments
- Employee - related schemes

**2** Premises: This group includes expenses directly related to the running of the premises and land.

- Energy costs
- Rent
- Rates
- Water Services
- Fixtures and Fittings
- Apportionment of expenses of operating buildings
- Cleaning and Domestic Supplies
- Grounds maintenance costs
- Premises Insurance
- Contribution to premises - related provisions.

**3** Transport: This group includes all costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport..

#### Direct Transport costs

- Repair and maintenance, running costs and contributions to provisions in respect of vehicles.
- Repairs and maintenance of (e.g.) roads included in this heading, but should be included in the relevant subjective headings (such as staff costs, supplies and services etc),

- This could include the write-off in the year of any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set).
  - Contract hire and operating leases
  - Public Transport
  - Staff Travelling expenses
  - Car allowances
  - Contribution to transport related provisions
- 4** Supplies and Services: This group includes all direct supplies and service expenditure to the authority.
- Equipment, furniture and materials
  - Catering Services
  - Communications and computing includes expenses
  - Grants and subscriptions
  - Private Finance Initiatives and Public Private Partnership schemes.
  - Contributions to provisions
  - Miscellaneous expenses
- 5** Third Party Payments: Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP
- Joint Authorities
  - Other Local authorities
  - Health authorities
  - Government departments
  - Voluntary associations
  - Other establishments
  - Private contractors
  - Other agencies
  - Debit resulting from soft loans
- 6** Transfer Payments: This includes the cost of payments to individuals for which no goods or services are received in return by the local authority. Four sub-groups are suggested: However, this list is not exhaustive.
- Schoolchildren and students
  - Adult Social Services clients
  - Housing benefits
  - Debit resulting from soft loans
- 7** Support Services: Charges for services that support the provision of services to the public.
- Finance
  - IT



- Human Resources
- Property Management /Office Accommodation
- Legal services (not included in the definition of Corporate and democratic Core)
- Procurement Services
- Corporate Services not included in the definition of Corporate and democratic Core)
- Transport Functions

**8** Depreciation and Impairment losses: This provides the subjective analysis that will record the revenue impact of capital items in the services revenue accounts for the authority,

**9** Income: This group included all income received by the services from external users or by way of charges or recharges to internal users.

#### Government Grants

- Specific and special government grants

#### Other Reimbursements and contributions

- Revenue Income received to finance a function/project jointly or severally undertaken with other bodies.
- Contributions from other local authorities.
- Value of costs recharged to outside bodies including other committees.

#### Customer and Client Receipts

- Sales products or materials, data technology or surplus products.
- Fee and charges for services, use of facilities, admissions and lettings
- Rents, tithes, acknowledgements. way leaves and other land and property-based charges of a non-casual user.

#### Interest

#### Recharges

- Value of costs recharged to internal users

#### Reserves

- All credits resulting from soft loans should be included in this subjective (as a corporate entry).

The Service Plans agreed by service departments during the 2015/19 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on 8 December 2014 and 16 February 2015.

Proposed Final Service Plans were considered and agreed by Council on 4 March 2015 these plans will be subject to scrutiny in April 2014 so may be subject to minor changes.

Interim Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2015 cycle of meetings and by the Overview and Scrutiny Commission on 29 January 2015.

The service plan is designed to be a two page document the first page summarises key resources, drivers and performance. The second page focusses on the outcomes and impacts of the major projects identified.

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 28 service plans over their relevant Scrutiny Panels and departments.

**Scrutiny Panels**

<b>Children &amp; Young People</b>	<b>Healthier Communities &amp; Older People</b>	<b>Overview &amp; Scrutiny</b>	<b>Sustainable Communities</b>
Children’s Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Public Health	Corporate Governance	Development & Building Control
Education		Customer Services	Regulatory Service Partnership (formerly Environmental Health)
		Human Resources	Future Merton
		Infrastructure & Transactions	Housing Needs & Enabling
		Resources	Leisure & Culture Development
		Safer Merton	Libraries
		Shared Legal Services	Merton Adult Education
			Parking
			Parks & Green Spaces
			Property
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

**Departments**

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

The paragraphs below provide an overview of the approach taken to completing the information requirements on the service plans:

**Page 1**

- i) Service description – Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) Anticipated demand - What their key demand channels are and how best to measure them.
- iii) Anticipated non-financial resources - What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) Corporate strategies – From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 6 of the Business Plan 2013-17.
- vi) Performance indicators – Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
  - **Business critical** - the business critical function of the service often with severe consequences if this is interrupted or not met.
    - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)
  - **Outcome** - The success of the service in fulfilling its service description
    - e.g. the % of waste recycled
  - **Output** – The quantity of work or services produced.
    - e.g. the number of Housing Benefit applications processed
  - **Perception** - resident or user satisfaction with the service or part of the service
    - e.g. resident satisfaction with street cleanliness
  - **Quality** - the quality of the service delivery
    - e.g. % of missed refuse collections
  - **Unit cost** - Cost required to provide or produce a unit of a service or product
    - e.g. cost per household per refuse collection

vii) Major projects and/or procurement – Managers are asked to briefly describe up to 10 major projects they are undertaking over the planning period (2014-18). On the second page they are able to provide additional details of the project and the following key impact information:

- **Major expected outcome** - the following eight choices are available to managers:
  - Improved customer satisfaction
  - Improved reputation
  - Improved resident wellbeing
  - Income generation
  - Income loss
  - More efficient way of working
  - To meet budget savings
  - To meet legislative requirements
- **Risk** - managers are asked to consider the risks that could prevent them from achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

The following pages display service plans for 2014-18 in departmental order.

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# **Children, Schools and Families Department**



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

Children's Social Care

APPENDIX 10  
Risk

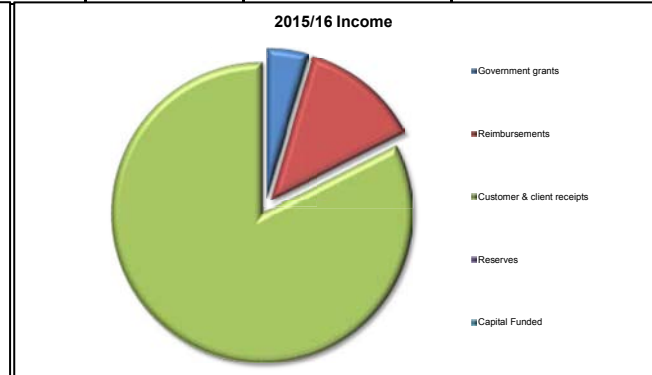
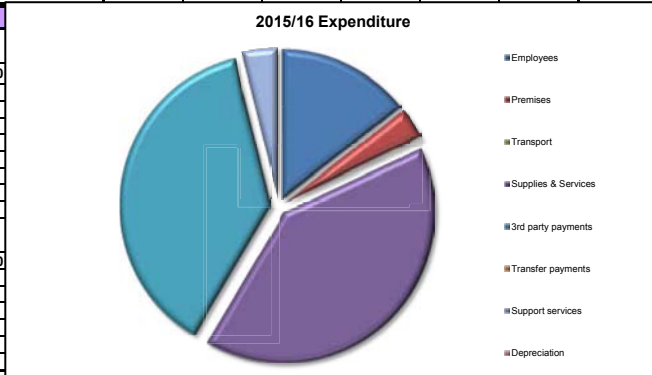
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		To meet legislative requirements			
Project Title:	<b>Deliver transforming families year 2 &amp; year 3 programme</b>				
Start date	2013-14	2	3	6	
Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.				
End date	2015-16				
<b>Project 2</b>		To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes			
Project Title:	<b>Social Care Information System procurement &amp; implementation</b>				
Start date	2013-14	3	3	9	
Project Details:	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.				
End date	2015-16				
<b>Project 3</b>		To meet legislative requirements			
Project Title:	<b>Preparation for new inspection regime</b>				
Start date	2013-14	4	3	12	
Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.				
End date	2014-15				
<b>Project 4</b>		To meet legislative requirements			
Project Title:	<b>Youth Justice</b>				
Start date	2014-15	3	2	6	
Project Details:	Development of policy framework in response to regulation. Trend analysis.				
End date	2015-16				
<b>Project 5</b>		Improved resident well being			
Project Title:	<b>Joint work with Housing</b>				
Start date	2014-15	4	2	8	
Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.				
End date	2015-16				
<b>Project 6</b>		To improve safeguarding, contain services within limited budgets, & for staff retention			
Project Title:	<b>Post-reorganisation review of staffing structure &amp; processes</b>				
Start date	2013-14	3	2	6	
Project Details:	To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP, specialist & enhanced services. Joint work with legal on 26 week limit.				
End date	2014-15				
<b>Project 7</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					
<b>Project 8</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					
<b>Project 10</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					

Page 4 of 2



Commissioning, Strategy and Performance		Planning Assumptions						Corporate strategies your service contributes to			
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
Enter a brief description of your main activities and objectives below		Increased demand for primary school		2fe	2fe	1fe	2fe	0fe	0fe		
The Commissioning, Strategy & Performance Division provides strategic services for the Children, Schools & Families Department (CSF): <ul style="list-style-type: none"> <li>policy, planning &amp; performance management;</li> <li>commissioning, procurement &amp; contract management;</li> <li>access to resources for looked after children/pupils with SEN;</li> <li>pupil place planning;</li> <li>school admissions;</li> <li>school expansion &amp; overall CSF capital programme management;</li> <li>some departmental business support.</li> </ul> Main activities include: i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development; iii) production of management information for internal performance management & external reporting inc statutory returns; iv) production of policy documents & procedural guidance for professional staff; v) commissioning operational services & leading on joint commissioning with partners; vi) managing schools' Private Finance Initiative contract & other service contracts; vii) procuring placements for looked after children/pupils with SEN; viii) planning sufficient school places; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes.		Increased demand for secondary school				0-1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)		
		Increased demand for special school places									
		Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011							
Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)		49	56	56	56	56					
Contractors		Commissioning of a range of services to support CSF functions									
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				
% reception year surplus places		2	2	4	5			Low	Annual	Business critical	parental choice
% secondary school Yr7 surplus places Inc. Academies		12	8	5	5			Low	Annual	Business critical	parental choice
% major capital projects green/amber to time		90	90	90	90			High	Quarterly	Business critical	Increased costs
% spend on approved capital programme				80	80			High	Quarterly	Business critical	Increased costs
% fostered LAC in external agency foster care placements		38	36	35	34			High	Quarterly	Business critical	Increased costs
Numbers of in-house foster carers recruited		16	20	20	20			High	Quarterly	Quality	Increased costs
% completion rates for parenting programmes		75	80	80	80			High	Quarterly	Business critical	outcomes not improved
% commissioned services quarterly monitoring completed		100	100	100	100			High	Quarterly	Business critical	reduced contract compliance
% statutory returns to government on time		100	100	100	100			High	Quarterly	Business critical	Reputational risk

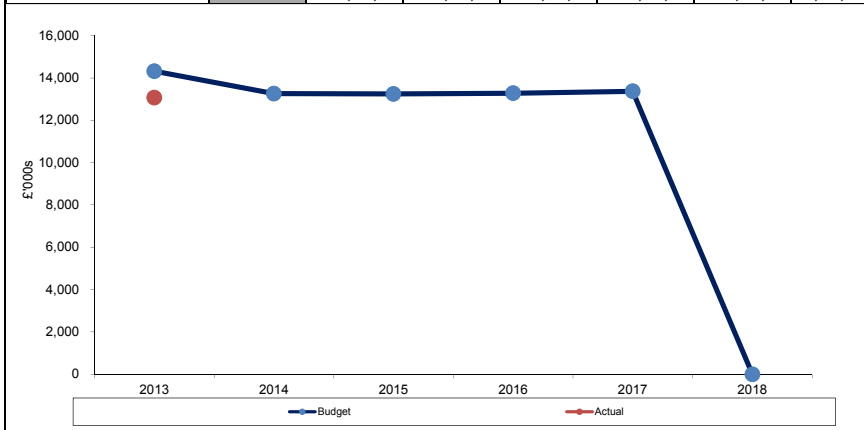
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>17,078</b>	<b>16,183</b>	<b>15,636</b>	<b>15,620</b>	<b>15,661</b>	<b>15,751</b>	<b>0</b>
Employees	2,268	2,126	2,258	2,259	2,259	2,260	
Premises	951	896	532	526	527	528	
Transport	39	58	40	40	41	41	
Supplies & Services	6,696	7,235	6,349	6,306	6,314	6,371	
3rd party payments	6,612	5,289	5,862	5,894	5,925	5,956	
Transfer payments	0	0	0	0	0	0	
Support services	512	579	595	595	595	595	
Depreciation	0	0	0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>2,762</b>	<b>3,111</b>	<b>2,377</b>	<b>2,379</b>	<b>2,381</b>	<b>2,383</b>	<b>0</b>
Government grants	388	332	106	106	106	106	
Reimbursements	428	474	311	311	311	311	
Customer & client receipts	1,946	2,305	1,960	1,962	1,964	1,966	
Reserves	0	0	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>14,316</b>	<b>13,072</b>	<b>13,259</b>	<b>13,241</b>	<b>13,280</b>	<b>13,368</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Primary Schools Expansions		10,355,680	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000
Secondary School Expansions		0	100,000	1,650,000	14,395,000	11,500,000	13,954,270
SEN Expansions		295,680	574,780	3,376,610	3,000,000	3,000,000	850,000
Inflation		0	0	172,460	1,952,140	1,875,580	2,074,530
Devolved Formula Capital/FSM		390,191	984,100	0	0	0	0
Schools Capital Maintenance		388,746	666,170	650,000	650,000	650,000	650,000
Other		580,086	378,200	0	0	0	0
<b>Total</b>	<b>0</b>	<b>12,010,383</b>	<b>25,265,200</b>	<b>18,263,560</b>	<b>23,789,140</b>	<b>20,874,360</b>	<b>20,103,800</b>

**2015/16**

Reduce expenditure on LAC and SEN placements: £100,000  
 Reduce expenditure on post 16 LAC/Care Leavers placements: £58,000  
 Reduce early intervention commissioning budgets: £63,000



**2016/17**

Reduce expenditure on LAC and SEN placements: £50,000  
 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000  
 Reduce early intervention commissioning budgets: £40,000

**2017/18**

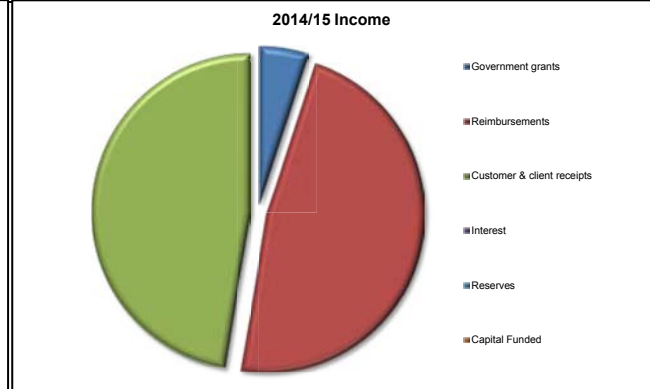
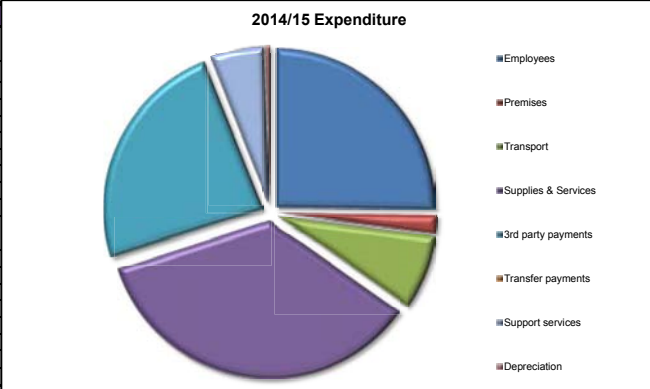
**2018/19**

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>Commissioning</b>			
Project Title:	Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care leavers accommodation.				
Start date	2014-15	More efficient way of working			
End date	2015-16	3	2	6	
<b>Project 2</b>		<b>Implementation of secondary &amp; special school expansion strategy</b>			
Project Title:	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory processes; planning & delivery of construction contracts.				
Start date	2014-15	To meet legislative requirements			
End date	2019-20	4	3	12	
<b>Project 3</b>		<b>Schools' PFI</b>			
Project Title:	Complete renegotiation and implementation of new Governing Body Agreements with PFI schools. Progress savings opportunities from 2014 DfE sponsored savings review.				
Start date	2014-15	More efficient way of working			
End date	2015-16	4	2	8	
<b>Project 4</b>		<b>Release of Assets</b>			
Project Title:	To address a range of issues related to CSF property & accommodation, including implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc school caretakers' houses.				
Start date	2013-14	More efficient way of working			
End date	2015-16	3	3	9	
<b>Project 5</b>		<b>Increase uptake of Free School Meals</b>			
Project Title:	Continue project to Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work includes reviewing marketing and application procedures and targeted work with schools with lower FSM registrations than would be expected from analysis of deprivation factors.				
Start date	2014-15	Improved resident well being			
End date	2015-16	3	1	3	
<b>Project 6</b>		<b>Framework i Implementation</b>			
Project Title:	Engagement with implementation project with particular focus on ensuring system reporting tools and processes are fit for purpose to enable improved internal performance management reporting and external statutory returns.				
Start date	2014-15	More efficient way of working			
End date	2015-16	2	2	4	
<b>Project 7</b>		<b>Children and Young People Plan</b>			
Project Title:	Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People Plan				
Start date	2015-16	More efficient way of working			
End date	2015-16	2	2	4	
<b>Project 8</b>		<b>Personal Budgets</b>			
Project Title:	Phased introduction of personal budgets for families of children subject to Education, health and care plans (ex SEN Statements). Initial phase PBs for home-school transport; following phases for exploration inc domiciliary care; overnight respite care				
Start date	2014-15	To meet legislative requirements			
End date	2016-17	3	2	6	

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Education		Planning Assumptions						2018/19	2019/20	2020/21							
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education		<b>Anticipated demand</b>				2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Enter a brief description of your main activities and objectives below</b>		Forecast increase in population 5-19						2400						Children & Young person's Plan			
<p><b>Merton School Improvement (MSI)</b> will improve outcomes for all pupils in Merton Schools by:</p> <ul style="list-style-type: none"> <li>· monitoring, analysing &amp; evaluating 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 strengthening partnership working and school to school support</li> </ul> <p><b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> will improve outcomes for CYP with SEND by:</p> <ul style="list-style-type: none"> <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 and receive a joined up service</li> </ul> <p><b>Early Years Services</b> will improve outcomes for all children aged 0-5 by:</p> <ul style="list-style-type: none"> <li>· managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties</li> <li>· delivering Children's Centre services through a locality model with a focus on early help &amp; targeted services for vulnerable families</li> <li>· using the CASA to inform robust planning and case work for identified families</li> <li>· working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families</li> <li>· developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework</li> </ul> <p><b>Youth Inclusion</b> will improve outcomes for Young People by:</p> <ul style="list-style-type: none"> <li>· providing universal &amp; targeted in house &amp; commissioned services for YP &amp; schools</li> <li>· providing support to prevent bullying, substance misuse &amp; teenage pregnancy, to improve attendance &amp; to encourage emotional &amp; social development</li> <li>· developing alternative education offerings to enable YP to stay in education, training &amp; employment</li> <li>· leading on the council's partnership with the police &amp; CAMHS for education</li> </ul>		Forecast increase in compulsory education to 18												Community Plan			
		Forecast increase in targeted SEND services						200 - 400						Corp Equality Scheme			
		Forecast increase in population 0 - 4						780						Performance Management Framework			
		<b>Anticipated non financial resources</b>		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	<b>2018/19</b>				Social Inclusion Strategy			
Staff (FTE)		236	251	247	247	237	237					LAC strategy					
School to school support								Facilitate and encourage schools to support each other				Youth crime					
Voluntary Services								Review arrangements for some commissioned services				Family poverty					
Voluntary Services								Volunteers in schools, youth and early years				Health & wellbeing					
<b>Performance indicator</b>		<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>		<b>Reporting cycle</b>		<b>Indicator type</b>		<b>Main impact if indicator not met</b>			
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)										
% 5 GCSE A-C including English & maths		64	65	65				High		Annual		Outcome		Reputational risk			
% outcome of Ofsted inspections good or outstanding		77	85	85				High		Monthly		Outcome		Inspection outcomes			
% L4 English & maths as KS2		78	82	82				High		Annual		Outcome		Reputational risk			
% secondary school attendance (LA only)		new	94.5	95				High		Quarterly		Outcome		Increased costs			
% primary school attendance (LA only)		new	95	96				High		Quarterly		Outcome		Breach statutory duty			
% of new EHCP requests completed within 20 weeks		new	85%	85				High		Annual		Outcome		Reputational risk			
% EY foundation stage profile		60	65	67				High		Annual		Outcome		Increased costs			
% Good or Outstanding children's centres per Ofsted		100	100	100				High		monthly		Outcome		Inspection outcomes			
Youth service participation rate		2000	2000	2000				High		Annual		Output		Reputational risk			

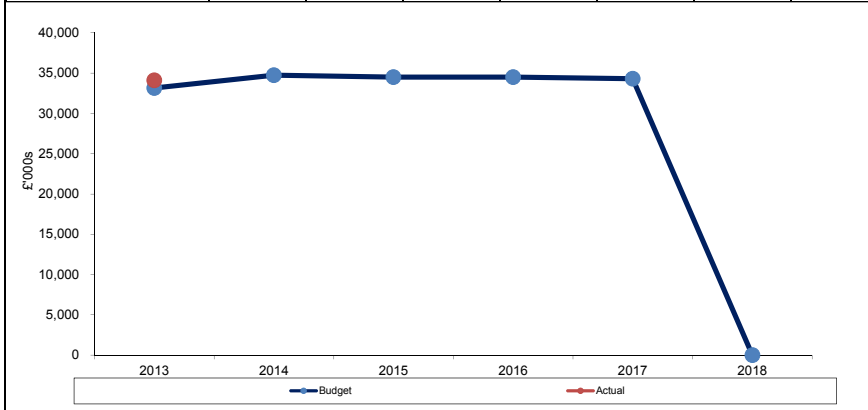
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>38,968</b>	<b>39,491</b>	<b>39,709</b>	<b>39,499</b>	<b>39,542</b>	<b>39,348</b>	<b>0</b>
Employees	10,536	10,591	10,106	9,956	9,949	9,700	
Premises	824	752	734	746	759	771	
Transport	3,222	3,636	3,112	2,998	2,995	3,042	
Supplies & Services	12,951	12,710	13,956	13,984	14,012	13,995	
3rd party payments	9,021	9,224	9,435	9,449	9,461	9,474	
Transfer payments	19	17	19	19	19	19	
Support services	2,188	2,354	2,156	2,156	2,156	2,156	
Depreciation	207	207	191	191	191	191	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>5,831</b>	<b>5,411</b>	<b>4,982</b>	<b>5,019</b>	<b>5,056</b>	<b>5,073</b>	<b>0</b>
Government grants	401	482	250	250	250	250	
Reimbursements	2,261	2,410	2,390	2,390	2,390	2,390	
Customer & client receipts	2,397	2,605	2,342	2,379	2,416	2,433	
Interest	0	0	0	0	0	0	
Reserves	772	-86	0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>33,137</b>	<b>34,080</b>	<b>34,727</b>	<b>34,480</b>	<b>34,486</b>	<b>34,275</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**2015/16**

Increased income generation and management efficiencies in School Standards and Quality service: £80,000  
 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £160,000  
 Reduced investment in commissioned and in-house youth service: £100,000



**2016/17**

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £17,000

**2017/18**

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £250,000  
 Reduced service offer from school improvement: £75,000

**2018/19**

APPENDIX 10: Strategic strategies your service contributes to

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

**Education**

**APPENDIX 10**  
Risk

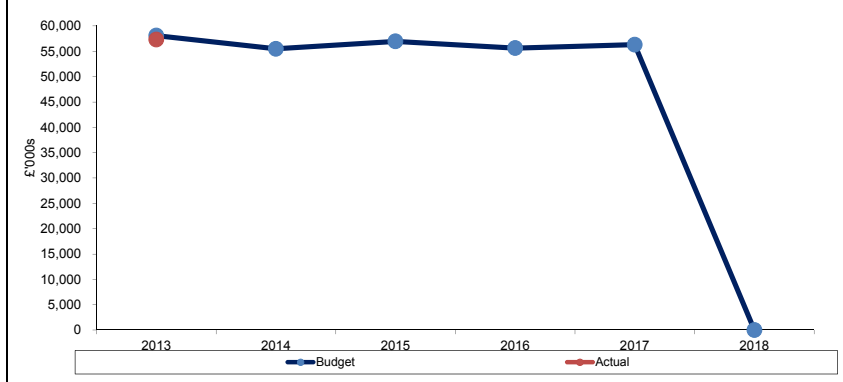
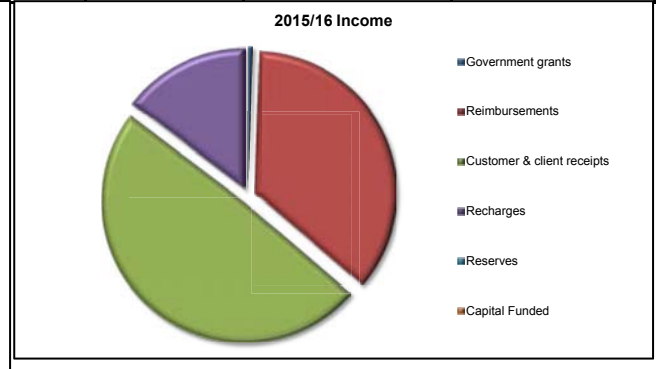
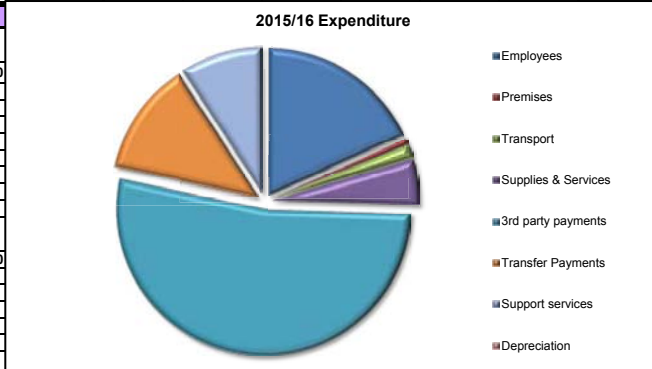
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Improving pupil outcomes at KS2 &amp; KS4</b>			
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.	Improved resident well being	2	3
End date	2016-17					
<b>Project 2</b>		Project Title:	<b>School Improvement through partnership</b>			
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools	Improved resident well being	2	2
End date	2016-17					
<b>Project 3</b>		Project Title:	<b>Transforming Early Years</b>			
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	Improved resident well being	3	2
End date	2015-16					
<b>Project 4</b>		Project Title:	<b>Implementation of requirements of Children &amp; Families Act</b>			
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	4	3
End date	2015-16					
<b>Project 5</b>		Project Title:	<b>Development of AltED &amp; linked provision</b>			
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	3	2
End date	2015-16					
<b>Project 6</b>		Project Title:	<b>Youth transformation phases 2 &amp; 3</b>			
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4	3
End date	2015-16					
<b>Project 7</b>		Project Title:	<b>Improve rates of Persistent Absenteeism</b>			
Start date	2014 -2015	Project Details:	Pilot project for one year initially to target PA in years 5,6 and 7 through targetted early intervention and family support in collaboration with schools and EWS	To meet legislative requirements	3	2
End date	2015 -2016					

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# **Community and Housing Department**

Adult Social Care	Planning Assumptions						Corporate strategies your service contributes to			
<b>Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care &amp; Health</b>	<b>Anticipated demand</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>			
<p>Enter a brief description of your main activities and objectives below</p> <p>Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.</p> <p>There are eligibility criteria to define need and to keep this in line with resources as far as possible.</p> <p>Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.</p> <p>Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.</p>	No. of people requiring services	6630	6729	6829	6920			Voluntary Sector Strategy		
	People aged 85-89	2400	2400	2500	2500			Community Plan		
	People aged 95+	1700	1800	1800	1900			Social Inclusion Strategy		
	No. of people aged 65+ with dementia	1963	1957	2022	2047			Children & Young person's Plan		
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>			
	Staff (FTE)	444	420.19	383.53	356.07	344.07	332.07	Corp Procurement Strategy		
								Customer Services Strategy		
								Homelessness Strategy		
								Older People's Housing		
								Workforce Development Plan		
<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
	<b>2013/14(T)</b>	<b>2014/15(T)</b>	<b>2015/16(PT)</b>	<b>2016/17(PT)</b>	<b>2017/18(PT)</b>	<b>2018/19(PT)</b>				
No of carers receiving a service	N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
No of people on the Occupational Therapy waiting list	66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times
% People receiving 'long term' Community Services	N/A	70	71	72	73	74	High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed Support	N/A	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	2.9	5	5	5	5	5	Low	Monthly	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>79,605</b>	<b>79,734</b>	<b>77,102</b>	<b>78,237</b>	<b>77,071</b>	<b>77,911</b>	<b>0</b>
Employees	15,920	15,568	14,464	14,309	14,324	14,339	
Premises	557	361	481	489	497	505	
Transport	1,395	1,387	1,167	1,188	1,209	1,230	
Supplies & Services	3,200	2,862	3,914	3,965	4,010	4,055	
3rd party payments	42,642	43,508	40,565	41,338	39,633	39,933	
Transfer Payments	9,157	9,073	9,394	9,831	10,281	10,732	
Support services	6,674	6,915	7,041	7,041	7,041	7,041	
Depreciation	60	60	76	76	76	76	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>21,495</b>	<b>22,424</b>	<b>21,804</b>	<b>21,253</b>	<b>21,413</b>	<b>21,611</b>	<b>0</b>
Government Grants	131	132	135	109	71	71	
Reimbursements	5,423	6,499	7,936	7,611	7,809	8,007	
Customer & client receipts	9,980	10,165	10,424	10,424	10,424	10,424	
Recharges	2,824	2,778	3,109	3,109	3,109	3,109	
Reserves	3,137	2,850	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>58,110</b>	<b>57,310</b>	<b>55,498</b>	<b>56,984</b>	<b>55,658</b>	<b>56,300</b>	<b>0</b>
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
IT Schemes		163,164	140,980	0	0	0	0
Merton Dementia Hub		497,045	0	0	0	0	0
JMC Extension		0	200,000	0	0	0	0
<b>0</b>	<b>660,209</b>	<b>340,980</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Summary of major budget etc. changes ~ 2015/16	
<b>2016/17</b>	Growth - Placements - Demographic changes - £1m Growth for Concessionary fares increase - £0.436m Savings - £2.014m BCF allocation increases to £11.254m. £5.4m of the total allocation will be spent on investments managed by the Council (i.e. £2.9m spend carried forward from 2014/15 and £2.4m proposed new investments)
<b>2017/18</b>	Growth for Concessionary fares increase - £0.157m Savings - £2.328m
<b>2018/19</b>	Growth for Concessionary fares increase - £0.157m Savings - £0.322

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

Adult Social Care

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Below inflation uplift to third party suppliers</b>		
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16 & 2016-17 Ref: CH1).	To meet budget savings and service design requirements	4
End date	2016-17				
<b>Project 2</b>		Project Title:	<b>Brokerage efficiencies</b>		
Start date	2015-16	Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).	To meet budget savings and service redesign requirements	4
End date	2017-18				
<b>Project 3</b>		Project Title:	<b>Procurement efficiencies</b>		
Start date	2015-16	Project Details:	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).	To meet budget savings and service redesign requirements	4
End date	2017-18				
<b>Project 4</b>		Project Title:	<b>Remodelling and re-procuring the domiciliary care service</b>		
Start date	2015-16	Project Details:	Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012 (2015-16 to 2017-18 Ref: CH2)	To meet budget savings and service redesign requirements	3
End date	2017-18				
<b>Project 5</b>		Project Title:	<b>Supporting People</b>		
Start date	2015-16	Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements	4
End date	2015-16				
<b>Project 6</b>		Project Title:	<b>Staffing Reductions (Commissioning)</b>		
Start date	2015-16	Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)	To meet budget savings and service redesign requirements	4
End date	2015-16				
<b>Project 7</b>		Project Title:	<b>Promoting Independence</b>		
Start date	2015-16	Project Details:	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).	To meet budget savings and service redesign requirements	4
End date	2016-17				
<b>Project 8</b>		Project Title:	<b>Staffing Reductions (Direct Provision)</b>		
Start date	2015-16	Project Details:	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).	To meet budget savings and service redesign requirements	4
End date	2015-16				
<b>Project 9</b>		Project Title:	<b>Voluntary Sector Organisations</b>		
Start date	2016-17	Project Details:	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: CH5).	To meet budget savings and service redesign requirements	4
End date	2016-17				
<b>Project 10</b>		Project Title:	<b>Staffing Reductions (Access and Assessment)</b>		
Start date	2016-17	Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).	To meet budget savings and service redesign requirements	4
End date	2016-17				



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

Adult Social Care

APPENDIX 10  
RISK

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
Start date	End date	Project Title:	Project Details:	Likelihood	Impact	Score
2016-17	2016-17	<b>Additional Staff Savings - Access &amp; Assessment</b>	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).	4	2	8
2016-17	2016-17	<b>Additional Staff Savings - Direct Provision</b>	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	4	2	8
2016-17	2016-17	<b>Additional Staff Savings - Commissioning</b>	Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	4	2	8
2016-17	2016-17	<b>Directorate</b>	Reduction in salaries costs (2016-17 Ref: CH23).	3	2	6
2016-17	2016-17	<b>Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages</b>	Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model (2016-17 Ref: CH24/CH25/CH26).	4	2	8
2016-17	2016-17	<b>Mental Health - Care Packages</b>	Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).	5	2	10
2016-17	2016-17	<b>Older People - Home Care/Direct Payments</b>	Review of Home Care within support packages and review of Direct Payment support packages using the enablement model (2016-17 Ref: CH28/CH30).	4	2	8
2016-17	2016-17	<b>Older People - Managing Crisis</b>	Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).	4	2	8
2016-17	2016-17	<b>Physical Disabilities - Direct Payments/Home Care/High Cost Packages</b>	Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).	4	2	8
2016-17	2016-17	<b>Substance Misuse Placements</b>	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).	3	1	3

Adult Social Care

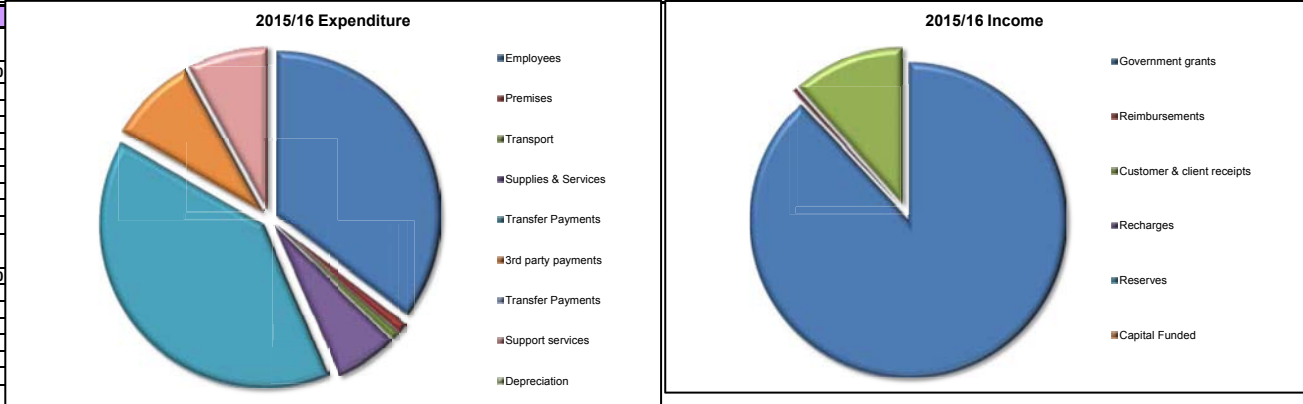
APPENDIX 10  
RISK

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
Start date	End date	Project Title:	Project Details:	Likelihood	Impact	Score	
2015-16	2015-16	<b>Review of customer care packages.</b>	Continue to review customers and make savings.	To meet budget savings	4	3	12
2015-16	2015-16	<b>First Contact Service - Voluntary Sector</b>	Voluntary sector interface with public as first point of contact for potential social care customers.	To meet budget savings	3	4	12
2015-16	2015-16	<b>Supporting People Contract</b>	Reduce capacity within the supporting people contract.	To meet budget savings	3	3	9
2015-16	2015-16	<b>Day Care Services</b>	Change the day service offer around Merton day care services.	To meet budget savings	4	3	12
				Select one major outcome	0	0	0
				Select one major outcome	0	0	0
				Select one major outcome	0	0	0
				Select one major outcome	0	0	0
				Select one major outcome	0	0	0
				Select one major outcome	0	0	0

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Housing Needs and Enabling Services	Planning Assumptions							The Corporate strategies your service contributes to			
Clr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Homelessness Strategy			
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	10400	11000	11000	12000	12000	12000	Housing Strategy			
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	Housing register applicants	7625	6500	7400	8350	7300	8250				
	Housing options casework	1000	1000	1000	1150	1150	1150				
	Demand for temporary accommodation	265	320	350	360	360	360				
To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Housing Needs Staff (FTE)	26.5	26.5	24.5	19	19	17.5				
	Environmental Health (Housing)	0	7.03	6.03	5.03	5.03	5.03				
<b>The purpose of this service is to</b> - Prevent homelessness in accordance with statutory housing law - Provide homes to people in housing need - Plan for the future delivery of housing via general conformity with the London Housing Strategy - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of affordable homes with registered providers and private landlords - Provide care and housing support to vulnerable adults - Relationship management between the council and stock transfer housing associations - Carry out a statutory duty to enforce Environmental Health (Housing) legislation - Provide grant assistance for improvements and adaptations	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	No. of homelessness preventions	550	550	550	450	450	450	High	Monthly	Business critical	Increased costs
	No. of households in temporary accommodation	100	125	130	145	145	145	Low	Monthly	Business critical	Increased costs
	Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Highest no. of adults in B&B	7	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Affordable homes delivered	150	70	35	20	20	20	High	Annual	Outcome	Reputational risk
	Social housing lets	430	410	415	360	360	360	High	Quarterly	Outcome	Increased waiting times
	Rent deposit - new tenancies	90	90	90	90	90	90	High	Annual	Outcome	Increased waiting times
	No. of enforcement/improvement notices	57	60	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
	Number of Disabled Facilities Grants approved	52	75	75	60	60	60	High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>3,031</b>	<b>3,305</b>	<b>3,566</b>	<b>3,481</b>	<b>3,412</b>	<b>3,357</b>	<b>0</b>
Employees	972	1,001	1,310	1,233	1,233	1,197	
Premises	39	23	38	38	38	38	
Transport	18	19	28	28	28	28	
Supplies & Services	202	165	200	213	186	153	
Transfer Payments	1,140	1,409	1,375	1,389	1,403	1,417	
3rd party payments	430	443	338	303	247	247	
Transfer Payments	0	0	0	0	0	0	
Support services	230	245	277	277	277	277	
Depreciation	0	0	0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>1,063</b>	<b>1,354</b>	<b>1,359</b>	<b>1,293</b>	<b>1,294</b>	<b>1,296</b>	<b>0</b>
Government grants	969	1,179	1,140	1,140	1,140	1,140	
Reimbursements	0	22	5	5	5	5	
Customer & client receipts	94	153	147	148	149	151	
Recharges	0	0	0	0	0	0	
Reserves	0	0	67	0	0	0	
Capital Funded	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>1,968</b>	<b>1,951</b>	<b>2,207</b>	<b>2,188</b>	<b>2,118</b>	<b>2,061</b>	<b>0</b>

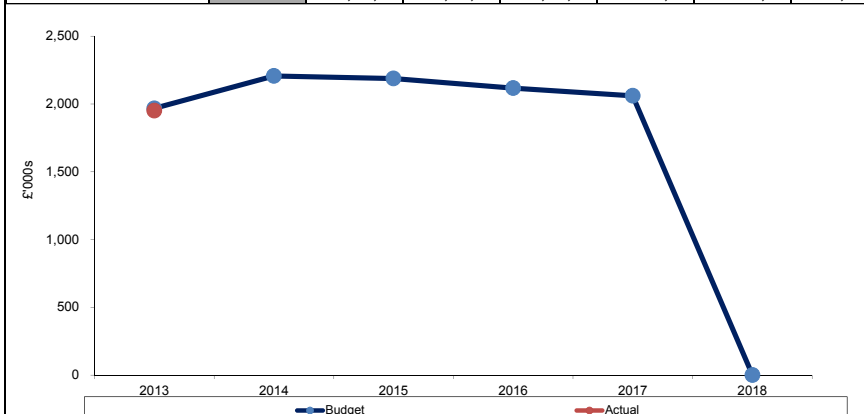


Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Birches Close		111,860	0	0	0	0	0
8 Wilton Road		40,758	489,240	0	0	0	0
Western Road		760,000	760,000	115,000	0	0	0
Disabled Facilities Grant		1,218,567	839,610	1,341,890	784,000	340,000	340,000
Other		21,855	10,000	0	0	0	0
The Gables		0	577,300	0	0	0	0
<b>Total</b>	<b>0</b>	<b>2,153,040</b>	<b>2,676,150</b>	<b>1,456,890</b>	<b>784,000</b>	<b>340,000</b>	<b>340,000</b>

**Summary of major budget etc. changes**

**2015/16**

Savings £35k Reduction of Homelessness Prevention grant  
 Environmental Health Housing savings of £69k to include deletion of 1x FTE post



**2016/17**

Savings £56k Reduction of Homelessness Prevention grant  
 Savings £30k Rationalisation of admin budget (CH9)

Newly proposed savings to be approved: Deletion of 3.5 posts @ £129k (included in reduced FTE staff numbers above)

**2017/18**

Savings £36k Rationalisation of admin budget (CH9)  
 Savings £36k Deletion of one staffing post (CH10)

**2018/19**

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Deliver on-line self-assessment tools</b>		
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.	More efficient way of working	3
End date	2015-16				
<b>Project 2</b>		Project Title:	<b>Maximise use of private rented sector</b>		
Start date	2013-14	Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through empty homes grants.	More efficient way of working	2
End date	2018-19				
<b>Project 3</b>		Project Title:	<b>CHMP Regeneration</b>		
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.	Improved resident well being	1
End date	2018-19				
<b>Project 4</b>		Project Title:	<b>Housing Service Review</b>		
Start date	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).	Evaluation of alternative service delivery	3
End date	2015-16				
<b>Project 5</b>		Project Title:	<b>Feasibility Study: Social Enterprise Private Lettings Agency</b>		
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3
End date	2015-16				
<b>Project 6</b>		Project Title:	<b>Technology Review</b>		
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.	More efficient way of working + compliance with corporate policy	2
End date	2016-17				
<b>Project 7</b>		Project Title:			
Start date		Project Details:			0
End date					
<b>Project 8</b>		Project Title:			
Start date		Project Details:			0
End date					
<b>Project 9</b>		Project Title:			
Start date		Project Details:			0
End date					
<b>Project 10</b>		Project Title:			
Start date		Project Details:			0
End date					

**Libraries**  
**Cllr Nick Draper Cabinet Member for Community & Culture**  
**Enter a brief description of your main activities and objectives below**

The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.

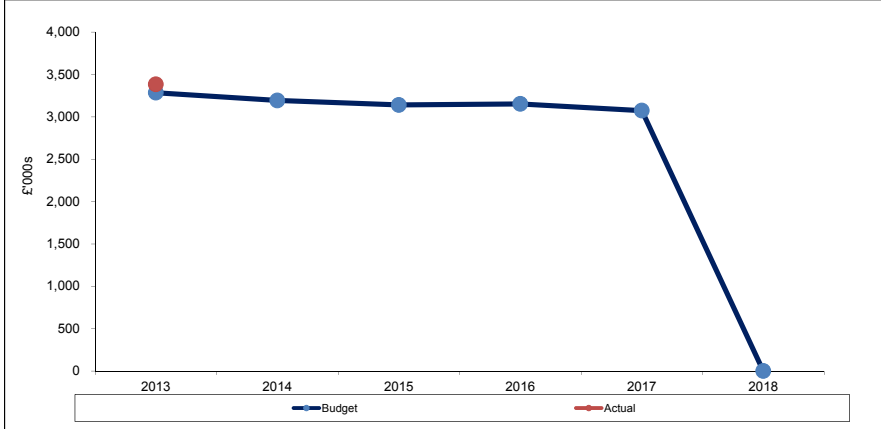
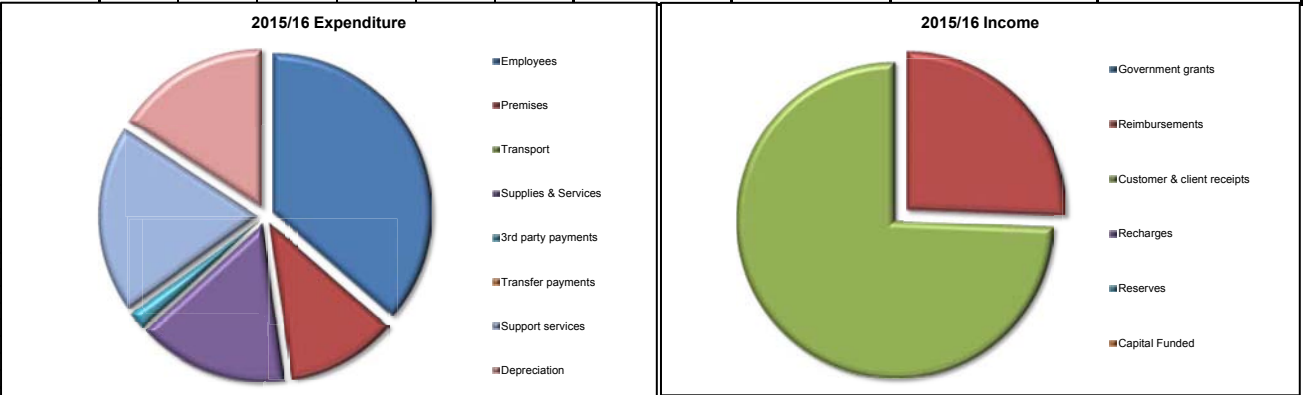
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.

Certain aspects of the service must be provided for free:  
 Free lending of books  
 Free access to information  
 Free library membership

The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.

Planning Assumptions								The Corporate strategies your service contributes to		
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Active users	54,000	54,500	55,000	56,000	56,000	56,000	56,000	Community Plan		
Stock issues	1050000	1100000	1100000	1100000	1,100,000	1,100,000	1,100,000	Corp Equality Scheme		
Registered members	125,000	130,000	135,000	135,000	135,000	135,000	135,000	Customer Services Strategy		
Visitor figures	1,150,000	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy		
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Staff (FTE)	46	47	45.71	44.71	41.61	41.61	41.61	Performance Management Framework		
Accommodation (Libraries)	7	7	7	7	7	7	7	ICT Policy		
Equipment (PC's)	144	144	144	144	144	144	144	Performance Management Framework		
								Workforce Development Plan		
								Asset Management Plan		
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
No. of visitors accessing the library service online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
% self service usage for stock transactions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
Maintain Income	£282,570	£327,000	£331,000	£336,000	£340,000	£340,000	High	Monthly	Unit cost	Increased costs
Partnership numbers	25	30	30	30	30	30	High	Monthly	Quality	Customer hardship
% customer satisfaction (ARS)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>3,795</b>	<b>3,730</b>	<b>3,634</b>	<b>3,586</b>	<b>3,603</b>	<b>3,529</b>	<b>0</b>
Employees	1,338	1,243	1,327	1,305	1,306	1,216	
Premises	456	465	401	407	413	419	
Transport	3	5	4	4	4	4	
Supplies & Services	629	580	582	549	558	567	
3rd party payments	65	63	65	66	67	68	
Transfer payments	0	0	0	0	0	0	
Support services	814	884	689	689	689	689	
Depreciation	490	490	566	566	566	566	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>508</b>	<b>346</b>	<b>441</b>	<b>445</b>	<b>450</b>	<b>454</b>	<b>0</b>
Government Grants	0	0	0	0	0	0	
Reimbursements	154	72	114	114	114	114	
Customer & client receipts	329	274	327	331	336	340	
Recharges	0	0	0	0	0	0	
Reserves	25	0	0	0	0	0	
Capital Funds							
<b>Council Funded Net Budget</b>	<b>3,287</b>	<b>3,384</b>	<b>3,193</b>	<b>3,141</b>	<b>3,153</b>	<b>3,075</b>	<b>0</b>
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
Relocation of Colliers Wood Library	0	0	0	0	550,000	0	
Library Self Service	0	0	0	350,000	0	0	
	0	0	0	350,000	550,000	0	0



Summary of major budget etc. changes	
<b>2015/16</b>	Savings - Reduction in Media Fund - £12k (CH5) Savings - Increase Income - £10k (CH6) Revenueisation - £42k
<b>2016/17</b>	Savings - Activities - £2k Savings - Staffing - £26k Savings - PLUS Consultation - £3k Savings - Volunteer Contract - £20k Savings - Reduction in Media Fund - £45k
<b>2017/18</b>	Savings - Introduce self-serve Libraries at off peak times - £90k Savings - Staffing - £60k
<b>2018/19</b>	

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

**Libraries**

**APPENDIX 10**  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score		
<b>Project 1</b>		<b>E-communications</b>				
Project Title:						
Start date	2013-14	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.	More efficient way of working	2	1	2
End date	2015-16					
<b>Project 2</b>		<b>Heritage Strategy</b>				
Project Title:						
Start date	2015-16	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.	Improved customer satisfaction	2	1	2
End date	2019-20					
<b>Project 3</b>		<b>Stock efficiency program</b>				
Project Title:						
Start date	2013-14	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16 and 2016/17. Maximise usage of e-resources.	More efficient way of working	2	1	2
End date	2015-16					
<b>Project 4</b>		<b>Children &amp; Young People's projects</b>				
Project Title:						
Start date	2013-14	Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.	Improved resident well being	3	1	3
End date	2016-17					
<b>Project 5</b>		<b>Outreach and Community Engagement plan</b>				
Project Title:						
Start date	2013-14	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.	Improved customer satisfaction	2	1	2
End date	2017-18					
<b>Project 6</b>		<b>IT Projects</b>				
Project Title:						
Start date	2013-14	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.	Improved customer satisfaction	3	2	6
End date	2017-18					
<b>Project 7</b>		<b>Assisted digital support</b>				
Project Title:						
Start date	2013-14	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.	Improved resident well being	2	1	2
End date	2016-17					
<b>Project 8</b>		<b>Security services contract</b>				
Project Title:						
Start date	2015-16	Re-tender of contract and on-going monitoring of performance.	More efficient way of working	3	2	6
End date	2018-19					
<b>Project 9</b>		<b>Library redevelopments</b>				
Project Title:						
Start date	2013-14	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	3	2	6
End date	2017-18					
<b>Project 10</b>		<b>London Libraries Consortium</b>				
Project Title:						
Start date	2013-14	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	More efficient way of working	2	2	4
Projects	2017-18					

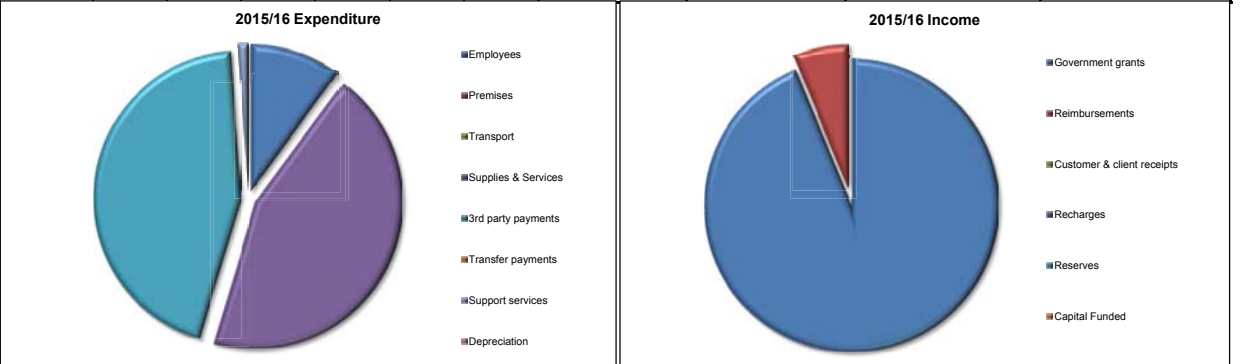
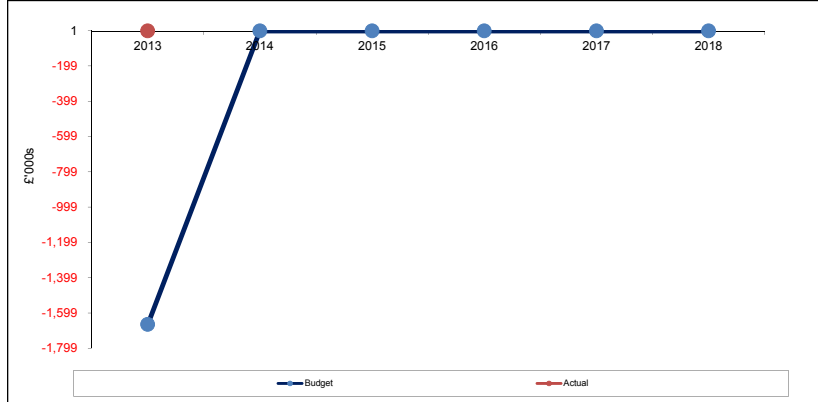


PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Introduction of New 24+ Loans</b>				
Start date	2013-14	Project Details:	Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans	To meet legislative requirements	3	2	6
End date	2014-15						
<b>Project 2</b>		Project Title:	<b>MAE Commercial Business Plan</b>				
Start date	2013-14	Project Details:	Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management short course programme, Early Years and Schools short course programme	Income generation	3	2	6
End date	2014-15						
<b>Project 3</b>		Project Title:	<b>Widening Participation in Learning</b>				
Start date	2013-14	Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.	Improved resident well being	2	1	2
End date	2015-16						
<b>Project 4</b>		Project Title:	<b>Accommodation Strategy</b>				
Start date	2013-14	Project Details:	In response to Children Schools and Families requiring possible secondary school sites, undertake a full analysis of possible sites across Merton. Undertake explorations with a number of key partners	To meet legislative requirements and respond to growing school population	3	2	6
End date	2015-16						
<b>Project 5</b>		Project Title:	<b>Virtual Learning Environment Strategy</b>				
Start date	2013-14	Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium	More efficient way of working	2	1	2
End date	2014-15						
<b>Project 6</b>		Project Title:	<b>Increase the use of the E Learning Portal Moodle</b>				
Start date	2014-15	Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students	More efficient way of working	2	1	2
End date	2015-16						
<b>Project 7</b>		Project Title:	<b>Adult Skills and Employability Scrutiny Action Plan Implementation</b>				
Start date	2013-14	Project Details:	Implement the key skills and employability elements of the scrutiny action plan	More efficient way of working	2	1	2
End date	2015-16						
<b>Project 8</b>		Project Title:	<b>Option Appraisal on the Future of the Service and Consultation</b>				
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options	Income loss	3	2	6
End date	2015-2016						
<b>Project 9</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 10</b>		Project Title:					
Start date		Project Details:					
End date							



Public Health	Planning Assumptions							The Corporate strategies your Council contributes to			
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health  Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.  Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.  Public Health services comprise • Mandatory: sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness • Universal: Smoking cessation, drugs and alcohol, obesity • Other	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Health & Wellbeing Strategy			
	Sexual health	19,854	20,201	20,554	20,913	21,243	21,657				
	Drugs & alcohol	423 Drugs/155 Alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol							
	Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity					
	NHS Health Checks	5723	5723	5773	5872	5872					
	National Child Measure Program	2,445 Reception and Year 6 pupils in 2013; estimate 2,941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017									
	NHS Smoking Cessation	1506	1580	1660	1742	1830					
	Prevention services	1066	1119	1175	1234	1295					
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2017/19</b>				
	Staff (FTE)	9	14.77	14.77	14.77	13.77					
Staff (Trainees)	1	2	1	2							
High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a							

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>7,873</b>	<b>8,187</b>	<b>9,844</b>	<b>9,844</b>	<b>9,844</b>	<b>9,844</b>	<b>9,844</b>
Employees	627	657	994	994	994	994	994
Premises	0	3	7	7	7	7	7
Transport	6	2	0	0	0	0	0
Supplies & Services	3,408	3,727	4,366	4,366	4,366	4,366	4,366
3rd party payments	3,735	3,699	4,367	4,367	4,367	4,367	4,367
Transfer payments	0	0	0	0	0	0	0
Support services	97	98	110	110	110	110	110
Depreciation	0	0	0	0	0	0	0
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
Income	9,537	8,187	9,844	9,844	9,844	9,844	9,844
Government grants	8,985	8,985	9,236	9,236	9,236	9,236	9,236
Reimbursements	552	865	608	608	608	608	608
Customer & client receipts	0	1	0	0	0	0	0
Recharges	0	0	0	0	0	0	0
Reserves	0	-1,664	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>-1,664</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Summary of major budget etc. changes
<b>2015/16</b>
Public Health grant confirmed to be the same as 2014/15.
<b>2016/17</b>
Dependent on Government grant, to be confirmed
<b>2017/18</b>
Dependent on Government grant, to be confirmed
<b>2018/19</b>
Dependent on Government grant, to be confirmed

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

Public Health

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>	Project Title:	<b>Integrated sexual health service</b>					
Start date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which either combines existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.	Improved customer satisfaction	3	3	9
End date	2017-18						
<b>Project 2</b>	Project Title:	<b>Embedding Chlamydia screening programme</b>					
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	More efficient way of working	3	2	6
End date	2015-16						
<b>Project 3</b>	Project Title:	<b>Review of local HIV services</b>					
Start date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis.	Improved resident well being	3	3	9
End date	2015-16						
<b>Project 4</b>	Project Title:	<b>LiveWell</b>					
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.	Improved resident wellbeing	2	1	2
End date	2014-15						
<b>Project 5</b>	Project Title:	<b>Prevention</b>					
Start date	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.	Improved resident wellbeing	2	1	2
End date	2014-15						
<b>Project 6</b>	Project Title:	<b>Transition of responsibility for Health Visiting Service to Local Authority</b>					
Start date		Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.	Select one major outcome	0	0	0
End date							
<b>Project 7</b>	Project Title:	<b>National Child Measurement Programme</b>					
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.	Improved Health and Wellbeing	0	0	0
End date							
<b>Project 8</b>	Project Title:	<b>NHS Health Checks</b>					
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.	Improved Health and Wellbeing	2	2	4
End date							
<b>Project 9</b>	Project Title:	<b>Drugs and Alcohol Prevention and Treatment</b>					
Start date		Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of alcohol needs is being commissioned to inform development of a prevention strategy/action plan.	Select one major outcome	0	0	0
End date							
<b>Project 10</b>	Project Title:	<b>Support to Merton Clinical Commissioning Group</b>					
Start date		Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.	Select one major outcome	0	0	0
End date							

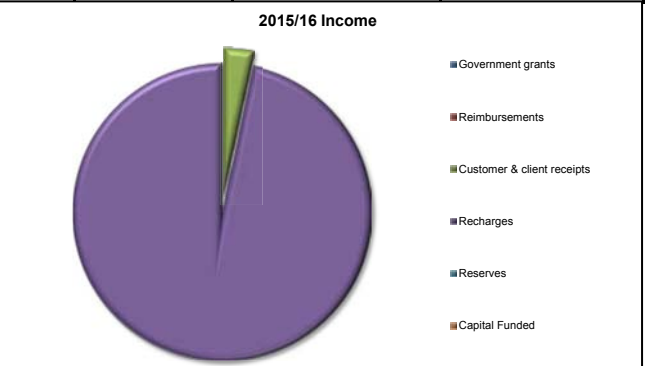
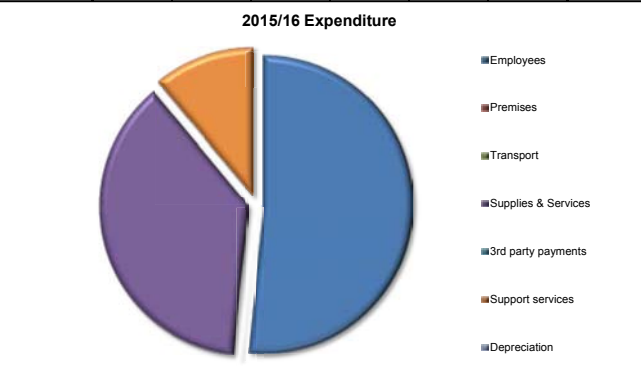
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# **Corporate Services Department**

Business Improvement		Planning Assumptions						The Corporate strategies your				
Cllr Mark Allison Cabinet Member for Finance		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
<b>Enter a brief description of your main activities and objectives below</b>		Core service request (days)	4400	4493	4023	3555	3355	3255	1350			
<ul style="list-style-type: none"> <li>- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.</li> <li>- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.</li> <li>- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and M2015 Board.</li> <li>- Lead and deliver a coordinated programme of service reviews to deliver efficiencies and improve customer satisfaction.</li> <li>- Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives are realised.</li> <li>- Work with businesses and I&amp;T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.</li> <li>- Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.</li> <li>- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.</li> <li>- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.</li> </ul>		Non Core service requests (days)	2000	1800	1620	1450	1450	1350	1350			
		Support for continuous/business improvement (days)	600	880	880	880	880	880	880	880		
		Project/Programmes	12.8FTE	11 FTE	21 FTE	12 FTE	0 FTE	0 FTE	0 FTE	0 FTE		
		<b>Anticipated non financial resources</b>		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
		Staff - Programme Office (FTE)	4	4	4.5	4.5	2.5	2.5				
		Staff - Business Systems Team (FTE)	25.9	26	25	22	20	20				
		Staff - Programmes and projects (fixed term)	12.8	11	21	12	0	0				
		Apprentices	2	2	2	0	0	0				
<b>Performance indicator</b>		<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>		
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)					
		Systems availability	80%	95%	97%	98%	99%	99%	High	Monthly	Business critical	Reduced service delivery

**APPENDIX 4**

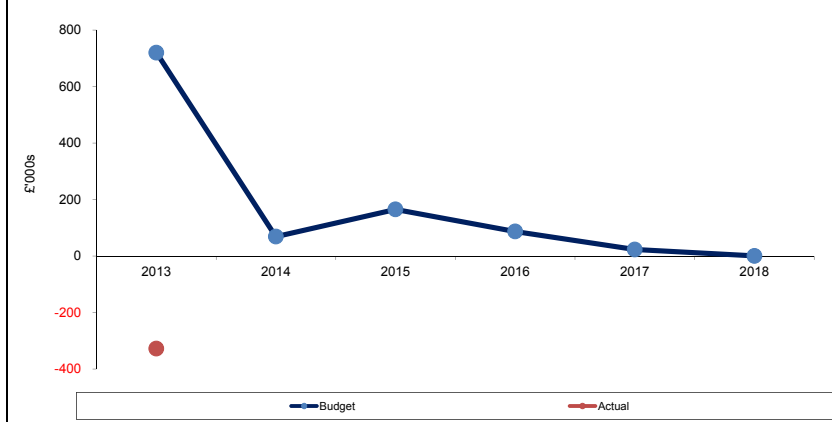
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	3,459	3,440	2,790	2,892	2,814	2,750	0
Employees	2,081	1,953	1,541	1,491	1,403	1,329	
Premises			0				
Transport	3	0	3	3	3	3	
Supplies & Services	1,034	909	928	1,080	1,090	1,100	
3rd party payments		0	0				
Support services	341	578	318	318	318	318	
Depreciation							
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	2,739	3,768	2,722	2,727	2,727	2,727	0
Government grants							
Reimbursements							
Customer/client receipts	79	127	84	89	89	89	
Recharges	1,875	3,129	2,638	2,638	2,638	2,638	
Reserves	785	513	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>720</b>	<b>-328</b>	<b>69</b>	<b>165</b>	<b>87</b>	<b>23</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Document management system	0	0	300,000	440,000			
Customer contact programme	0	0	300,000	485,000			
Data Labeling		0	293,840	0			
Replace Social Care System			400,000	571,000			
	0	0	1,293,840	1,496,000	0	0	0

**Summary of major budget etc changes 2015/16**

CS1 Rationalisation of management costs £50k  
 CS3 Generate income through training £5k  
 Further implementation of the workforce plan in 2015/6 will meet target savings.



**2016/17**

Reorganisation of systems development and support arrangements CS63 £38k.

**2017/18**

Reorganisation of systems development and support arrangements CS63 £74k.

**2018/19**

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

Business Improvement

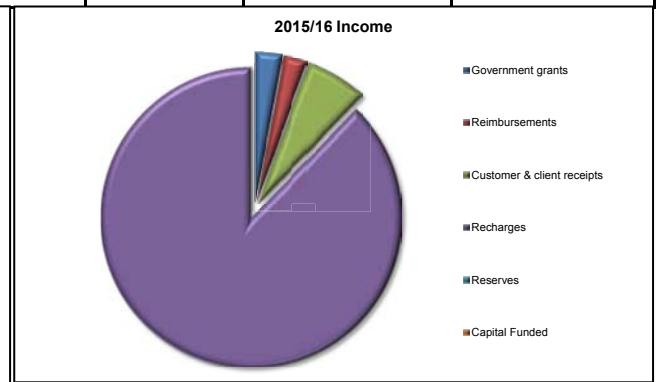
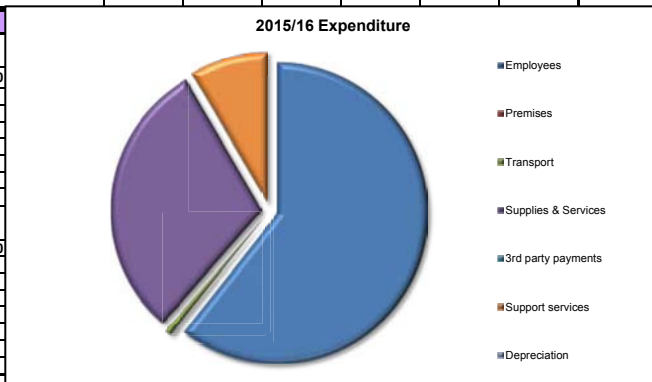
APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Customer Contact programme</b>		More efficient way of working		
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
End date	31/03/2016						
<b>Project 2</b>		Project Title:	<b>Electronic document and records management system</b>		More efficient way of working		
Start date	01/04/2013	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
End date	31/03/2016						
<b>Project 3</b>		Project Title:	<b>Social Care Information System</b>		To meet legislative requirements		
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
End date	31/12/2015						
<b>Project 4</b>		Project Title:	<b>Data Labelling System</b>		To meet legislative requirements		
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
End date	31/03/2015						
<b>Project 5</b>		Project Title:	<b>Corporate TOM Refresh exercise</b>		More efficient way of working		
Start date	01/09/2015	Project Details:	Lead and coordinate a pan-organisation exercise to review and refresh all Target Operating Models and enabling strategies as required	Provides a disciplined, organised approach to planning for future change and improvement and ensures work programmes align to deliver the ambitions of the services within the organisation.	1	1	1
End date	31/03/2016						
<b>Project 6</b>		Project Title:					
Start date		Project Details:			0	0	0
End date							
<b>Project 7</b>		Project Title:					
Start date		Project Details:			0	0	0
End date							
<b>Project 8</b>		Project Title:			Select one major outcome		
Start date		Project Details:					0
End date							
<b>Project 9</b>		Project Title:			Select one major outcome		
Start date		Project Details:					0
End date							
<b>Project 10</b>		Project Title:			Select one major outcome		
Start date		Project Details:					0
End date							

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Corporate Governance	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below	<b>Anticipated demand</b>	2013/14	2014/15	2015/16	2016/17	2017/18					
Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.	Residents	206,038	208,822	211,569	214,229	216,806	Corp Equality Scheme				
Internal Audit and Investigations- provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigations - investigates allegations of fraud for Housing Benefit and Internal cases.	Officers	4081	↓	↓	↓	↓	Customer Services Strategy				
Safety Services - provides H&S , emergency planning & business continuity service.	Councillors	60	60	60	60	60	Risk Management Strategy				
Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.	<b>Anticipated non financial resources</b>	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.	Staff (FTE)	48	47	39.7 (excl. Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)	Corp Procurement Strategy				
There is also the shared Legal service with the London Borough of Richmond, which has its own Service Plan.	Staff - LALO	8	8	8	8	8	Performance Management Framework				
	Staff - Election	0	900	800	800	0	Civil Contingencies Plan				
	Staff - Canvas	150	150	150	150	150	Central Government				
	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>				<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>		
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
	Priority A H&S actions completed on time	75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
	No. supplementary agendas issued	28	26	24	22	20		Low	Quarterly	Quality	Rework

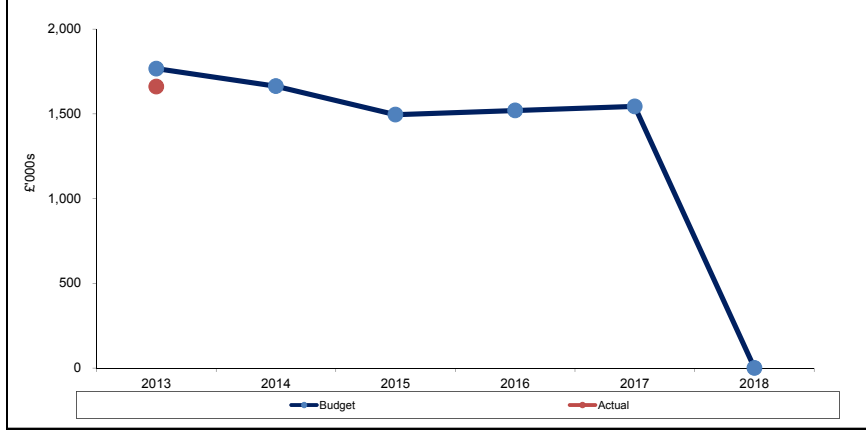
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>4,276</b>	<b>4,164</b>	<b>4,031</b>	<b>3,869</b>	<b>3,897</b>	<b>3,926</b>	<b>0</b>
Employees	2,427	2,469	2,449	2,344	2,344	2,344	
Premises	4	3	5	5	5	5	
Transport	26	30	25	26	26	27	
Supplies & Services	1,353	1,079	1,228	1,170	1,198	1,226	
3rd party payments	0	1	0				
Support services	466	583	324	324	324	324	
Depreciation							
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>2,509</b>	<b>2,504</b>	<b>2,367</b>	<b>2,373</b>	<b>2,377</b>	<b>2,382</b>	<b>0</b>
Government grants	70	65	70	70	70	70	
Reimbursements	154	93	59	60	62	63	
Customer & client receipts	62	307	153	158	160	164	
Recharges	2,190	2,224	2,085	2,085	2,085	2,085	
Reserves	34	-185	0				
Capital Funded	0						
<b>Council Funded Net Budget</b>	<b>1,767</b>	<b>1,661</b>	<b>1,664</b>	<b>1,496</b>	<b>1,520</b>	<b>1,544</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Cite Decision Making		2,000	0	0	0	0	0
Other			9,920				
<b>Total</b>	<b>0</b>	<b>2,000</b>	<b>9,920</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Summary of major budget etc changes 2015/16**

CS30 Rationalise benefits and corporate investigation team - possible shared resources £30k  
 CS31 Rationalise Health and Safety and Business Continuity planning £35k  
 CS33 Rationalise internal audit teams - possible shared service £40k  
 CS34 Services and suppliers savings within Corporate Governance £86k



2016/17
2017/18
2018/19

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

Corporate Governance

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>	Project Title: <b>Support new intake of councillors</b>	Improved customer satisfaction			
Start date	01/04/2013	1	1	1	
End date	31/03/2015				
Project Details: To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.					
<b>Project 2</b>	Project Title: <b>2013/17 Implement individual electoral registration</b>	To meet legislative requirements			
Start date	01/04/2013	3	3	9	
End date	31/12/2016				
Project Details: Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.					
<b>Project 3</b>	Project Title: <b>2013/17 Administer statutory elections, referendums and ballots.</b>	To meet legislative requirements			
Start date	01/04/2013	3	3	9	
End date	31/03/2017				
Project Details: Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other referendums and ballots that may be required					
<b>Project 4</b>	Project Title: <b>Prepare for and implement changes to single fraud initiative</b>	To meet legislative requirements			
Start date	01/02/2014	2	2	4	
End date	31/03/2015				
Project Details: To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload from Housing Benefit fraud to other areas of fraud					
<b>Project 5</b>	Project Title: <b>Committee report workflow</b>	More efficient way of working			
Start date	01/06/2014	2	1	2	
End date	01/10/2014				
Project Details: To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members.					
<b>Project 6</b>	Project Title: <b>Scrutiny Improvement Programme</b>	Improved reputation			
Start date	01/04/2014	2	1	2	
End date	31/03/2015				
Project Details: To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.					
<b>Project 7</b>	Project Title: <b>LLC service delivery</b>	To meet legislative requirements			
Start date	01/04/2014	3	1	3	
End date	31/03/2015				
Project Details: Review of LLC service delivery; dependent on national directive					
<b>Project 8</b>	Project Title:	Select one major outcome			
Start date				0	
End date					
Project Details:					
<b>Project 9</b>	Project Title:	Select one major outcome			
Start date				0	
End date					
Project Details:					
<b>Project 10</b>	Project Title:	Select one major outcome			
Start date				0	
End date					
Project Details:					

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

Customer Services

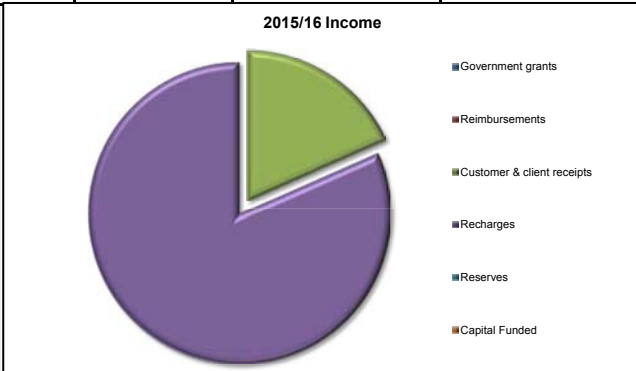
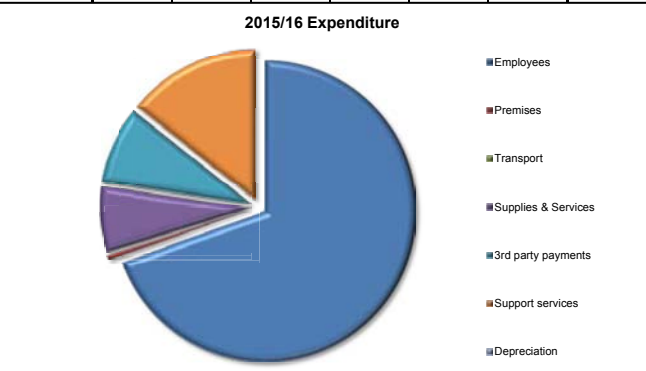
APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		More efficient way of working			
Project Title:	<b>Customer Service review</b>				
Start date	01/04/2013	3	2	6	
End date	31/03/2015				
Project Details:		As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed			
<b>Project 2</b>		More efficient way of working			
Project Title:	<b>Improve access to on-line services</b>				
Start date	01/04/2013	2	2	4	
End date	31/03/2016				
Project Details:		Maintain successful visits to the website target at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.			
<b>Project 3</b>		To meet legislative requirements			
Project Title:	<b>Council Tax support scheme</b>				
Start date	01/04/2013	2	1	2	
End date	31/03/2016				
Project Details:		During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16			
<b>Project 4</b>		Improved resident well being			
Project Title:	<b>Implement and review Welfare Assistance Scheme</b>				
Start date	01/04/2013	2	1	2	
End date	31/03/2015				
Project Details:		A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16			
<b>Project 5</b>		To meet legislative requirements			
Project Title:	<b>Appoint a medical examiner</b>				
Start date	01/04/2014	2	2	4	
End date	31/12/2014				
Project Details:		The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.			
<b>Project 6</b>		To meet legislative requirements			
Project Title:	<b>Local Support Services</b>				
Start date	01/04/2014	2	2	4	
End date	31/03/2016				
Project Details:		In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be multi agency and include Job Centre Plus, voluntary sector and neighbouring authorities			
<b>Project 7</b>		More efficient way of working			
Project Title:	<b>Review Debt Collection Processes</b>				
Start date	01/06/2015	3	2	6	
End date	01/04/2016				
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.			
<b>Project 8</b>		Select one major outcome			
Project Title:					
Start date					0
End date					
<b>Project 9</b>		Select one major outcome			
Project Title:					
Start date					0
End date					
<b>Project 10</b>		Select one major outcome			
Project Title:					
Start date					0
End date					

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Human Resources	Planning Assumptions							2018/19	The Council's Corporate strategies your service contributes to		
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below  1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,600	4,400	4,400	4,400	4,200	4,000	Workforce Development Plan			
	New recruits to be appointed	180	160	160	160	150	140	Economic Development Strategy			
	HR FTE	46.4	45.4	45.4	41.4	40.4	35	Workforce Development Plan			
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
	Select anticipated resources										
	Select anticipated resources										
<b>Performance indicator</b>		<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Time to hire		90	90	90	90	88	86	Low	Monthly	Outcome	Increased costs
Sickness absence (Average days per fte)		8	8	8	8	7	7	Low	Monthly	Outcome	Increased costs
% Appraisals completed		98%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making
% Members L&D satisfaction		81%	82%	83%	83%	83%	83%	High	Quarterly	Outcome	Poor decision making

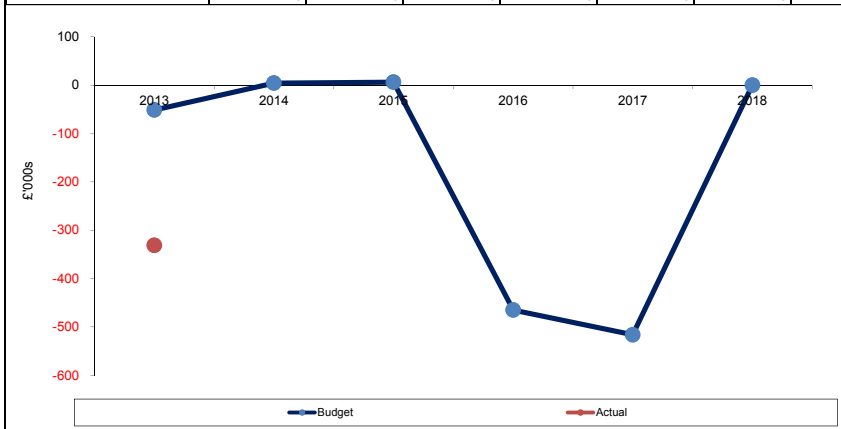
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>3,425</b>	<b>3,111</b>	<b>3,132</b>	<b>3,140</b>	<b>2,674</b>	<b>2,629</b>	<b>0</b>
Employees	2,613	2,158	2,185	2,185	1,825	1,767	
Premises	14	15	15	15	15	15	
Transport	4	4	5	5	5	5	
Supplies & Services	219	241	218	222	152	161	
3rd party payments	255	349	259	262	226	230	
Support services	318	344	451	451	451	451	
Depreciation							
<b>Revenue £'000s</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Income</b>	<b>3,476</b>	<b>3,442</b>	<b>3,128</b>	<b>3,134</b>	<b>3,139</b>	<b>3,145</b>	<b>0</b>
Government grants							
Reimbursements			0				
Customer & client receipts	533	587	569	575	580	586	
Recharges	2,568	2,827	2,559	2,559	2,559	2,559	
Reserves	375	27	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-51</b>	<b>-331</b>	<b>4</b>	<b>6</b>	<b>-465</b>	<b>-516</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**Summary of major budget etc changes 2015/16**

Existing: CS49 Introduction of new application tracking system £5k  
 New/b/f: £270K HR business partner review



**Summary of major budget etc changes 2016/17**

Existing: CS48 Further rationalisation of HR Services £130k  
 CS49 (2013-2017) Introduction of new application tracking system £10k  
 CS50 Occupational Health & Employee Assistance programme £40k  
 CS51 HR Transactions - including COT £90k  
 CS49(2012-2016) Further consolidation of HR advisory work £140k  
 CS74 Review of L&D £69k  
 New: £152K COT review

**Summary of major budget etc changes 2017/18**

CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k

**Summary of major budget etc changes 2018/19**

New: HR transactions information systems £50K

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

Human Resources

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Occupational Health Service</b>		More efficient way of working			
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency		3	3	9	
End date	31/03/2016							
<b>Project 2</b>		Project Title:	<b>Employee Assistance programme</b>		More efficient way of working			
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency.		3	4	12	
End date	31/03/2016							
<b>Project 3</b>		Project Title:	<b>Workforce Strategy</b>		More efficient way of working			
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change		3	3	9	
End date	31/03/2017							
<b>Project 4</b>		Project Title:	<b>Establishment and workforce</b>		More efficient way of working			
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	3	9	
End date	31/03/2016							
<b>Project 5</b>		Project Title:	<b>Review HR policies</b>		Select one major outcome			
Start date		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9	
End date								
<b>Project 6</b>		Project Title:	<b>Budget savings</b>		To meet budget savings			
Start date		Project Details:	Deliver both existing and new budget savings for the HR function		4	3	12	
End date								
<b>Project 7</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 8</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 9</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 10</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								



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

**Infrastructure and Transactions**

**APPENDIX 10**  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>	Project Title: <b>Implementation of IT Strategy &amp; Plan</b>	More efficient way of working			
Start date	01/11/2014	3	2	6	
End date	31/03/2017				
Project Details: Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.					
<b>Project 2</b>	Project Title: <b>Backscanning of existing paper records</b>	More efficient way of working			
Start date	01/06/2014	1	2	2	
End date	31/03/2018				
Project Details: Backscanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).					
<b>Project 3</b>	Project Title: <b>Upgrading of IT Disaster Recovery Arrangements</b>	Improve IT Disaster Recovery and Business Continuity arrangements			
Start date	01/12/2013	2	3	6	
End date	31/03/2015				
Project Details: Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.					
<b>Project 4</b>	Project Title: <b>Flexible Working Programme</b>	More efficient way of working			
Start date	01/04/2012	2	2	4	
End date	31/12/2015				
Project Details: The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective manner possible.					
<b>Project 5</b>	Project Title: <b>Refurbishment of 4 main passenger lifts at Civic Centre</b>	Improved customer satisfaction and more efficient ways of working.			
Start date	01/01/2014	1	2	2	
End date	30/06/2016				
Project Details: Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.					
<b>Project 6</b>	Project Title: <b>Energy "Invest to Save" Initiatives</b>	More efficient way of working			
Start date	01/04/2007	1	1	1	
End date	01/04/2018				
Project Details: Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.					
<b>Project 7</b>	Project Title: <b>Review Civic Centre Building Services &amp; Security arrangements</b>	To meet budget savings			
Start date	01/07/2013	2	2	4	
End date	01/04/2015				
Project Details: Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.					
<b>Project 8</b>	Project Title: <b>Process review of Accounts Payable and Receivable functions</b>	More efficient way of working			
Start date	01/04/2015	1	2	2	
End date	31/03/2017				
Project Details: Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the development and use of E-Billing and electronic invoicing.					
<b>Project 9</b>	Project Title: <b>Continuation of work on the Locations Layer of the Corporate TOM</b>	More efficient way of working			
Start date	01/10/2013	2	2	4	
End date	31/03/2015				
Project Details: Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the longer term strategic management of property and assets across the authority.					
<b>Project 10</b>	Project Title:	Select one major outcome			
Start date				0	
End date					
Project Details:					

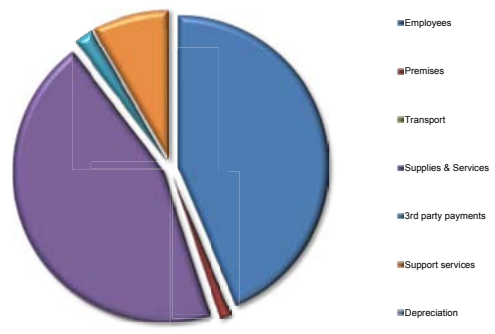
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Resources	Planning Assumptions						The Corporate strategies your				
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	Contributes to				
<b>Enter a brief description of your main activities and objectives below</b>	Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	Asset Management Plan				
Resources is made up of four major areas of activity: <b>Accountancy</b> - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring, council's day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology (reviewing processes how information is stored in our financial systems) <b>Business planning</b> - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management <b>Commercial &amp; procurement</b> - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register. <b>Policy and strategy</b> - 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.	Voluntary Sector Organisations Supported	150+	150+	150+	150+	Capital Programme					
	Budget, Service, Performance & Risk <b>Setting</b>	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Central Government				
	Budget, Service, Performance & Risk <b>Monitoring</b>	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Corp Equality Scheme				
	Budget, Service, Performance & Risk <b>Closing</b>	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	Corp Procurement Strategy				
	Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2018/19	Medium Term Financial Strategy			
	Staff (FTE)	69.2	64.2	64.2	61.2	61.2		Risk Management Strategy			
	Staff (Trainees)	4	4	4	4	4		Treasury Management Strategy			
	Staff (Apprentices)	0	2	2	0	0		Voluntary Sector Strategy			
								Select Strategy delivery			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	Accuracy of P8 Revenue Forecast (compared to outturn)		90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making
	Accuracy of P8 (P9 to 2013/14) Capital Forecast		90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making
	Number of Adjustments to Draft Accounts	0	0	0	0	0	0	Low	Annual	Business critical	Government intervention
	% of contracts over threshold overseen by Procurement Board		80%	80%	80%	80%	80%	High	Quarterly	Quality	Poor decision making
	Action plans in place for 'red' risks	90%	90%	90%	90%	90%	90%	High	Quarterly	Outcome	Poor decision making

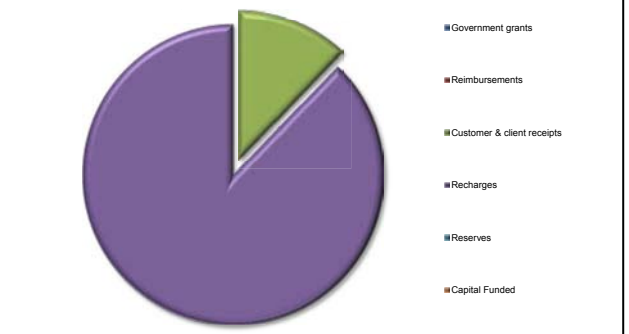
APPENDIX 4

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	9,175	9,177	8,660	8,717	8,539	8,524	0
Employees	4,084	4,121	3,821	3,815	3,643	3,586	
Premises	103	99	105	106	107	109	
Transport	4	7	4	4	4	4	
Supplies & Services	4,532	4,403	3,834	3,895	3,889	3,919	
3rd party payments	23	81	178	179	178	178	
Support services	429	467	718	718	718	718	
Depreciation	0		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Income</b>	7,657	7,987	6,718	6,732	6,747	6,762	0
Government grants	0	9	0	0	0	0	
Reimbursements	50	36	0	0	0	0	
Customer & client receipts	739	992	804	818	833	848	
Recharges	6,443	6,525	5,914	5,914	5,914	5,914	
Reserves	425	425	0	0	0	0	
Capital Funded	0		0	0	0	0	
<b>Council Funded Net Budget</b>	<b>1,519</b>	<b>1,190</b>	<b>1,942</b>	<b>1,985</b>	<b>1,792</b>	<b>1,762</b>	<b>0</b>

2015/16 Expenditure



2015/16 Income



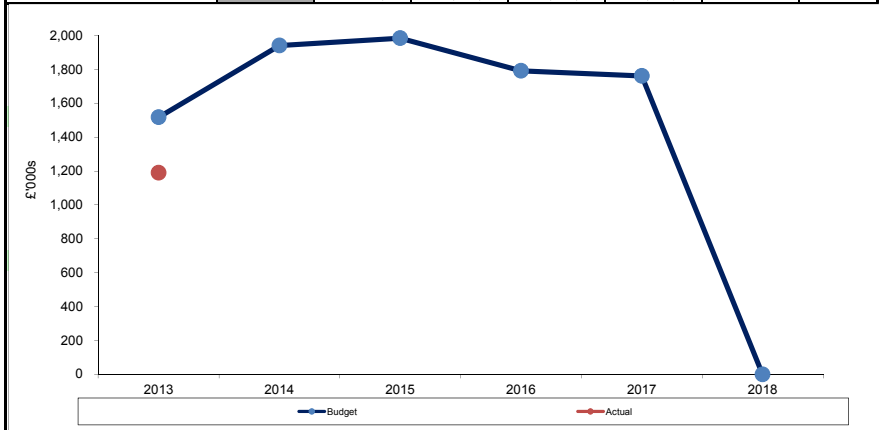
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Financial System re-engineering			333,450	228,250	0	0	0
Acquisitions Budget		30,730	1,042,340	500,000	500,000		
Transformation Budgets			240,160	507,000			
Capital Bidding Fund			500,000	1,000,000	500,000		
	0	30,730	2,115,950	2,235,250	1,000,000	0	0

**Summary of major budget etc changes**  
**2015/16**

**MTFS/Business Planning:** Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

**Financial System:** From 1 December 2015 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes. Options around exploring shared service will be explored.

**Savings:** Saving for future years will be identified from improved processes resulting from the new financial system.



**2016/17**

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

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

**Savings:** Savings of £103k (checking) will be delivered by reduction of three posts, non salary budgets savings £137k through improved processes, consolidation of budgets and review of recharges.

**2017/18**

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

**Savings:** Savings of £78,000 (checking) will be delivered from improved processes and the appropriate charging for services.

**2018/19**

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

**Resources**

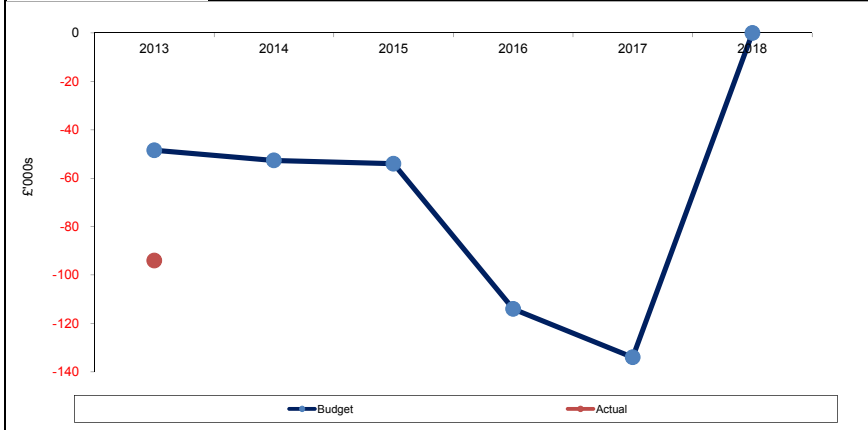
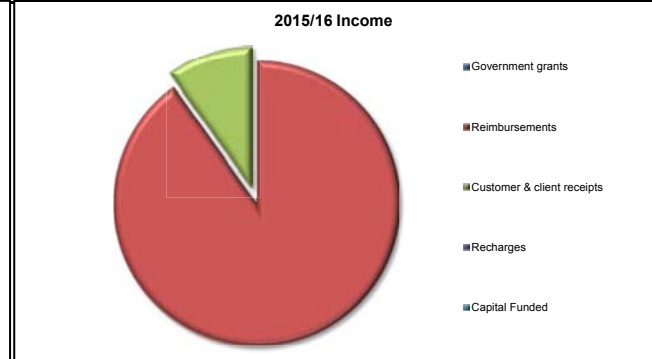
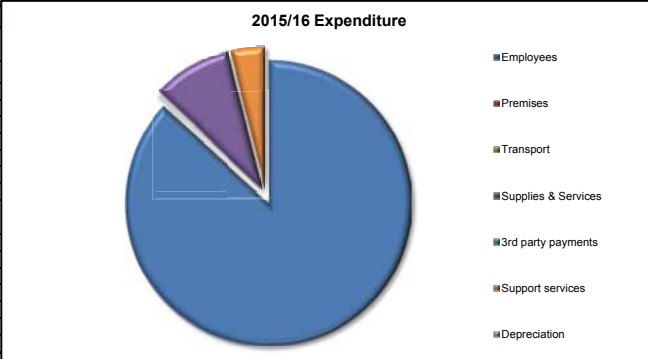
**APPENDIX 10**  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>	Project Title: <b>Evaluation of future funding levels</b>	To meet legislative requirements			
Start date	01/04/2013	2	2	4	
End date	31/03/2018				
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.				
<b>Project 2</b>	Project Title: <b>Financial systems re-engineering programme</b>	More efficient way of working			
Start date	01/08/2013	3	3	9	
End date	01/12/2015				
Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 December 2015 - project length allows for post implementation review				
<b>Project 3</b>	Project Title: <b>Develop and implement whole life costing for capital projects</b>	More efficient way of working			
Start date	01/09/2014	3	2	6	
End date	31/03/2016				
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				
<b>Project 4</b>	Project Title: <b>Improve joint finance and business planning</b>	More efficient way of working			
Start date	01/04/2015	2	2	4	
End date	31/03/2018				
Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system				
<b>Project 5</b>	Project Title: <b>Evaluation of different models of funding the capital programme</b>	Required to deliver options for the MTFS			
Start date	01/07/2014	2	2	4	
End date	31/03/2016				
Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.				
<b>Project 6</b>	Project Title: <b>Fully implement the new performance/risk management IT system</b>	More efficient way of working			
Start date	01/04/2014	2	2	4	
End date	31/03/2015				
Project Details:	Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) the provision of screen icons to senior management for performance and risk information.				
<b>Project 7</b>	Project Title: <b>Capital Review</b>	More efficient way of working			
Start date	01/04/2014	2	2	4	
End date	31/03/2015				
Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.				
<b>Project 8</b>	Project Title: <b>Recharge Review</b>	More efficient way of working			
Start date	01/04/2014	3	2	6	
End date	31/03/2015				
Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.				
<b>Project 9</b>	Project Title: <b>Infrastructure Assets Accounting</b>	Required to deliver options for the MTFS			
Start date	31/03/2014			0	
End date	31/03/2016				
Project Details:	Legislative requirement for sset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to workclosely with technical staff within Environment and Regeneration.				
<b>Project 10</b>	Project Title:	Select one major outcome			
Start date				0	
End date					
Project Details:					



Legal Services		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison Cabinet Member for Finance		Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18				
Enter a brief description of your main activities and objectives below  This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal Borough of Kingston upon Thames. The service delivers legal advice, support and representation to all services across all four councils, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and council owned companies. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles.  The current agreement for a shared service is for a further 2 years.		Chargeable hours for Merton	18602	19500	19500	19500	19500	→	→		
		Chargeable hours for Richmond	18602	12747	12747	19500	19500	→	→		
		Chargeable hours for Sutton		19819	20319	20319	20319	→	→		
		Chargeable hours for Kingston		9238	9238	9238	9238	→	→		
		Chargeable hours for Achieving for Children		12000	12000	12000		→	→		
		Chargeable hours for Sutton Housing Partnership		3125							
		Anticipated non financial resources		2012/13	2013/14	2014/15	2015/16	2016/17	2018/19		
		Staff (FTE)	42.5	87.5	87.5	85.5	84.5				
		Apprentices	1	1	1	4	→				
		Select anticipated resources									
Select anticipated resources											
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Chargeable hours		36,404	76,429	73,804	→	→		High	Monthly	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,802	4,799	4,776	4,775	4,715	4,695	0
Employees	3,134	3,164	4,150	4,150	4,090	4,070	
Premises	5	3	5	5	5	5	
Transport	6	8	9	9	9	9	
Supplies & Services	468	1,439	426	426	426	426	
3rd party payments	0	1	0				
Support services	189	185	185	185	185	185	
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	3,851	4,893	4,829	4,829	4,829	4,829	0
Government grants							
Reimbursements	2,277	3,195	4,353	4,353	4,353	4,353	
Customer & client receipts	304	383	476	476	476	476	
Recharges	1,270	1,316	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-49</b>	<b>-94</b>	<b>-53</b>	<b>-54</b>	<b>-114</b>	<b>-134</b>	<b>0</b>
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Legal Case Management		213,588	0	0	0	0	0
	0	213,588	0	0	0	0	0



Summary of major budget etc changes 2015/16	
Year	Notes
2015/16	£60,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.
2017/18	£20,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.
2018/19	

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

Legal Services

APPENDIX 10  
Risk

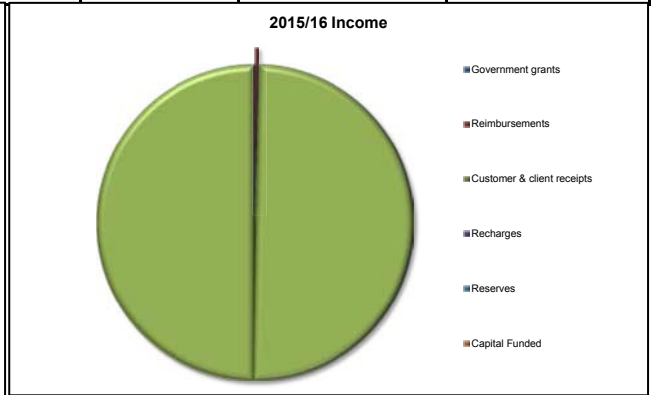
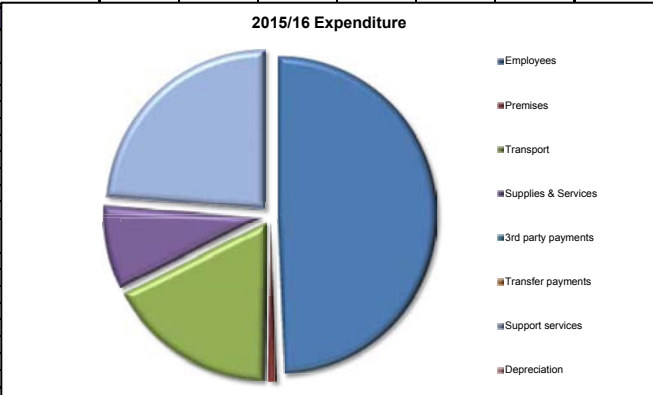
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Improved customer satisfaction			
Project Title:	<b>Shared service</b>				
Start date	01/04/2014	2	2	4	
Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings				
End date	31/03/2016				
<b>Project 2</b>		More efficient way of working			
Project Title:	<b>Smarter Working</b>				
Start date	01/04/2014	2	1	2	
Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service				
End date	31/03/2016				
<b>Project 3</b>		To meet budget savings			
Project Title:	<b>Delivering Savings</b>				
Start date	01/04/2015	2	2	4	
Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond				
End date	31/03/2018				
<b>Project 4</b>		Income generation			
Project Title:	<b>Future Model</b>				
Start date	01/04/2015	2	2	4	
Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.				
End date	31/03/2016				
<b>Project 5</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					
<b>Project 6</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					
<b>Project 7</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					
<b>Project 8</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					
<b>Project 9</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					
<b>Project 10</b>		Select one major outcome			
Project Title:					
Start date					0
Project Details:					
End date					

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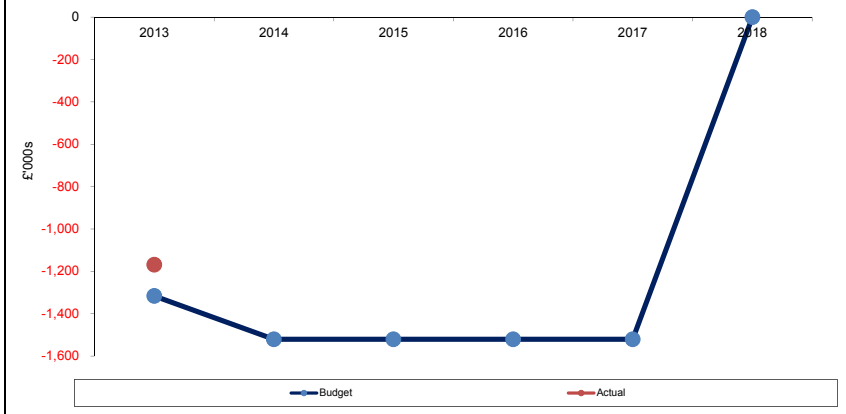
# **Environment and Regeneration Department**

Commercial Services (Waste Operations)	Planning Assumptions						The Corporate strategies your service contributes to				
<b>CLr Judy Saunders Cabinet Member for Performance &amp; Implementation</b>	<b>Anticipated demand</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
<b>Enter a brief description of your main activities and objectives below</b>	Residual contracts	983	1183	1000	1100	1200	1300	Waste Management Plan			
	Dry recycling contracts	643	993	600	700	800	800	Climate Change Strategy Medium Term Financial Strategy			
<b>Commercial Waste &amp; Recycling, Collection &amp; Disposal</b> directly from local businesses. Under government legislation the council has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment".	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
	Staff (FTE)	14	11	11	11	11	11				
<b>Pest Control Service:</b> Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners / tenants have discretion on pest control providers. Merton is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.	Transport	4	4	4	4	4	4				
<b>Objectives</b> - to make both services more efficient, cost effective and competitive in the commercial market - be more reactive to seasonal demands - become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure. <b>TOM</b>	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
	Total Income from commercial waste	£1.45m	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	High	Monthly	Business critical	Loss of income
Market Share Commercial waste %	New	30	26	28	29	30	Low	Quarterly	Outcome	Loss of income	
Customer satisfaction survey %	New	85	87	89	91	91	High	Annual	Outcome	Reputational risk	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	712	430	723	723	723	723	0
Employees	404	234	357	357	357	357	
Premises	6	0	6	6	6	6	
Transport	126	24	126	126	126	126	
Supplies & Services	62	55	62	62	62	62	
3rd party payments	0	0	0	0	0	0	
Transfer payments	0	0	0	0	0	0	
Support services	103	106	172	172	172	172	
Depreciation	11	11	0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	2,029	1,599	2,245	2,245	2,245	2,245	0
Government grants	0	0	0	0	0	0	
Reimbursements	7	0	7	7	7	7	
Customer & client receipts	2,022	1,599	2,238	2,238	2,238	2,238	
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-1317</b>	<b>-1169</b>	<b>-1522</b>	<b>-1522</b>	<b>-1522</b>	<b>-1522</b>	<b>0</b>
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
	0	0	0	0	0	0	0



Summary of major budget etc. changes	
Year	Value (£'000s)
2015/16	
2016/17	
2017/18	
2018/19	



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

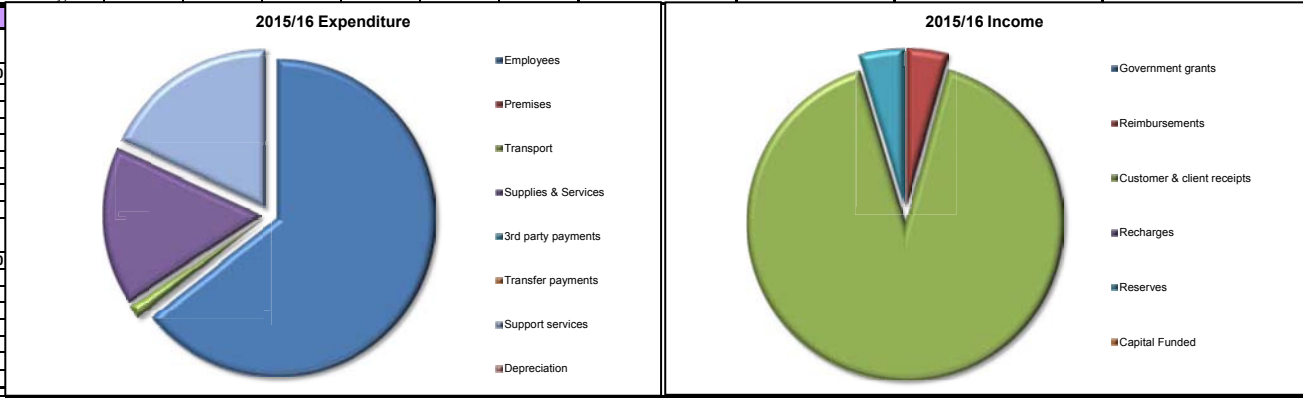
Commercial Services (Waste Operations)

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>Market Testing of Pest Control Service</b>			
Project Title:	Market Testing of Pest Control Service		To meet budget savings		
Start date	2014-15	Market testing has been completed. We are entering into a full procurement exercise for the Pest Control service.	2	2	4
End date	2014-15				
<b>Project 2</b>		<b>Sales and Marketing Plan</b>			
Project Title:	Sales and Marketing Plan		Income generation		
Start date	2014-15	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.	3	2	6
End date	2014-15				
<b>Project 3</b>		<b>South London waste partnership (phase C)</b>			
Project Title:	South London waste partnership (phase C)		More efficient way of working		
Start date	2015-16	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.	0	0	0
End date	2017-18				
<b>Project 4</b>					
Project Title:					
Start date			0	0	0
End date					
<b>Project 5</b>					
Project Title:					
Start date					0
End date					
<b>Project 6</b>					
Project Title:			Select one major outcome		
Start date					0
End date					
<b>Project 7</b>					
Project Title:			Select one major outcome		
Start date					0
End date					
<b>Project 8</b>					
Project Title:			Select one major outcome		
Start date					0
End date					
<b>Project 9</b>					
Project Title:			Select one major outcome		
Start date					0
End date					
<b>Project 10</b>					
Project Title:			Select one major outcome		
Start date					0
End date					

Development and Building Control Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your contributes to				
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18					
<b>Building Control</b> Building Control competes with AIS. We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate sales through D structures and also sports grounds. <b>Development control</b> Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayor, Community Infrastructure Levy (CIL) charging regime.  <b>Objectives</b> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible. - implement mobile/flexible working to improve efficiency - as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - review the possibility of shared services with neighbouring boroughs.	enforcement cases	700	750	780	800	820	800	Local Development Framework			
	Planning applications (economy dependant)	2000	2500	2600	2700	2800	2800	2800	Local Development Framework		
	BC applications (economy dependant)	1650	1700	1750	1750	1800	1800	1800	Economic Development Strategy		
	Tree applications	600	620	640	660	670	670	670	Local Development Framework		
	Pre applications	113	105	110	115	120	125	125	Housing Strategy		
	Planning performance agreements	0	3	7	10	10	10	10	Local Development Framework		
	Prior approvals (permitted development)	225	580	600	620	640	640	640	Local Development Framework		
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
	Staff (FTE)	39	37	36	35	35	35				
	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% Major applications processed within 13 weeks	60	60	60	60	60	60	High	Monthly	Quality	Reduced customer service	
% Minor applications processed within 8 weeks	65	65	66	65	65	65	High	Monthly	Quality	Reduced customer service	
% Other applications processed within 8 weeks	80	81	81	82	82	82	High	Monthly	Quality	Reduced customer service	
% appeals lost	35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk	
Income (Development and Building Control)	£1.97m	£2.01m	£2.05m	£2.11m	£2.11m	2.11	High	Monthly	Business critical	Loss of income	
% Market share retained by LA (BC)	65	65	66	66	67	67	High	Monthly	Perception	Loss of income	
% enforcement site visits within 15 days	80	75	75	75	75	75	High	Quarterly	Quality	Reduced service delivery	
Number of enforcement cases closed	600	600	600	600	600	600	High	Quarterly	Quality	Reduced service delivery	
backlog of enforcement cases	800	775	750	750	725	700	High	Quarterly	Output	Reduced service delivery	
% satisfied with Planning (annual resident survey)	28	29	29	30	31	32	High	Annual	Perception	Reputational risk	

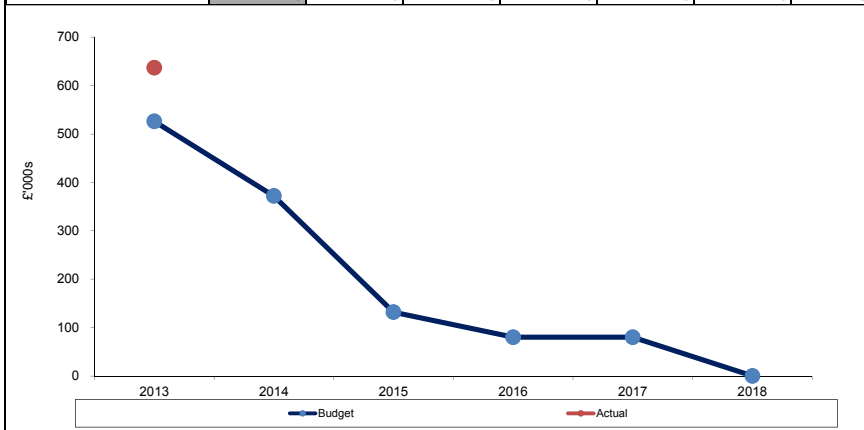
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,476</b>	<b>2,496</b>	<b>2,433</b>	<b>2,393</b>	<b>2,341</b>	<b>2,341</b>	<b>0</b>
Employees	1,561	1,608	1,580	1,540	1,488	1,488	
Premises	2	0	2	2	2	2	
Transport	32	23	32	32	32	32	
Supplies & Services	365	327	386	386	386	386	
3rd party payments	0	0	0	0	0	0	
Transfer payments	2	0	2	2	2	2	
Support services	514	538	431	431	431	431	
Depreciation	0	0	0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>1,950</b>	<b>1,859</b>	<b>2,061</b>	<b>2,261</b>	<b>2,261</b>	<b>2,261</b>	<b>0</b>
Government grants	0	0	0	0	0	0	
Reimbursements	134	181	96	96	96	96	
Customer & client receipts	1,816	1,678	1,859	2,059	2,059	2,059	
Recharges	0	0	0	0	0	0	
Reserves	0	0	106	106	106	106	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>526</b>	<b>637</b>	<b>372</b>	<b>132</b>	<b>80</b>	<b>80</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**Summary of major budget etc. changes 2015/16**

HPDG grant expires June 2014( 2 DC officers)



2016/17
ER07=£200K; EN09=£40K EN11=£52K
2017/18
2018/19

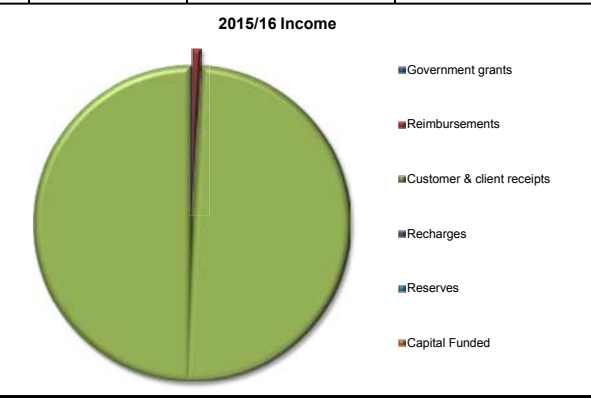
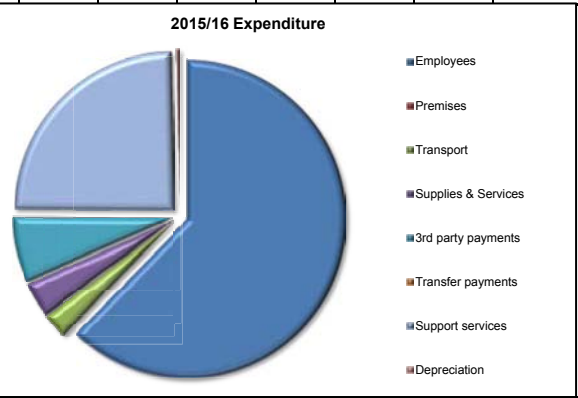
Development and Building Control

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>Commercialisation of Building Control</b>			
Project Title:		Income generation			
Start date	2013-14	3	2	6	
End date	2014-15				
<b>Project 2</b>		<b>Mobile/Home working</b>			
Project Title:		More efficient way of working			
Start date	2014-15	2	2	4	
End date	2014-15				
<b>Project 3</b>		<b>Improving the development management processes</b>			
Project Title:		Delivering regeneration in the Borough			
Start date	2014-3	2	2	4	
End date	2014-5				
<b>Project 4</b>		<b>developing eforms and M3 capability and e-payments</b>			
Project Title:		utilising IT to our advantage			
Start date	2014-5	4	1	4	
End date	2015-6				
<b>Project 5</b>		<b>Section review</b>			
Project Title:		More efficient way of working			
Start date	2014-15	6	2	12	
End date					
<b>Project 6</b>		<b>Shared services review with Wandsworth (part of TOM)</b>			
Project Title:		More efficient way of working			
Start date	2014/15	3	2	6	
End date	2015/16				
<b>Project 7</b>		<b>Lean review of pre-application process (part of TOM)</b>			
Project Title:		Income generation			
Start date	2014/15	6	1	6	
End date	2014/15				
<b>Project 8</b>		<b>DC 60 Day rapid improvement plan</b>			
Project Title:		Improved customer satisfaction			
Start date	2014/15	5	1	5	
End date	2014/15				
<b>Project 9</b>		<b>Project 9</b>			
Project Title:		Select one major outcome			
Start date				0	
End date					
<b>Project 10</b>		<b>Project 10</b>			
Project Title:		Select one major outcome			
Start date				0	
End date					



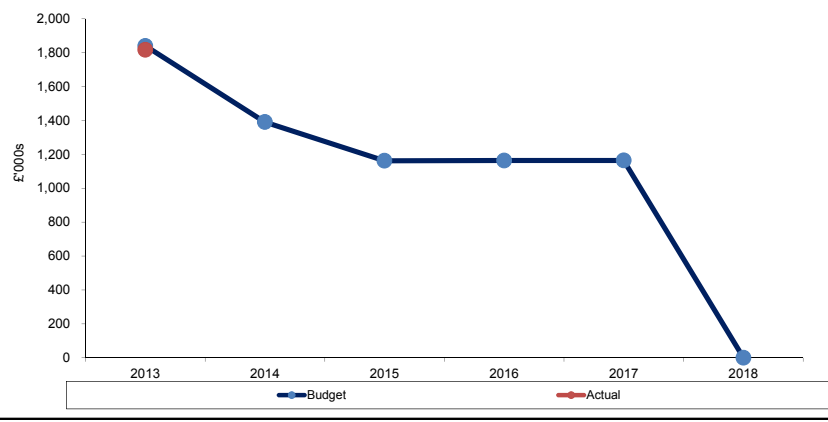
Regulatory Services Partnership		Planning Assumptions							Corporate strategies your service contributes to			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Enter a brief description of your main activities and objectives below		Total number of food premises		1530	1535	1540	1545	1550	1550	Air Quality Action Plan		
Provide statutory environmental health, trading standards and licensing functions across those council's that make up the Regulatory Services Partnership (currently LB Merton and LB Richmond).		Total number of service requests		6000	6250	6500	6760	7030	7030	Central Government		
		Licence/permit applications		1860	1870	1880	1890	1900	1900	Climate Change Strategy		
Deliver savings and efficiencies by: <ul style="list-style-type: none"> <li>reducing overheads</li> <li>generating additional income</li> <li>attracting new business</li> <li>rationalising ICT systems</li> </ul>		<b>Anticipated non financial resources</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	Commercial & Trading Standards Delivery		
		Staff (FTE)		35	27	27	27	27	27	Crime & Disorder (partnership plan)		
		Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)			
		% service requests replied in 5 working days		90	85	90	95	96	96	High	Monthly	Perception
Income generation by EHTSL		£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income	
% of category A,B & C food premises inspected		95	95	96	97	98	98	High	Annual	Business critical	Government intervention	
No. of underage sales test purchases		220	220	230	235	240	240	High	Quarterly	Business critical	Anti social behaviour	
% Data capture from air pollution monitoring sites		90	90	90	90	90	90	High	Quarterly	Business critical	Reduced enforcement	
% licensing apps. processed within 21 days.		95	95	96	96	98	98	High	Quarterly	Business critical	Reputational risk	
% of food premises rated 2* or above		90	92	94	95	96	96	High	Quarterly	Outcome	Reputational risk	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,536</b>	<b>2,622</b>	<b>1,739</b>	<b>1,510</b>	<b>1,511</b>	<b>1,512</b>	<b>0</b>
Employees	1,521	1,600	1,169	939	939	939	
Premises	2	0	0	0	0	0	
Transport	48	47	39	39	39	39	
Supplies & Services	322	313	54	54	54	54	
3rd party payments	162	164	101	102	103	104	
Transfer payments	0	0	0	0	0	0	
Support services	481	498	371	371	371	371	
Depreciation	0	0	5	5	5	5	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>695</b>	<b>804</b>	<b>347</b>	<b>347</b>	<b>347</b>	<b>347</b>	<b>0</b>
Government grants	67	60	0	0	0	0	
Reimbursements	86	160	3	3	3	3	
Customer & client receipts	346	388	344	344	344	344	
Recharges	0	0	0	0	0	0	
Reserves	196	196	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>1,841</b>	<b>1,818</b>	<b>1,392</b>	<b>1,163</b>	<b>1,164</b>	<b>1,165</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

Summary of major budget etc. changes 2015/16	
ER10=£230K	



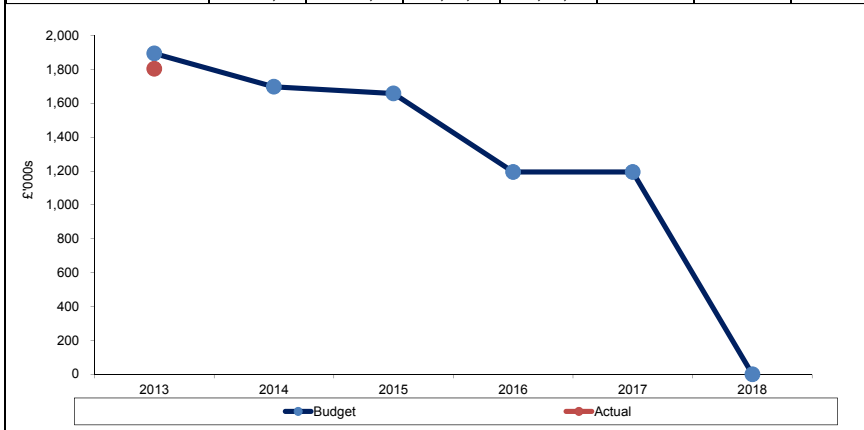
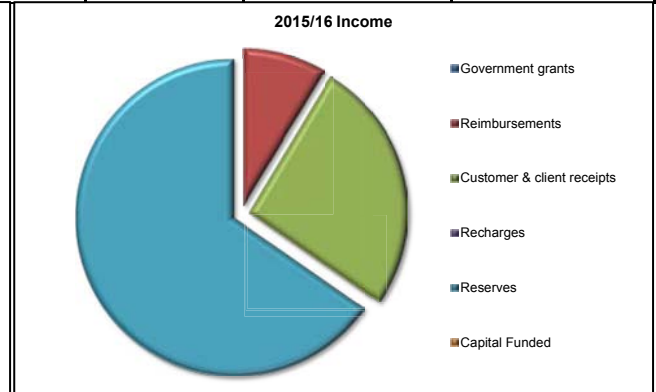
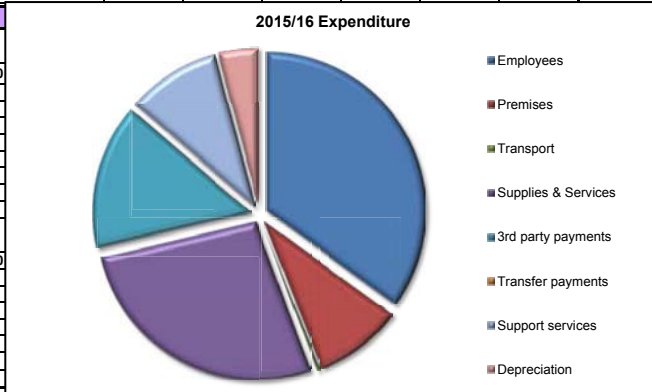
2016/17
2017/18
2018/19

Regulatory Services Partnership

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Development of shared 'regulatory' service</b>			
Start date	2012-13	Project Details:	To meet budget savings	2	3	6
End date	2014-15					
<b>Project 2</b>		Project Title:	<b>Implementation of 'Flexible Working' across section</b>			
Start date	2014-15	Project Details:	More efficient way of working	2	1	2
End date	2015-16					
<b>Project 3</b>		Project Title:	<b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>			
Start date	2014-15	Project Details:	Improved resident well being	2	2	4
End date	2016-17					
<b>Project 4</b>		Project Title:	<b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>			
Start date	2014-15	Project Details:	Improved resident well being	2	2	4
End date	2016-17					
<b>Project 5</b>		Project Title:	<b>Investigation of contaminated land at Marlowe Square</b>			
Start date	2013-14	Project Details:	Improved resident well being	5	2	10
End date	2015-16					
<b>Project 6</b>		Project Title:	<b>Introduce hard charging to determine core service costs</b>			
Start date	2014-15	Project Details:	More efficient and cost effective way of working	2	1	2
End date	2015-16					
<b>Project 7</b>		Project Title:	<b>Establish commissioning model</b>			
Start date	2014-15	Project Details:	More efficient and cost effective way of working	2	1	2
End date	2015-16					
<b>Project 8</b>		Project Title:				
Start date		Project Details:				0
End date						
<b>Project 9</b>		Project Title:				
Start date		Project Details:				0
End date						
<b>Project 10</b>		Project Title:				
Start date		Project Details:				0
End date						

Future Merton	Planning Assumptions						The Corporate strategies you contributes to									
<b>Cllr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b>	<b>Anticipated demand</b>						<b>2018/19</b>									
<b>Enter a brief description of your main activities and objectives below</b> futureMerton is tasked with delivering development, regeneration, economic growth and accommodating population growth for the long-term sustainability of the borough. (to be merged with Traffic & Highways in 2015/16)	Population						218,100	Asset Management Plan								
	Actual businesses in borough						8,200	Road Safety Plan								
<ul style="list-style-type: none"> <li>Develop new Local Plan policies and site assembly strategies to support regeneration, economic development and growth objectives</li> <li>Develop sustainable development policies to support Merton's commitment to carbon reduction</li> <li>Develop urban design / planning frameworks to support regeneration and growth and increase design quality in the borough</li> <li>Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan (future Growth Strategy 2015)</li> <li>Attract developer interest, external funding and inward investment, public sector funding and support to deliver our regeneration and growth objectives.</li> <li>To develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm, transport infrastructure and sustainable travel.</li> <li>Lead on Major Planning developments (Wimbledon Stadium / YMCA / Rainbow Yards / Colliers Wood Tower, St Georges Quarter, Morden town centre, Wimbledon Station, RediscoverMitcham)</li> <li>LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill)</li> <li>LBM lead on non-operational property assets decisions for growth and regeneration investment purposes.</li> <li>LBM lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external funding opportunities</li> </ul>	<b>Anticipated non financial resources</b>						<b>2016/17</b>									
	Staff (FTE)						27	Community Plan								
	Staff (Apprentices)						0	Climate Change Strategy								
								Core Planning Strategy								
								Economic Development Strategy								
								Local Development Framework								
	<b>Performance indicator</b>						<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>		<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>				
							<b>2013/14(T)</b>	<b>2014/15(T)</b>	<b>2015/16(PT)</b>	<b>2016/17(PT)</b>	<b>2017/18(PT)</b>	<b>2018/19(PT)</b>				
	New homes target (number per year)						320	320	411	411	411	411	High	Annual	Outcome	Loss of Government grant
	Town centre vacancy rates (% of units vacant)						10	10	10	9	8	8	Low	Quarterly	Outcome	Reputational risk
% Inc walking + cycling mode share from 35.40% base 2012						0.3	0.3	0.4	0.3	0.2	0.2	High	Annual	Perception	Reputational risk	
Emissions reduction from buildings						6.5	9.0	11.5	12.0	12.5	13.0	High	Annual	Outcome	Environmental issues	
Reduction in KS1's: road traffic accidents (Number of incidents)						60	55	50	45	42	40	Low	Annual	Perception	Reputational risk	
% Modal increase in cycling from 2% 2012 baseline						0.2	2.0	3.0	0.2	0.2	0.2	Low	Annual	Output	Political risk	
Number of new jobs created through EDS E&SAP						150	300	450	600	TBC	TBC	High	Annual	Outcome	Social exclusion	
% of new jobs created; number that are apprentices						40	60	80	100	TBC	TBC	High	Annual	Outcome	Social exclusion	
Number of new businesses created as part of EDS MBSS						50	100	200	300	TBC	TBC	High	Annual	Outcome	Reduced Business Rates	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>3,547</b>	<b>3,463</b>	<b>2,987</b>	<b>2,987</b>	<b>2,573</b>	<b>2,573</b>	<b>0</b>
Employees	1,356	1,434	1,046	1,046	632	632	
Premises	294	284	270	270	270	270	
Transport	9	3	9	9	9	9	
Supplies & Services	889	798	808	808	808	808	
3rd party payments	512	441	445	445	445	445	
Transfer payments	0	0	0	0	0	0	
Support services	363	379	287	287	287	287	
Depreciation	124	124	122	122	122	122	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>1,653</b>	<b>1,659</b>	<b>1,289</b>	<b>1,329</b>	<b>1,379</b>	<b>1,379</b>	<b>0</b>
Government grants	20	20	0	0	0	0	
Reimbursements	678	655	114	114	114	114	
Customer & client receipts	306	335	306	346	396	396	
Recharges	0	0	0	0	0	0	
Reserves	649	649	869	869	869	869	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>1,894</b>	<b>1,804</b>	<b>1,698</b>	<b>1,658</b>	<b>1,194</b>	<b>1,194</b>	<b>0</b>
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
Regeneration Partnerships	878,330	488,270	3,878,000	1,037,000			
Plans and Projects	74,090	74,368					
	<b>952,420</b>	<b>562,638</b>	<b>3,878,000</b>	<b>1,037,000</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Summary of major budget etc changes 2015/16**

EN42=£40K  
Capitalisation ongoing for Mitcham, Colliers Wood, Cycling and Asset Disposals.

**Overall budgets to be re-cast Jan/Feb 2014 as part of proposed transformation: merging futureMerton and Traffic & Highways from May 2014**

**2016/17**

ER23=£414,000 saving or income to be achieved via major development planning & growth agenda  
EN42=£50K  
EDS reserves project to wind down

**2017/18**

**2018/19**

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

**Future Merton**

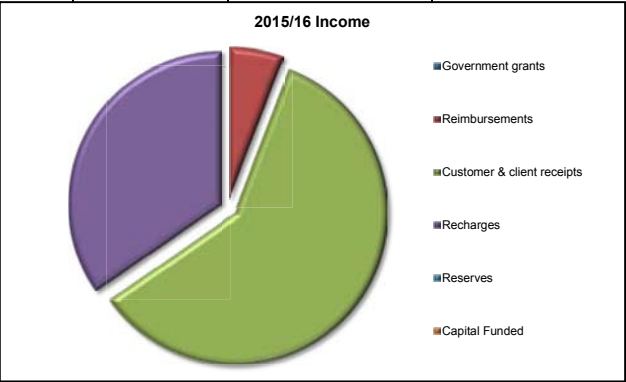
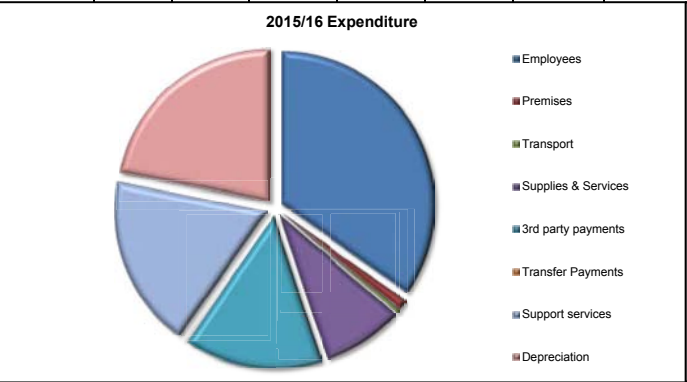
**APPENDIX 10**  
Risk

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

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Leisure & Cultural Development <b>Cllr Nick Draper Cabinet Member for Community &amp; Culture</b>	Planning Assumptions						2018/19	How these strategies your service contributes to		
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18				
<p>Enter a brief description of your main activities and objectives below</p> <p>Delivery of the objectives of the TOM (Target Operating Model). Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer in the borough - thus creating a universal culture and sport offer.</p> <p>Implement Merton's new Culture &amp; Sport Framework and promote this methodology as best practice across Merton and the Culture and Sport sector more widely.</p> <p>Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports Centre, encompassed in a masterplan for the Wimbledon Park site. Complete the development of the BMX track and transfer to St.Marks Academy.</p> <p>Deliver Merton's contribution to major sports, arts &amp; cultural events.</p> <p>Manage Leisure Centres &amp; Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions; hall etc).</p> <p>We will also contribute towards services across the Local Strategic Partnership</p> <p>Over the next four years we will transform our services by:</p> <ul style="list-style-type: none"> <li>• using improved technology especially in the area of online bookings, self-service, communications and sales &amp; marketing</li> <li>• developing the watersports centre into a marine college &amp; outdoor adventure centre</li> <li>• drive our services through commercial and community strands</li> <li>• vary the leisure centre contract to take account of the new Morden Leisure Centre</li> <li>• deliver grants, commissions and raising funds in partnership and in accordance with the Culture &amp; Sport Framework</li> <li>• reducing costs, increase income and be more cost effective.</li> </ul>	Population	206,038	208,822	211,569	214,229	216,806	TBC	Asset Management Plan		
	No. of Children & Young People aged 8-17 in west of borough	7,550	7,700	7,900	8,050	8,200	TBC	Children & Young person's Plan		
	Population of most disadvantaged wards	125,400	126,100	126,850	127,540	128,100	TBC	Cultural Strategy		
	Users of Merton's Leisure Centres	TBC	TBC	TBC	TBC	TBC	TBC	Community Plan		
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>			
	Staff (FTE)	16.6	16.4	16.4	14.1	14.1	14.1	Social Inclusion Strategy		
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy		
	Volunteers	20	20	20	20	20	20			
	Staff seasonal	30	30	30	30	30	30			
	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19 (PT)				
Income £ from Merton Active Plus	40,000	50,000	55,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre	375,660	367,000	377,000	387,000	387,000	387,000	High	Monthly	Business critical	Loss of income
Income £ from Morden Assembly Hall	20,230	39,710	42,030	44,000	45,000	45,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres	57,480	100,000	103,000	106,000	106,000	106,000	High	Monthly	Output	Reduced uptake of service
External Capital & Revenue funding	100,000	320,000	100,000	100,000	100,000	100,000	High	Quarterly	Output	Reduced customer service
% residents rating facilities Good to Excellent	48.5	51.5	52.0	52.5	53	53	High	Annual	Outcome	Reduced customer service
Total Number of Users of Merton's Leisure Centres	TBC	TBC	TBC	TBC	TBC	TBC	High	Monthly	Output	Reduced uptake of service
Total Number of Users of Polka Theatre	TBC	TBC	TBC	TBC	TBC	TBC	High	Quarterly	Output	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,025</b>	<b>2,056</b>	<b>2,088</b>	<b>1,975</b>	<b>1,981</b>	<b>1,987</b>	<b>0</b>
Employees	690	737	685	687	690	692	
Premises	27	24	22	22	22	22	
Transport	13	10	8	8	8	8	
Supplies & Services	343	345	288	170	174	178	
3rd party payments	244	244	286	289	288	288	
Transfer Payments	10	0	5	5	5	5	
Support services	268	279	361	361	361	361	
Depreciation	430	417	433	433	433	433	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>977</b>	<b>968</b>	<b>942</b>	<b>971</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
Government grants	7	10	0	0	0	0	
Reimbursements	43	58	51	56	61	61	
Customer & client receipts	500	417	554	578	602	602	
Recharges	427	435	337	337	337	337	
Reserves	0	48	0	0	0	0	
Capital Funding							
<b>Council Funded Net Budget</b>	<b>1,048</b>	<b>1,088</b>	<b>1,146</b>	<b>1,004</b>	<b>981</b>	<b>987</b>	<b>0</b>

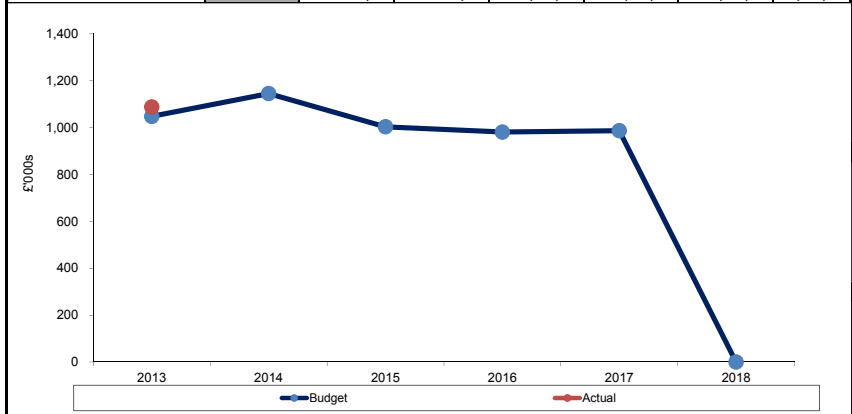


Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Morden Leisure Centre		0	100,000	900,000	9,000,000	1,000,000	0
Wimb Pk Lane de-silting		0	0	0	0	0	1,500,000
Other		366,204	634,290	300,000	300,000	300,000	300,000
<b>Total</b>	<b>0</b>	<b>366,204</b>	<b>734,290</b>	<b>1,200,000</b>	<b>9,300,000</b>	<b>1,300,000</b>	<b>1,800,000</b>

**Summary of major budget etc changes**

**2015/16**  
EN35 =£14K; EN36=£10K; EN37=£5K; EV09=£120K

**2016/17**  
EN35=£14K; EN36=£10K; EN37=£5K



**2017/18**

**2018/19**

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

Leisure & Cultural Development

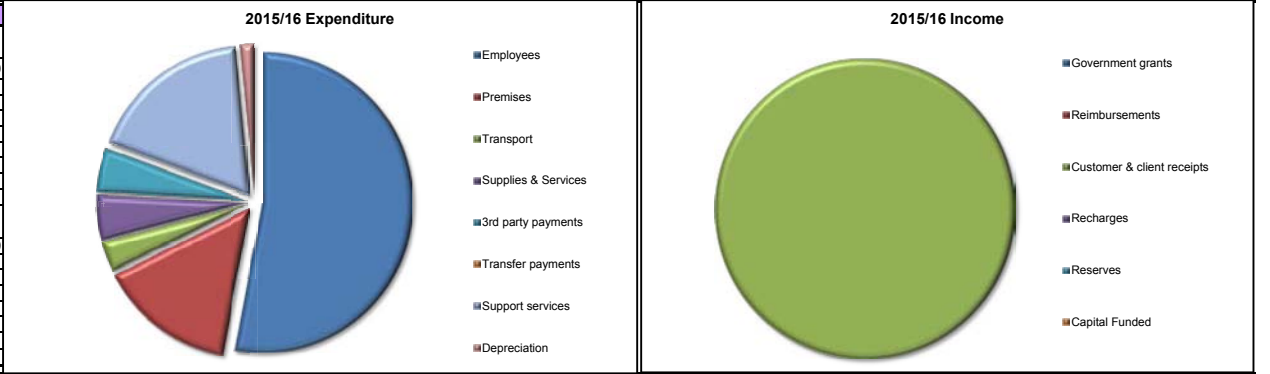
APPENDIX 10  
Risk

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		
		Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Increasing participation in culture, sport and physical activity</b>	Improved resident well being		
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
End date	2018-19					
<b>Project 2</b>		Project Title:	<b>Increasing participation &amp; engagement in the arts, cultural and well-being activities</b>	Improved resident well being		
Start date	2014	Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.	2	2	4
End date	2018-19					
<b>Project 3</b>		Project Title:	<b>Leisure Centres Contract</b>	To meet budget savings		
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	4
End date	2017-18					
<b>Project 4</b>		Project Title:	<b>Morden Park Pool &amp; Wimbledon Park Masterplan including Replacement Watersports Centre</b>	Improved resident well being		
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.	4	2	8
End date	2017-18					
<b>Project 5</b>		Project Title:	<b>Implementation of Online Leisure &amp; Cultural Bookings</b>	More efficient way of working		
Start date	2012	Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with Customer Contact Programme to ensure service needs are appropriately embedded within that initiative.	2	2	4
End date	2016-17					
<b>Project 6</b>		Project Title:	<b>Commercialisation of Culture &amp; Sport Activities, Projects and Programmes</b>	To meet budget savings		
Start date	2014	Project Details:	Rebrand the Merton Active Plus programme and generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. Also move the work of the development team to cover two distinct strands of commercial and community activities.	2	2	4
End date	2016-17					
<b>Project 7</b>		Project Title:	<b>St Mark's Academy School - Community Use</b>	Improved resident well being		
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.	2	1	2
End date	2016-17					
<b>Project 8</b>		Project Title:	<b>Cultural Framework Implementation</b>	More efficient way of working		
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that framework.	2	1	2
End date	2017-8					
<b>Project 9</b>		Project Title:	<b>Develop the boroughs involvement in major sporting, arts &amp; cultural events</b>	Improved reputation		
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	2	2	4
End date	2018-19					
<b>Project 10</b>		Project Title:	<b>External Funding &amp; Inward Investment Opportunities</b>	Income generation		
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at Wimbledon Park, etc.	2	1	2
End date	2018-19					

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Parking	Planning Assumptions						The Corporate strategies your	
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	Other Contributions to	
Enter a brief description of your main activities and objectives below	Number of resident permits issued	13,638	14,481	Not known	Not known	Not known	Main Strategy Plan	
<p>The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>enforce parking regulations across the borough including Controlled Parking Zones and bus lanes</li> <li>to implement measures to improve traffic enforcement efficiency, specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough</li> <li>to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure</li> <li>to monitor the borough's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion</li> <li>to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's.</li> </ul>	Number of visitors permits issued	252,520	280,600	Not known	Not known	Not known	Medium Term Financial Strategy Local Transport Plan	
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
	Staff (FTE)	71	72	87	87	87	87	
	Transport	15	15	15	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs		

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>4,527</b>	<b>4,469</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>
Employees	2,407	2,338	2,476	2,476	2,476	2,476	2,476
Premises	692	663	689	689	689	689	689
Transport	144	130	155	155	155	155	155
Supplies & Services	229	261	229	229	229	229	229
3rd party payments	221	215	225	225	225	225	225
Transfer payments	0	0	0	0	0	0	0
Support services	747	775	832	832	832	832	832
Depreciation	87	87	71	71	71	71	71
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
Government grants	11,725	11,383	12,182	12,505	13,013	13,295	13,295
Reimbursements	0	4	0	0	0	0	0
Customer & client receipts	11,725	11,379	12,182	12,505	13,013	13,295	13,295
Recharges							
Reserves							
Capital Funded							
<b>Capital Funded Net Budget</b>	<b>-7,198</b>	<b>-6,914</b>	<b>-7,505</b>	<b>-7,828</b>	<b>-8,336</b>	<b>-8,618</b>	<b>0</b>
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
Tackling Traffic Congestion			1,300,000	0	0	0	0
Other		57,095	42,910	0	0	0	0
	0	57,095	1,342,910	0	0	0	0



**Summary of major budget etc. changes 2015/16**

EN05=£37K; EV02=£4K; EV11=£125K  
 Add 12 FTEs (72.5 to 84.5 total) ME7 grade admin officers to handle increase in back office volumes with introduction of ANPR camera enforcement £340K  
 ANPR income = £3,214k  
 Growth = £550k - To help mitigate loss of income from proposed Deregulation Bill regarding the enforcement of static contraventions.. Funded from introduction of ANPR .

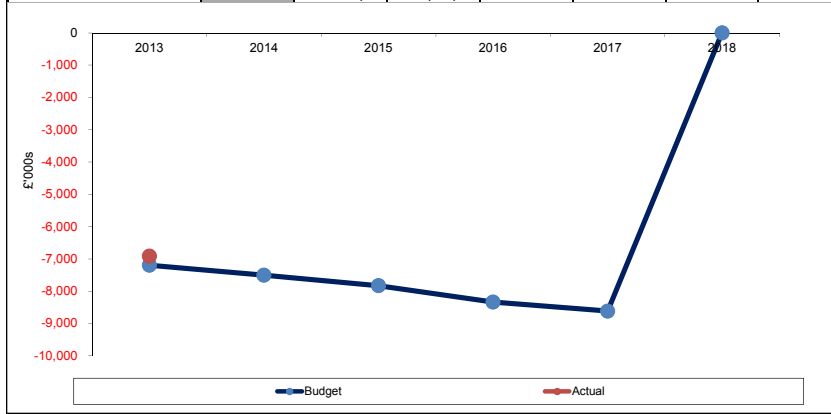
**2016/17**

EN02=£226K; EV12=£125K  
 ANPR income reduction = £1,300k

**2017/18**

EV12=£125K  
 ANPR income reduction = £500k

**2018/19**



Parking

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Tackling Traffic Congestion</b>		
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions.	More efficient way of working	2
End date	2015-16				
<b>Project 2</b>		Project Title:	<b>Cashless parking</b>		
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1
End date	2014-15				
<b>Project 3</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 4</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 5</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 6</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 7</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 8</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 9</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 10</b>		Project Title:			
Start date		Project Details:			
End date					



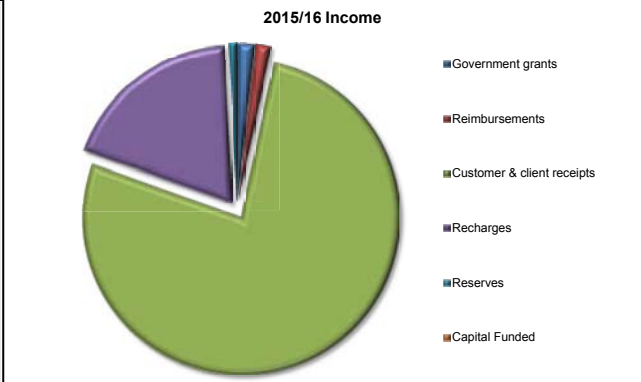
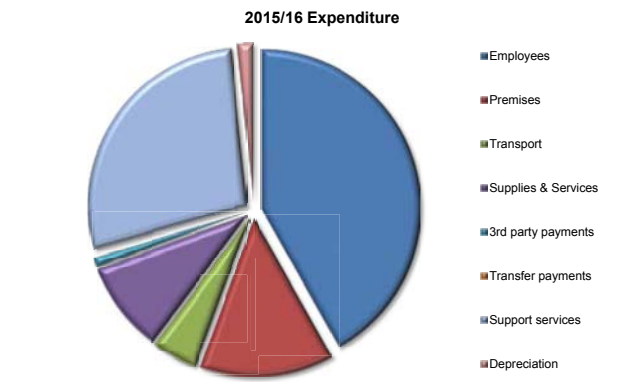
Parks and Green Spaces	Planning Assumptions						The Corporate strategies your				
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	APPENDIX 4				
Enter a brief description of your main activities and objectives below							APPENDIX 4 contributes to				
The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.	Increased sports pitch demand (Total number of bookings)	2%	1%	1%	1%	1%	Open Spaces Strategy				
	Attendance at major community outdoor events (No. of people)	50,000	50,000	55,000	55,000	60,000	Children & Young person's Plan				
	Number of funerals at LBM cemeteries	200	205	210	215	220	Cultural Strategy				
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme			
	Staff (FTE)	64	83.8	80.3	77.8	73.8	73.8				
	Staff accommodation units (No. of mess rooms/depots)	12	12	12	12	10	10				
	Transport vehicles	19	19	19	19	18	17				
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk
	Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
	Total LBM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
	Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Business critical	Loss of income
	Number of Green Flags	5	5	5	5	5	6	High	Annual	Quality	Reputational risk
	Number of outdoor events in parks	120	130	130	130	130	130	High	Monthly	Perception	Reputational risk
	Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	Quarterly	Perception	Reduced service delivery

**Objectives:**

The team's primary objectives in the forthcoming years include the following principal tasks:

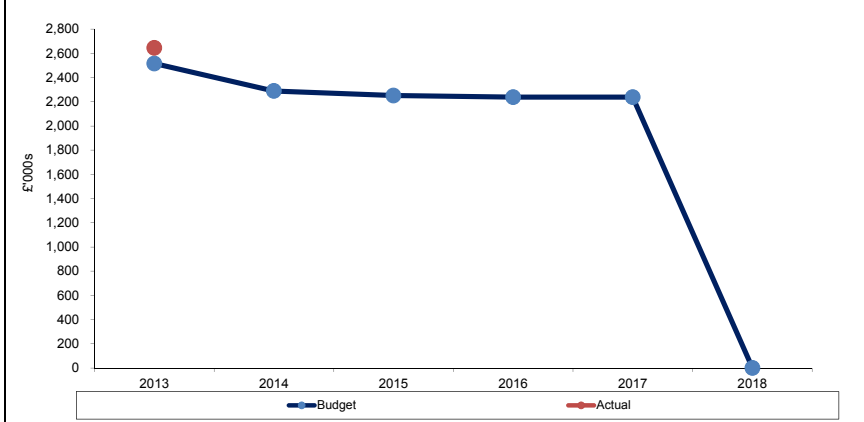
- increasing income
- reducing operational expenditure
- maintaining and improving service standards and performance
- securing investment and delivering improvements to open space facilities
- encouraging and facilitating community self-management of sites and facilities
- providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects
- implementation of agreed TOM transformation process outcomes

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>5,540</b>	<b>5,670</b>	<b>5,255</b>	<b>5,251</b>	<b>5,251</b>	<b>5,251</b>	<b>5,251</b>
Employees	2,240	2,319	2,202	2,202	2,202	2,202	2,202
Premises	873	899	715	715	715	715	715
Transport	244	249	243	243	243	243	243
Supplies & Services	541	490	494	490	490	490	490
3rd party payments	49	47	49	49	49	49	49
Transfer payments	7	-2	7	7	7	7	7
Support services	1,471	1,553	1,460	1,460	1,460	1,460	1,460
Depreciation	115	115	85	85	85	85	85
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>3,024</b>	<b>3,025</b>	<b>2,965</b>	<b>3,000</b>	<b>3,013</b>	<b>3,013</b>	<b>3,013</b>
Government grants	50	43	53	53	53	53	53
Reimbursements	188	251	48	48	48	48	48
Customer & client receipts	2,276	2,197	2,319	2,354	2,367	2,367	2,367
Recharges	487	511	570	570	570	570	570
Reserves	23	23	-25	-25	-25	-25	-25
Capital Funded	0	0					
<b>Council Funded Net Budget</b>	<b>2,516</b>	<b>2,645</b>	<b>2,290</b>	<b>2,251</b>	<b>2,238</b>	<b>2,238</b>	<b>2,238</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Parks Investment		692,055	998,350	401,420	365,000	250,000	350,000
P&D Machines				60,000			
<b>Total</b>	<b>0</b>	<b>692,055</b>	<b>998,350</b>	<b>461,420</b>	<b>365,000</b>	<b>250,000</b>	<b>350,000</b>

Summary of major budget etc. changes  
2015/16  
EN45=£39K



EN45=£13K  
2017/18  
2018/19

Parks and Green Spaces

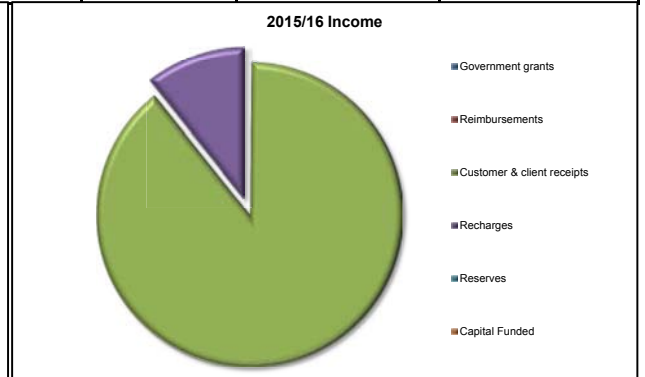
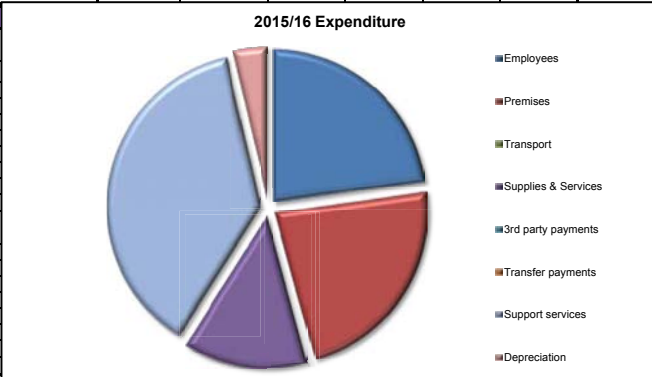
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Management of parks &amp; open spaces</b>		
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks	More efficient way of working	2
End date	2017-18				
<b>Project 2</b>		Project Title:	<b>Management of bowling greens</b>		
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton	More efficient way of working	2
End date	2017-18				
<b>Project 3</b>		Project Title:	<b>Commercialisation of grounds and sports services</b>		
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events	Income generation	2
End date	2018-19				
<b>Project 4</b>		Project Title:	<b>New cemetery extensions</b>		
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries	Income generation	2
End date	2015-16				
<b>Project 5</b>		Project Title:	<b>Development of new sporting hub at Joseph Hood Rec</b>		
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3
End date	2017-18				
<b>Project 6</b>		Project Title:	<b>New pavilion &amp; facilities at Dundonald Rec</b>		
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	2
End date	2016-17				
<b>Project 7</b>		Project Title:	<b>Management of paddling pools</b>		
Start date	2013-14	Project Details:	Investment in new water play facilities.	More efficient ways of working	2
End date	2015-16				

Property	Planning Assumptions							service contributes to
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Enter a brief description of your main activities and objectives below	The number of proposed disposals	2	12	4	5	1		Capital Programme
To ensure that all property transactions provide value for money and comply with statute. To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts. To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid - to manage applications for community assets to be listed and claims for compensation. TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.	The number of proposed lettings	10	9	8	8	8		Economic Development Strategy
	The number of proposed rent reviews	30	25	21	21	21		Housing Strategy
	The number of commercial properties	394	394	394	394	394		Medium Term Financial Strategy
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Asset Management Plan
	Staff (FTE)	6	6	6	6	6		

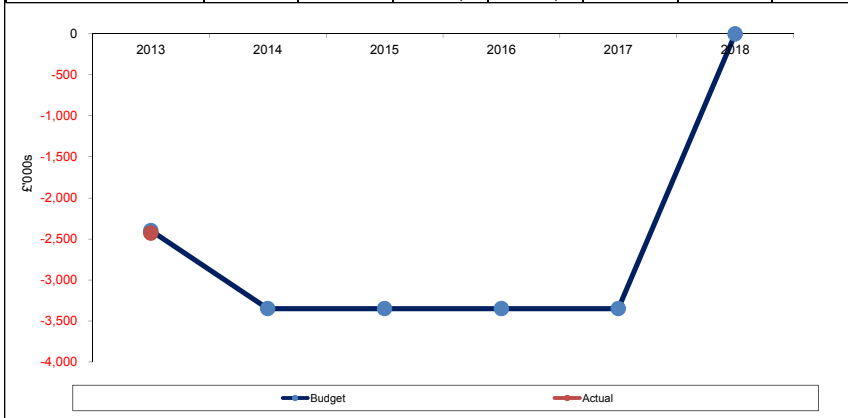
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Capital receipts	£5m	£1m	£5m	TBC	TBC		High	Quarterly	Business critical	Loss of income
% Vacancy rate of prop. owned by council	5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5		Low	Quarterly	Outcome	Loss of income
Asset Valuations	150	150	150	150	150		High	Annual	Business critical	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,169</b>	<b>2,295</b>	<b>1,182</b>	<b>1,182</b>	<b>1,182</b>	<b>1,182</b>	<b>0</b>
Employees	271	280	270	270	270	270	
Premises	258	289	270	270	270	270	
Transport	0	3	1	1	1	1	
Supplies & Services	222	240	155	155	155	155	
3rd party payments	27	12	0	0	0	0	
Transfer payments	0	0	0	0	0	0	
Support services	518	598	444	444	444	444	
Depreciation	873	873	42	42	42	42	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>4,567</b>	<b>4,724</b>	<b>4,530</b>	<b>4,530</b>	<b>4,530</b>	<b>4,530</b>	<b>0</b>
Government grants	0	0	0	0	0	0	
Reimbursements	18	58	5	5	5	5	
Customer & client receipts	4,046	4,088	4,042	4,042	4,042	4,042	
Recharges	502	577	483	483	483	483	
Reserves	1	1	0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-2398</b>	<b>-2429</b>	<b>-3348</b>	<b>-3348</b>	<b>-3348</b>	<b>-3348</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Priests House	0	0	0	300,000	0	0	0
WH Smiths Dilapidations	0	0	86,680	0	0	0	0
	0	0	86,680	300,000	0	0	0

Summary of major budget etc. changes	
2015/16	
2016/17	
2017/18	
2018/19	



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

Property

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>Integrated Project Team</b>			
Project Title:		Income generation			
Start date	2012-13	2	2	4	
Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental				
End date	on going				
<b>Project 2</b>		<b>Asset Management Plan</b>			
Project Title:		Income generation			
Start date	2012-13	1	2	2	
Project Details:	This is the creation of a plan which will help to maximise all the property held by the council				
End date	on going				
<b>Project 3</b>					
Project Title:					
Start date					
Project Details:					
End date					
<b>Project 4</b>					
Project Title:					
Start date					
Project Details:					
End date					
<b>Project 5</b>					
Project Title:					
Start date					
Project Details:					
End date					
<b>Project 6</b>					
Project Title:					
Start date					
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End date					
<b>Project 7</b>					
Project Title:					
Start date					
Project Details:					
End date					
<b>Project 8</b>					
Project Title:					
Start date					
Project Details:					
End date					
<b>Project 9</b>					
Project Title:					
Start date					
Project Details:					
End date					
<b>Project 10</b>					
Project Title:					
Start date					
Project Details:					
End date					



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

Safer Merton

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score		
<b>Project 1</b>		<b>Risk limitation of future grant loss</b>				
Start date	2013-14	CCTV Review - This includes planning and funding of the system going forward. A coordinated and cohesive approach across numerous partner agencies and departments in the council will be a key requirement in delivering successful outcomes	More efficient way of working	4	2	8
End date	on going					
<b>Project 2</b>		<b>ASB changes</b>				
Start date	2014-15	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery	To meet legislative requirements	4	3	12
End date	on going					
<b>Project 3</b>						
Start date						
End date						
<b>Project 4</b>						
Start date						
End date						
<b>Project 5</b>						
Start date						
End date						
<b>Project 6</b>						
Start date						
End date						
<b>Project 7</b>						
Start date						
End date						
<b>Project 8</b>						
Start date						
End date						
<b>Project 9</b>						
Start date						
End date						
<b>Project 10</b>						
Start date						
End date						



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

Street Cleaning

APPENDIX 10  
Risk

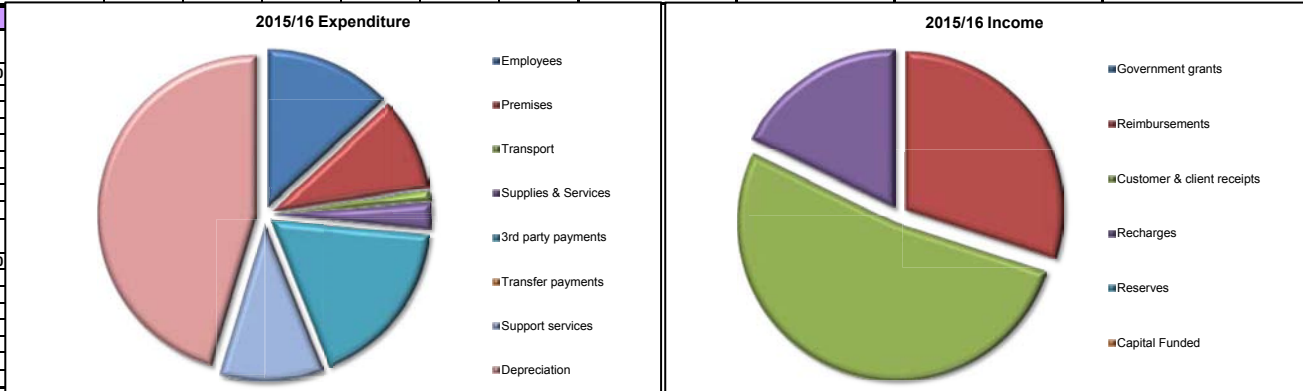
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>Introduce mobile working</b>			
Project Title:		This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.			
Start date	2014-15	More efficient way of working			
End date	2015-16	2	2	4	
<b>Project 2</b>		<b>Introduce timed commercial waste collections in town centres</b>			
Project Title:		Introduce time banded waste collections in town centres starting with Wimbledon town centre now completed. We are expanding this year to Mitcham and Morden Town centres.			
Start date	2013-14	To meet legislative requirements			
End date	2015-16	2	2	4	
<b>Project 3</b>		<b>Review Street Cleansing equipment</b>			
Project Title:		Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.			
Start date	2014-15	Improve residents satisfaction			
End date	2015-16	2	2	4	
<b>Project 4</b>		<b>Street Champions Initiative</b>			
Project Title:		Re-launch street champions initiative			
Start date	2014-15	Improve residents satisfaction			
End date	2015-16	2	2	4	
<b>Project 5</b>		<b>Increase Enforcement Capacity</b>			
Project Title:		We have develop and launched a pilot programme to increase enforcement potentially utilising additional private contractor capacity. We are considering whether this should be extended.			
Start date	2014-15	Improve residents satisfaction			
End date	2015-16	3	1	4	
<b>Project 6</b>		<b>South London waste partnership (phase C)</b>			
Project Title:		The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.			
Start date	2015-16	More efficient way of working			
End date	2017-18	2	2	4	
<b>Project 7</b>		<b>Litter bin type and provision</b>			
Project Title:		Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying			
Start date	2014-15	More efficient way of working			
End date	2015-2016	1	2	3	
<b>Project 8</b>		<b>Optimisation of Mechanical equipment</b>			
Project Title:		Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.			
Start date	2015-16	More efficient way of working			
End date	2015-16	2	2	4	
<b>Project 9</b>					
Project Title:					
Start date					
End date					

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Traffic & Highways		Planning Assumptions						The Corporate strategies your					
<b>Cllr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b>		<b>Anticipated demand</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
<b>Enter a brief description of your main activities and objectives below</b>		Street lights		12,673	12,673	12,673	12,673	12,673	12,673				
The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.		Number of trees to be maintained		16,570	16,640	16,710	16,710	16,710	16,710				
		Network Maintenance and Improvement		363.5km	363.5km	363.5km	363.5km	363.5km	363.5km				
		Number of Streetwork Permits issued		11,650	18,000	18,000	18,000	18,000	18,000				
The main aims of the service are to:		<b>Anticipated non financial resources</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
		Staff (FTE)		38	38	Merger of T&H and fm							
<ul style="list-style-type: none"> <li>Ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul>		<b>Performance indicator</b>		<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>									
				<b>2013/14(T)</b>	<b>2014/15(T)</b>	<b>2015/16(PT)</b>	<b>2016/17(PT)</b>	<b>2017/18(PT)</b>	<b>2018/19(PT)</b>	<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
		Avg days taken to repair out of light Lamp Columns		New	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
<ul style="list-style-type: none"> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul>		% response to Emergency Callouts (within 2 hrs)		100	100	100	100	100	100	High	Monthly	Quality	Increased costs
		% Streetworks permitting determined		98	98	98	98	98	98	High	Monthly	Quality	Loss of income
		% Streetworks inspections completed		32	35	37	38	38	38	High	Quarterly	Unit cost	Loss of income
<ul style="list-style-type: none"> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul>		% jobs completed where no Fixed Penalty Notice issued		96	98	99	99	99	99	High	Monthly	Outcome	Reduced customer service
		% of Condition Surveys completed on time		90%	92%	95%	95%	95%	95%	High	Annual	Quality	Increased costs
		Carriageway Condition - Unclassified Roads non principal Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	Low	Annual	Quality	Increased costs
<ul style="list-style-type: none"> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul>		Footway condition - Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	Low	Annual	Quality	Increased costs

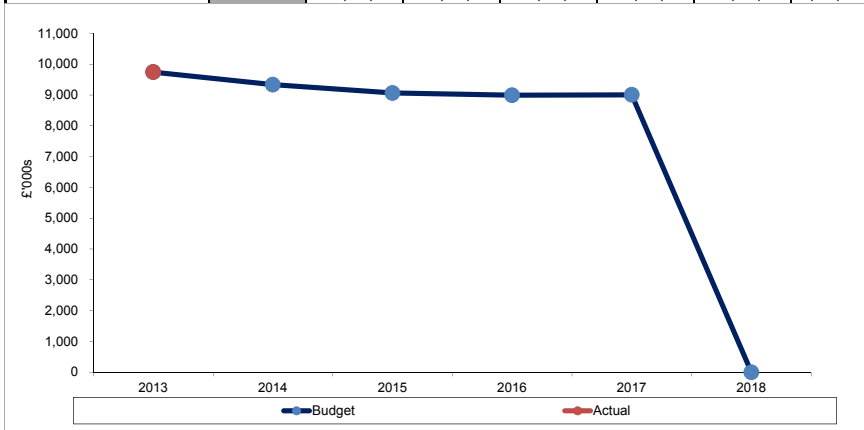
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>12,708</b>	<b>12,455</b>	<b>12,127</b>	<b>11,856</b>	<b>11,792</b>	<b>11,808</b>	<b>0</b>
Employees	1,857	1,645	1,831	1,543	1,544	1,544	
Premises	1,224	1,158	1,138	1,138	1,108	1,108	
Transport	131	113	131	131	131	131	
Supplies & Services	399	350	326	327	307	307	
3rd party payments	2,152	2,144	2,058	2,074	2,059	2,075	
Transfer payments	0	0	0	0	0	0	
Support services	1,294	1,394	1,259	1,259	1,259	1,259	
Depreciation	5,651	5,651	5,384	5,384	5,384	5,384	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>2,957</b>	<b>2,705</b>	<b>2,787</b>	<b>2,787</b>	<b>2,797</b>	<b>2,797</b>	<b>0</b>
Government grants	0	0	0	0	0	0	
Reimbursements	954	526	837	837	847	847	
Customer & client receipts	1,444	1,639	1,453	1,453	1,453	1,453	
Recharges	559	540	497	497	497	497	
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>9,751</b>	<b>9,750</b>	<b>9,340</b>	<b>9,069</b>	<b>8,995</b>	<b>9,011</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Traffic & Parking Management		326,474	216,730	135,000	150,000	156,000	175,000
Highways Gen Planned Works		451,089	714,630	434,600	419,000	419,000	419,000
Footways Planned Works		1,060,859	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Street Lighting		628,532	410,000	200,000	462,000	290,000	509,000
Street Scene		306,921	80,000	375,190	60,000	60,000	100,000
Highways Planned Road Works		1,590,625	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000
Transport For London		2,350,921	2,295,050	1,310,000	1,271,000	n/k	n/k
		0	6,715,421	6,499,510	4,954,790	4,862,000	3,425,000

**Summary of major budget etc. changes 2015/16**

EN29=£252K  
Growth = £464k - To mitigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR.



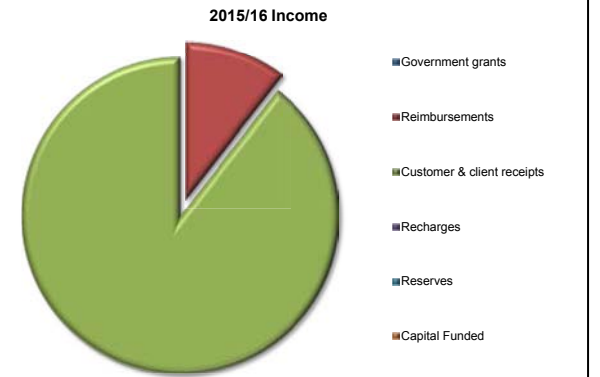
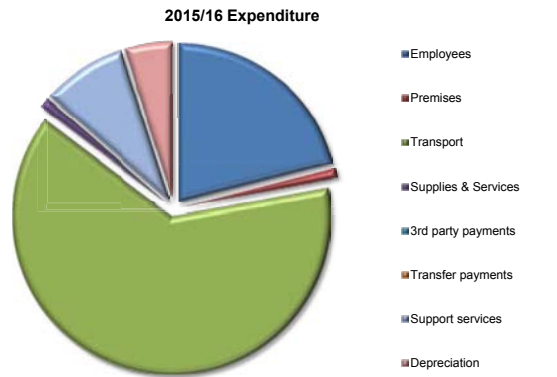
2016/17
EN27=£10K; EN30=£20K; EN31=£30K; EN32=£10K
2017/18
2018/19

Traffic & Highways

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Flood and Water Management Schemes</b>		
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1
End date	2015-16				
<b>Project 2</b>		Project Title:	<b>Delivery of Mitcham Town Centre scheme</b>		
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4
End date	2015-16				
<b>Project 3</b>		Project Title:	<b>Ride London</b>		
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1
End date	2015-16				
<b>Project 4</b>		Project Title:	<b>Mobile Working</b>		
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Traffic and Highway	More efficient way of working	2
End date	31/03/2015				
<b>Project 5</b>		Project Title:	<b>On-line self Service System</b>		
Start date	2015-16	Project Details:	Move to on-line self service system	Improved customer satisfaction	2
End date	2016-17				
<b>Project 6</b>		Project Title:	<b>4 Year work Programme</b>		
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2
End date	2019-20				
<b>Project 7</b>		Project Title:	<b>Street Lighting Investment - Conversion to LED</b>		
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs	Improved resident well being	2
End date	2018-19				
<b>Project 8</b>		Project Title:			
Start date		Project Details:		Improved resident well being	2
End date					
<b>Project 9</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 10</b>		Project Title:			
Start date		Project Details:			
End date					

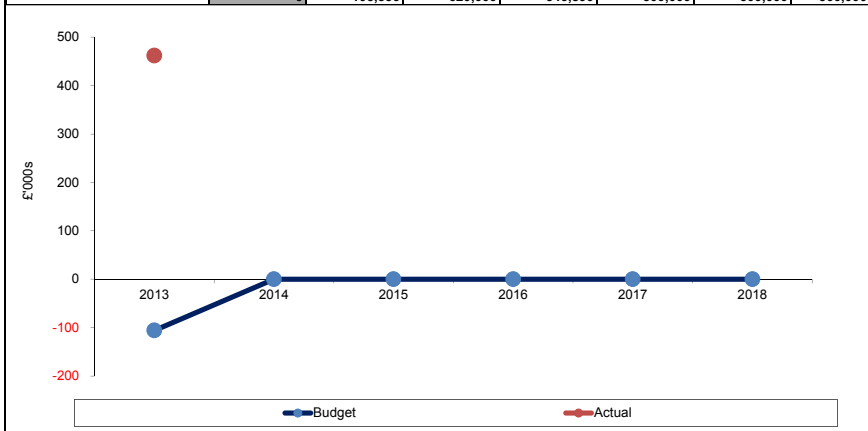
Transport	Planning Assumptions							The Corporate strategies your							
<b>Cllr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b>	<b>Anticipated demand</b>							2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	APPENDIX 10	Contributes to
<b>Enter a brief description of your main activities and objectives below</b>	CSF Passenger Journeys - Contractors	95000	95000	95000	95000	95000	95000	95000	95000	95000	95000	95000		Capital Programme	
To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.	CSF Passenger Journeys - In-House	70000	70000	70000	70000	70000	70000	70000	70000	70000	70000	70000		Children & Young person's Plan	
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking etc.) who require vehicles to carryout their services.	C&H Passenger Journeys - Contractors	48000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000		Adult Treatment Plan	
Full fleet management is provided to support the council fleet of vehicles. This includes all servicing, repairs maintenance and Operators Licence requirements.	C&H Passenger Journeys - In-House	85000	85000	85000	85000	85000	85000	85000	85000	85000	85000	85000		Customer Services Strategy	
Providing health & safety and vehicle related in-house training to all council staff and external organisations	<b>Anticipated non financial resources</b>							<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>		
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services, and provide assistance on vehicle specifications.	No. of Commissioned Taxi Framework contractors	34	34	34	34	34	34	34	34	34	34	34			
Objectives	Staff	68	63	63	63	63	63	63	63	63	63	63			
Ensuring that the service provided by cTransport is effective, value for money while still meeting customers expectations.	No. Transport Fleet vehicles	192	192	192	192	192	192	192	192	192	192	192			
Procurement of goods & services for the workshop area. Ensuring value for money and complying with authorities standing orders.															
Procurement of replacement vehicles for the whole of the authority. We will ensure legal compliance with regards to all statutory requirements for road transport services including operators licence requirements.															
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met					
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)									
Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service					
Parents/carers satisfaction with taxi journeys	0	75%	75%	80%	80%	80%	High	Annual	Perception	Reduced customer service					
% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service					
Average % passenger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs					
% in-house journey that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Increased costs					
% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service					
Sickness - average days per FTE	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs					

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>8,665</b>	<b>9,017</b>	<b>8,572</b>	<b>8,687</b>	<b>8,687</b>	<b>8,687</b>	<b>8,687</b>
Employees	1,806	2,176	1,837	1,835	1,835	1,835	0
Premises	91	97	91	88	88	88	
Transport	5,740	5,686	5,378	5,492	5,492	5,492	
Supplies & Services	97	92	89	95	95	95	
3rd party payments	0	5	0	0	0	0	
Transfer payments	0	0	0	0	0	0	
Support services	541	574	752	752	752	752	
Depreciation	387	387	425	425	425	425	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>8,771</b>	<b>8,555</b>	<b>8,572</b>	<b>8,687</b>	<b>8,687</b>	<b>8,687</b>	<b>8,687</b>
Government grants	0	0	0	0	0	0	
Reimbursements	911	839	911	911	911	911	
Customer & client receipts	7,868	7,716	8,572	7,776	7,776	7,776	
Recharges	0	0	0	0	0	0	
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-106</b>	<b>462</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Replacement Fleet Vehicles		89,100	590,000	500,000	500,000	500,000	500,000
Other		14,236	30,000	46,890	0	0	0
<b>Total</b>	<b>0</b>	<b>103,336</b>	<b>620,000</b>	<b>546,890</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>

Summary of major budget etc. changes	
Year	Changes
2015/16	Existing passenger Taxi framework expires in Oct 2015 - New passenger framework working with neighbouring boroughs Sutton, Kingston and Richmond due to commence August 2015
2016/17	
2017/18	
2018/19	



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

**Transport**

**APPENDIX 10**  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		
		Likelihood	Impact	Score
<b>Project 1</b>		<b>New Joint Passenger Transport Framework</b>		
Start date	2015-16	More efficient way of working, reducing costs and sharing routes	2	2
End date	2019-20			
Project Title: <b>New Joint Passenger Transport Framework</b>		Joint Passenger Transport Framework with neighboring boroughs Sutton and Kingston.	2	2
Project Details:				
<b>Project 2</b>		<b>Benchmarking - Internal Services</b>		
Start date	2014-15	To improve service and reduce costs	2	2
End date	2015-16			
Project Title: <b>Benchmarking - Internal Services</b>		To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments	2	2
Project Details:				
<b>Project 3</b>				
Start date				0
End date				
Project Title:				0
Project Details:				
<b>Project 4</b>				
Start date				0
End date				
Project Title:				0
Project Details:				
<b>Project 5</b>				
Start date				0
End date				
Project Title:				0
Project Details:				
<b>Project 6</b>				
Start date				0
End date				
Project Title:				0
Project Details:				
<b>Project 7</b>				
Start date				0
End date				
Project Title:				0
Project Details:				
<b>Project 8</b>				
Start date				0
End date				
Project Title:				0
Project Details:				
<b>Project 9</b>				
Start date				0
End date				
Project Title:				0
Project Details:				
<b>Project 10</b>				
Start date				0
End date				
Project Title:				0
Project Details:				

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Waste Management

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>South London waste partnership (phase B)</b>			
Project Title:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014				
Start date	2012-13	More efficient way of working	2	4	8
End date	2014-15				
<b>Project 2</b>		<b>Mobile technology including GPS and in cab monitors</b>			
Project Title:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, therefore planned savings need to be deferred.				
Start date	2014-15	More efficient way of working	3	2	6
End date	2015-16				
<b>Project 3</b>		<b>Double shift garden waste collection vehicles reduce 2 x vehicles</b>			
Project Title:	Issues with disposal licences may cause a delay to the commencement date of this project.				
Start date	2015-16	More efficient way of working	3	2	6
End date	2016-17				
<b>Project 4</b>		<b>LWARB efficiency review of Domestic waste collections</b>			
Project Title:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.				
Start date	2014-15	More efficient way of working	2	2	4
End date	2014-15				
<b>Project 5</b>		<b>South London waste partnership (phase C)</b>			
Project Title:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.				
Start date	2014-15	More efficient way of working	3	2	6
End date	2017-18				
<b>Project 6</b>		<b>SLWP HRRC Procurement</b>			
Project Title:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station				
Start date	2013-14	More efficient way of working	3	2	6
End date	2014-15				
<b>Project 7</b>		<b>Waste Framework procurement</b>			
Project Title:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different waste streams, to achieve better pricing from materials in the medium term.				
Start date	2014-15	More efficient way of working	3	2	6
End date	2014-15				
<b>Project 8</b>					
Project Title:					
Start date					0
End date					
<b>Project 10</b>					
Project Title:					
Start date					0
End date					

## **Committee: Sustainable Communities Overview and Scrutiny Panel**

**Date: 8<sup>th</sup> January 2015**

Agenda item: 5

Wards: All

**Subject: Housing Supply Task Group - Scoping Report**

Lead officer: Rebecca Redman, Scrutiny Officer

Lead member: Cllr Russell Makin, Chair of the Sustainable Communities Overview and Scrutiny Panel

Contact officers: Rebecca Redman, Scrutiny Officer,  
[Rebecca.redman@merton.gov.uk](mailto:Rebecca.redman@merton.gov.uk), 020 8545 4035

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**Recommendations:**

That Members consider and approve the proposed Terms of Reference, timescales, sources of evidence, and witnesses for the task group review of housing supply.

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**1. PURPOSE OF REPORT**

- 1.1 To make proposals to Members for their task group review of housing supply, and to seek agreement on the proposed Terms of Reference, timescales, sources of evidence and witnesses for the review.

**2. DETAILS**

- 2.1 At the meeting of the Sustainable Communities Overview and Scrutiny Panel held on 24<sup>th</sup> June 2014, Members considered and agreed their Work Programme for the 2014/2015 municipal year. Members proposed that housing supply be the focus of a Task Group review.
- 2.2 The following Members were nominated to sit on the Task Group: Cllr Ross Garrod (Chair), Cllr Abigail Jones, Cllr Janice Howard, Cllr Imran Uddin and Cllr Michael Bull.

**3. AIM OF REVIEW**

- 3.1 The aim of the task group review is: To have a positive impact on the supply of affordable housing in Merton.

**4. TERMS OF REFERENCE FOR THE REVIEW:**

- 4.1 The terms of reference of the task group review, as discussed and agreed at the Task Group meeting on the 1<sup>st</sup> December 2014, are as follows:
- To understand housing market characteristics and the level of housing need in Merton. This would include:

- National and local policy context surrounding the provision of affordable housing;
  - Data on housing need in Merton;
  - The role of the local authority and partners (i.e. Registered Providers, private landlords and private developers) in ensuring good quality housing;
  - An overview of what affordable housing is being built in Merton
- To review the councils existing housing strategy with a view to strengthening/developing this policy in light of the reviews findings;
  - To determine how the council might support and encourage the production of new affordable homes in Merton and what land is available for development;
  - To determine what good practice exists elsewhere that might be utilised in responding to the demand for affordable housing

## **5. POTENTIAL SOURCES OF EVIDENCE AND WITNESSES FOR THE REVIEW**

5.1 Members can request a range of evidence and comparative information throughout the course of the review. Members can also invite a variety of people to attend to assist in the forming of evidence-based recommendations to the Executive, and where appropriate, to partner organisations.

5.2 Members may wish to consider the following in this review: -

- Detailed officer reports supplemented by verbal evidence;
- Best practice from neighbouring Local Authorities;
- Government legislation and guidance (national, regional and local policy);
- Site visits;
- Evidence from partner organisations and stakeholders;
- Research reports/briefing papers; and
- Consultation activities

5.3 It is proposed that the Task Group consult the following stakeholders in this review:

- Housing Associations in Merton (Wandle, L&Q, Amicus, Notting Hill, Riverside, CHMP)
- Other local authorities
- Shelter and other local housing charities
- Merton CIL
- Citizens Advice Bureau
- Representative from Homes and Communities Agency
- Tenant's Groups



- Residents Associations
- Developers – YCube/Pocket
- Housing Associations across London
- Mitcham Heritage

## 6. OFFICER SUPPORT

6.1 Members of the Housing Supply Task Group will be supported by:

**Rebecca Redman, Scrutiny Officer**

Rebecca.redman@merton.gov.uk, 020 8545 4035

**Steve Langley, Head of Housing Needs and Strategy**

[Steve.langley@merton.gov.uk](mailto:Steve.langley@merton.gov.uk), 020 8545 3712

**James McGinlay, Head of Sustainable Communities**

[James.mcginlay@merton.gov.uk](mailto:James.mcginlay@merton.gov.uk), 020 8545 4154

## 7. ALTERNATIVE OPTIONS

7.1 The Panel may choose to agree a different scope and terms of reference to those proposed in this scoping report.

## 8. CONSULTATION UNDERTAKEN OR PROPOSED

8.1 Members are asked to give consideration to if, and how, they would like to engage witnesses in this review.

## 9. TIMETABLE

9.1 It is envisaged that the Task Group will undertake and complete its review within 6 months. The final report and recommendations from the review will be presented to the Sustainable Communities O&S Panel for endorsement at its meeting in June 2015.

9.2 The following reporting timescale should be borne in mind when conducting the review to ensure completion by June 2015: -

Agree scope – Sustainable Communities Panel 8 January 2015
Evidence gathering and analysis – December 2014 to March 2015
Agree Draft Final Report and Recommendations – March 2015
Draft Final Report to be endorsed by Sustainable Communities Panel – June 2015
Final Report to be considered by Cabinet – TBD
Executive Response and Action Plan to Sustainable Communities Panel – TBD

## 10. CO-OPTION

10.1 Members are asked to give consideration to co-opting representatives onto the Task Group for part, or the duration, of the review to assist the Task Group. In accordance with the Constitution any representative co-opted onto the Panel or Task Group will be a non-voting member of the Task Group and will be required to adhere to the Council's Code of Conduct for Members.

## **11. PUBLICITY**

11.1 Members can publicise the review to encourage and facilitate resident and partner engagement and to promote the outcomes of the review upon completion. The following mechanisms for promotion/publication may be utilised throughout the review: -

- Press release in local press;
- My Merton;
- Community Forums;
- Merton council website;
- Ward councillors;
- Posters/materials in libraries and Merton Link;
- Staff bulletin board and plasma screens in civic centre; and
- Residents' panel and Centre for Public Scrutiny (outcomes)

## **12. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

12.1 There are none specific to this report. Any financial, resource and property implications arising from the review will be accounted for in the Task Group's Final Report.

## **13. LEGAL AND STATUTORY IMPLICATIONS**

13.1 None for the purposes of this report. Any legal and statutory implications arising from the review will be accounted for in the Task Group's Final Report.

## **14. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

14.1 None specific to this report. Any human rights, equalities and community cohesion implications arising from the review will be accounted for in the Task Group's Final Report.

## **15. CRIME AND DISORDER IMPLICATIONS**

15.1 None specific to this report. Any crime and disorder implications arising from the review will be accounted for in the Task Group's Final Report.

## **16. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

16.1 None for the purposes of this report. Any risk management and health and safety implications arising from the review will be accounted for in the Task Group's Final Report.

## **17. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

17.1 None

## **18. BACKGROUND PAPERS**

18.1 None

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November 2014 Dashboard - Environment and Regeneration

Item 6

Public Protection								
PI code and description	Nov-14					YTD result	Annual YTD Target	Current YTD status
	Value	Target	Status	Long Trend	Short Trend			
CRP 044 Parking services estimated revenue	£1,048,181	£982,416	✓	↑	↓	£7,894,819	£7,859,328	✓
SP 041 % of service requests replied to in 5 working days (EHTSL)	92.02%	85%	✓	↑	↑	87.71%	85%	✓
SP 042 Income generation by EHTSL	£91,482	£40,000	✓	↑	↑	£352,236	£270,000	✓
SP 111 No. of underage sales test purchases	Quarterly measure					65	92	⊘
SP 127 % of parking permits issued within 5 working days	95%	90%	✓	↑	→	94.75%	90%	✓
SP 254 % Data capture from air pollution monitoring sites	Quarterly measure					80.45%	90%	⊘
SP 255 % licensing apps. processed within 21 days.	Quarterly measure					97.05%	95%	✓
SP 258 Sickness- No of days per FTE (parking)	0.89	0.91	✓	↑	↑	11.02	7.47	⊘
SP 316 % of Inspection category A,B & C food premises (annual)	Annual measure					91	95	⊘
SP 381 % of food premises rated 2* or above	Quarterly measure					93.49%	92%	✓
SP 384 Backlog of PCN correspondence	420	500	✓	↓	↑	324.88	500	✓
SP 397 % of cases won at PATAS	53.45%	50%	✓	↓	↓	58.35%	50%	✓
SP 398 % of cases lost at PATAS	27.59%	23%	⊘	↓	↓	19.69%	23%	✓
SP 399 % of cases where council does not contest at PATAS	18.97%	27%	✓	↑	↑	21.97%	27%	✓
Streetscene and Waste								
CRP 047 / SP 068 Number of refuse collections including recycling and kitchen waste missed per 100,000	53.59	55	✓	↑	↓	53.17	55	✓
CRP 048 % of sites surveyed on local street inspections for litter that are below standard	7.02%	7.50%	✓	↓	↓	6.31%	8.50%	✓
CRP 049 / SP 059 Number of fly tips reported in streets and parks	312	266	⊘	↓	↑	2,641	2,128	⊘
SP 046 Total Income from commercial waste	£2,899	£0	✓	↓	↓	£880,866	£1,100,000	⊘
SP 058 % of sites surveyed on local street inspections for litter that are below standard (KBT)	Quarterly measure					9.36%	7.50%	⊘
SP 062 % Sites surveyed below standard for graffiti	Quarterly measure					2.36%	5%	✓
SP 063 % Sites surveyed below standard for flyposting	Quarterly measure					0.64%	1%	✓
SP 064 % Residents satisfied with refuse collection (annual)	Annual measure					72%	74%	⊘
SP 065 % Household waste recycled and composted	38.18%	42%	⊘	↑	↑	37.82%	42%	⊘
SP 066 Residual waste kg per household	376.11	336	⊘	↓	↓	376.11	336	⊘
SP 067 % of municipal solid waste sent to landfill (waste management & commercial waste)	58%	47%	⊘	↑	↑	59%	47%	?
SP 071 Days lost from through sickness per FTE (waste mgmt)	2.16	0.83	⊘	↓	↓	12.3	6.68	⊘
SP 135 % MOT vehicle pass rate (transport passenger fleet)	Quarterly measure					93.50%	95%	⊘
SP 136 Average % time passenger vehicles in use (transport passenger fleet) (Annual)	Annual measure					90.35%	65%	✓
SP 137 % User satisfaction survey (transport passenger fleet) (annual)	Annual measure							?
SP 139 % Sites surveyed below standard for weeds	Quarterly measure					9.02%	14%	✓
SP 140 % Sites surveyed below standard for Detritus	Quarterly measure					12.67%	12%	⊘
SP 253 Pest Control income	£6,938	£13,333	⊘	↓	↓	£94,084	£106,664	⊘
SP 260 % Streetworks inspections completed	Quarterly measure					28.25%	35%	⊘
SP 262 % Residents satisfied with recycling facilities (annual)	Annual measure					69%	73%	⊘
SP 269 % Residents satisfied with street cleanliness (annual)	Annual measure					54%	58%	⊘
SP 271 In-house journey times (transport passenger fleet) (annual)	Annual measure					70%	85%	⊘
SP 353 Number of town centre FPN's issued (waste enforcement) (annual)	Annual measure					38	750	⊘
SP 354 Total waste arising per households (KGs)	67.76	73				604.95	584	
SP 355 Spot checks on contractors (Transport Commissioning)	0	4	⊘	↓	↓	30	34	⊘
SP 377 % customer satisfaction with commercial waste service (annual)	Annual measure							?
SP 378 % market share for commercial waste	Quarterly measure					22.35%	30%	✓
SP 392 % satisfaction of parents / carers on taxi journeys (annual)	Annual measure							?
SP 393 Average sickness days per FTE ( transport fleet)	1.4	1	⊘	↑	↑	14.19	8	⊘
Sustainable Communities								
CRP 045 / SP 118 Income (Development and Building Control)	145,759	146,666	⚠	↓	↓	1,375,534	1,339,996	✓
CRP 046 / SP 023 Maintain level of Capital receipts to support the financial strategy (excluding Merton Priory Homes)	Quarterly measure					£0.4m	£1.5m	⊘
CRP 050 Volume of planning applications	260	161	✓	↑	↑	1,709	1,288	✓
CRP 051 / SP 114 % Major applications processed within 13 weeks	100%	62%	✓	↑	↑	53.33%	62%	⊘
CRP 052 / SP 115 % of minor planning applications determined within 8 weeks	50%	65%	⊘	↓	↓	60.53%	65%	⊘
CRP 053 / SP 116 % of 'other' planning applications determined within 8 weeks (Development Control)	84.65%	82%	✓	↑	↑	85.45%	82%	✓
SP 015 Income generated - Merton Active Plus activity	£360	£730	⊘	↓	↓	£40,180	£41,560	⊘
SP 020 Housing supply - new build units (annual)	Annual measure					489	320	✓
SP 024 % Vacancy rate of property owned by the council	Quarterly measure					0.80%	4%	✓
SP 025 % Debt owed to LBM by tenants inc businesses	Annual measure					8.10%	9%	✓
SP 026 Residents % satisfaction with parks & green spaces (annual)	Annual measure					70%	71%	⊘
SP 027 Young peoples % satisfaction with parks & green spaces (annual)	Annual measure					70	70	⊘

PI code and description	Nov-14					YTD result	Annual YTD Target	Current YTD status
	Value	Target	Status	Long Trend	Short Trend			
SP 028 Total LBM cemeteries income	£36,974	£40,000				£297,991	£243,000	
SP 029 Total outdoor events income	£153,850	£144,000				£406,055	£341,000	
SP 032 Number of Green Flags (annual)	Not measured for Months					5	5	
SP 040 % Market share retained by LA (Building Control)	56%	75%				61%	75%	
SP 113 Number of enforcement cases closed	Quarterly measure						150	
SP 117 % appeals lost (Development & Building Control)	Quarterly measure					25%	35%	
SP 250 Income from Morden Assembly Hall	£4,094	£3,300				£35,546	£26,400	
SP 251 Income from Watersports Centre	£5,040	£5,850				£332,790	£340,040	
SP 257 % Town centre vacancy rates	Quarterly measure					5.39%	10%	
SP 260 % Streetworks inspections completed	Quarterly measure					28.25%	35%	
SP 263 % modal share for walking and cycling in the borough (annual)	Annual measure					35.7	35.8	
SP 265 Reduce total no. killed or seriously injured in road traffic accidents (annual)	Annual measure					60	54	
SP 314 External funding and internal investment £	Quarterly measure					£164,390	£165,000	
SP 318 Number of outdoor events in parks	3	4				141	123	
SP 320 % Emissions reduction from buildings (annual)	Annual measure					6%	4%	
SP 325 % of residents rating Leisure & Sports facilities Good to Excellent (annual)	Annual measure					51%	48.50%	
SP 327 % to Emergency callouts within 2 hours (traffic & highways)	100%	100%				100%	100%	
SP 328 % Streetworks permitting determined	98.80%	98%				98.79%	98%	
SP 329 Percentage of Condition Surveys completed on time (traffic and highways) (annual)	Annual measure					92%	90%	
SP 349 14 to 25 year old fitness centre participation at leisure centres	7,485	7,300				68,818	69,200	
SP 350 Percentage of jobs completed where no Fixed Penalty Notice issued	95.40%	98%				93.86%	98%	
SP 379 % enforcement site visits within 14 days	Quarterly measure							
SP 382 New jobs created - number of apprenticeships (Annual)	Annual measure							
SP 383 Number of new businesses created through the Economic Development Strategy (EDS) (Annual)	Annual measure							
SP 385 Volunteer input in parks management (number of groups) (Annual)	Annual measure							
SP 386 Property asset valuations (annual)	Annual measure							
SP 389 Carriageway condition - unclassified roads defectiveness condition indicator (annual)	Annual measure							
SP 390 Footway condition - defectiveness condition indicator (annual)	Annual measure							
SP 391 Average number of days taken to repair an out of light street light	Annual measure					2.11	3	
SP 395 Number of new jobs created through the Economic Development Strategy (EDS) (annual)	Annual measure							
SP 396 % modal share for walking and cycling in the borough (annual)	Annual measure					29	35.4	

## Sustainable Communities January 2015 Item 6

### Community and Housing Performance Dashboard - November 2014 (Quarter 2) - Excluding Adult Social Care

Dept.	PI Code & Description	Polarity	Nov 2014					YTD Result	Annual YTD Target	YTD Status
			Value	Target	Status	Short Trend	Long Trend			
	<b>Libraries</b>									
	CRP 059 / SP 008 No. of people accessing the library by borrowing an item or using a peoples network terminal at least once in the previous 12 months	Aim to Maximise	59,561	54,500				59,561	54,500	
	CRP 060 / SP 009 No. of visitors accessing the library service on line	Aim to Maximise	130,191	76,660				130,191	76,660	
Page 523	SP 279 % Self-service usage for stock transactions (libraries)	Aim to Maximise	93%	95%				93%	95%	
	SP 280 Active volunteering numbers in libraries (Rolling 12 Month)	Aim to Maximise	304	180				304	180	
	SP 282 Partnership numbers (Libraries)	Aim to Maximise	41	30				41	30	
	SP 287 Maintain Income (Libraries)	Aim to Maximise	£178,325	£188,400				£178,325	£188,400	
	<b>Housing</b>									
	CRP 062 / SP 035 Number of homelessness preventions	Aim to Maximise	384	367				384	367	
	CRP061SP036MP045 Number of households in temporary accommodation	Aim to Minimise	128	125				119	125	
	SP 037 Highest no. of families in Bed and Breakfast accommodation during the year	Aim to Minimise	5	10				4.25	10	
	SP 038 Highest no. of adults in Bed and Breakfast accommodation	Aim to Minimise	1	10				1.88	10	
	SP 277 Social Housing Lets(Quarterly)	Aim to Maximise	224	160				224	160	
	SP 360 Number of enforcement / improvement notices issued (Quarterly)	Aim to Maximise	32	23				32	23	

Dept.	PI Code & Description	Polarity	Nov 2014					YTD Result	Annual YTD Target	YTD Status
			Value	Target	Status	Short Trend	Long Trend			
	SP 361 Number of Disabled Facilities Grants (DFG) approved (Quarterly)	Aim to Maximise	24	27				24	27	
	SP 276 Affordable Homes delivered (Annual) (1)	Aim to Maximise		70				148	150	
	SP 278 Rent deposit - new tenancies (Annual) (1)	Aim to Maximise		90				127	90	
	<b><u>Merton Adult Education</u></b>									
	CRP 063 / SP 242 Number of Personal Development Learners (academic year) (Quarterly)	Aim to Maximise	1,085	400				1,085	400	
	SP 284 Income Target (Merton Adult Education) (2)	Aim to Maximise		£55,220				£310,109	£481,470	
Page 524	SP 333 Number of Commercial learners (Merton Adult Education) (Quarterly)	Aim to Maximise	63	125				63	125	
	CRP 078 / SP 335 % Retention rate (Merton Adult Education) (Annual) (3)	Aim to Maximise		88						
	CRP 079 / SP 334 % Achievement rate (Merton Adult Education) (Annual) (3)	Aim to Maximise		96						
	SP 285 % Success Rate (Merton Adult Education) (Annual) (4)	Aim to Maximise						83.3	75	
	SP 286 % Customer satisfaction with Libraries (ARS - Annual) (1)	Aim to Maximise			78			81	78	

## Notes

- (1) YTD (Year To Date) information is performance for 2013/14
- (2) Information delayed for October and November 2014
- (3) New Annual Performance Indicator
- (4) YTD (Year To Date) information is performance for 2012/13





## Sustainable Communities Work Programme 2014/15

This table sets out the Sustainable Communities Panel Work Programme for 2014/15; the items listed were agreed by the Panel at its meeting on 24<sup>th</sup> June 2014. This Work Programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting-by-meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes.

The Sustainable Communities Panel has specific responsibilities regarding Budget and Business Plan Scrutiny and Performance Monitoring for which Lead Members are appointed:

The Performance Monitoring Lead for 2014/15 is Councillor  
The Budget and Business Plan Lead for 2014/15 is Councillor

The Task Group Review for the 2014/15 work programme is Housing Supply.

### **Scrutiny Support**

For further information on the work programme of the Sustainable Communities Scrutiny Panel please contact: -  
Rebecca Redman, Scrutiny Officer)  
Tel: 020 8545 4035; Email: [rebecca.redman@merton.gov.uk](mailto:rebecca.redman@merton.gov.uk)

For more information about overview and scrutiny at LB Merton, please visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

**Meeting date –16<sup>th</sup> September 2014**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member/lead officer</b>	<b>Intended outcomes</b>
Pre decision scrutiny	Inward Investment Strategy	Report	Chris Lee/James McGinlay	To comment on the councils draft inward investment strategy and make any recommendations to Cabinet.
Scrutiny Review	Economic Development Strategy	Report	Chris Lee/James McGinlay	To receive a progress update on delivery of the councils economic development strategy.
Scrutiny Review	Climate Change and Green Deal Task Group	Executive Response and Action Plan	Chris Lee	To provide a response and associated action plan from the Cabinet Member for Environmental Sustainability and Regeneration on how the task groups recommendations will be taken forward.
Response	Attendance at Youth Parliament meeting 15 <sup>th</sup> September 2014	Presentation	Panel Members	Panel members to attend the next scheduled meeting of the Youth Parliament on 15 <sup>th</sup> September to provide a response on their topic suggestions and the panels work programme and opportunities to get involved.
Performance Monitoring	Performance Reporting(including focus on waste management and street scene)	Verbal Report	Cllr	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary

**Meeting date – 29<sup>th</sup> September 2014****Special meeting of the Panel – Circle Merton Priory Homes**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member/lead officer</b>	<b>Intended outcomes</b>
--------------------------	-------------------	------------	---------------------------------	--------------------------

Performance Monitoring	Monitoring of stock transfer to Merton Priory Homes (including street cleaning strategy/estate maintenance)	Report/Presentation	Steve Langley	To receive an update from MPH on delivery of the commitments within the housing stock transfer agreement.
Scrutiny Review	Update on Regeneration Proposals – CHMP	Report	Steve Langley	To provide members with a briefing on the outcomes of councils consideration of the regeneration proposals from CHMP and to identify any opportunities for further scrutiny by the Panel.

**Meeting date –11<sup>th</sup> November 2014**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member/lead officer</b>	<b>Intended outcomes</b>
Pre decision scrutiny	Budget/Business Plan	Report	Chris Lee/Simon Williams/Caroline Holland	To comment on the councils budget proposals at phase 1.
Pre decision scrutiny	20 Mph zones/road safety	Report	Chris Lee	To comment on the findings of the research undertaken by the E&R department on 20mph zones and make any recommendations on associated proposals for 20mph zones/limits in the borough.
Scrutiny Review	Morden Leisure Centre	Report	Chris Parsloe	To provide an update to the Panel on the development of Morden leisure Centre.
Scrutiny Review	Co-option	Report	Rebecca Redman	To discuss the possibility of co-opting members onto the Panel and task group.
Performance Monitoring	Adult Skills and Employability Task Group – Progress on implementation of action plan	Report	James McGinlay/Yvonne Tomlin Cllr Holmes (Member Champion)	To performance monitor delivery of the action plan resulting from the task groups review of adult skills and employability.

Information item	Community Toilet Scheme	Briefing note via email	Chris Lee	To provide members with information on the community toilet scheme and performance to date to determine if any further scrutiny is to be undertaken in this area.
Performance Monitoring	Performance Reporting(including focus on waste management and street scene)	Verbal Report	Cllr	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary

**Meeting date – 8<sup>th</sup> January 2015**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member/lead officer</b>	<b>Intended outcomes</b>
Pre decision scrutiny	Budget and business plan scrutiny	Report	Chris Lee/Simon Williams/Caroline Holland	To comment on the budget and business plan proposals at phase 2 and make any recommendations to the Commission to consider and coordinate a response to Cabinet.
Scrutiny Review	Housing Supply Task Group – Scoping Report	Scoping Report	Rebecca Redman	To agree the scope for the task group review of housing supply.

Performance Monitoring	Performance Reporting (including focus on waste management and street scene)	Verbal Update		To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary
Work Programme 2014/15	Work programme	Schedule	Rebecca Redman	To identify any items for inclusion in the work programme or any necessary amendments to the schedule

**Meeting date –25<sup>th</sup> February 2015**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member/lead officer</b>	<b>Intended outcomes</b>
Performance monitoring	Town Centre Parking and Parking at Neighbourhood Shopping Parades – Action Plans	Report	Paul Walshe	To enable members to undertake performance monitoring of delivery of the councils action plans on parking in town centres and at neighbourhood shopping parades.
Performance Monitoring	Climate Change and Green Deal Task Group – Action Plan	Report	James McGinlay	To enable Members to undertake performance monitoring of the delivery of the action plan resulting from their task group review of Climate Change and the Green Deal
Pre decision scrutiny	Cycling Provision	Report	Chris Lee	To make comments on the department’s proposals for improvements to cycling provision in the borough linked to the earlier mini Holland bid.
Scrutiny Review	Libraries/Arts/Green Spaces	Presentation by Cabinet Member	Cllr Nick Draper	To provide an overview on developments within the portfolio of Community and Culture by the Cabinet Member.

Performance Monitoring	Performance Reporting(including focus on waste management and street scene)	Verbal Report		To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary
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Work Programme 2014/15	Work programme	Schedule	Rebecca Redman	To identify any items for inclusion in the work programme or any necessary amendments to the schedule
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**Meeting date –18<sup>th</sup> March 2015**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member/ lead officer</b>	<b>Intended outcomes</b>
Scrutiny Review	Street Lighting	Report	Chris Lee	To provide a briefing to members on the councils approach to street lighting and possible technology that could be used, including the position of the councils street lighting contract.
Scrutiny Review	Parking and congestion outside schools	Report	Paul Walshe	To provide a briefing on measures and enforcement outside schools to enable the Panel to make any recommendations for improvement.
Performance Monitoring	Town Centre Regeneration	Presentation	James McGinlay	To provide a progress update on delivery of the councils town centre regeneration programme.
Scrutiny Review	Outlets in town centres (e.g., Betting Shops, Hairdressers, Fast Food) (licensing)	Report	Chris Lee	To consider the rights that the council has to discourage an increase in these types of outlets in town centres where not of benefit to residents or a negative impact is anticipated.
Performance Monitoring	Performance of Circle Housing Merton Priory – Update	Report/Presentation	CHMP	To provide an update on progress following the special meeting of the Panel on 29 <sup>th</sup> September 2014.
Performance Monitoring	Performance Reporting(including focus on waste management and street scene)	Verbal Report	Cllr	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary

Scrutiny Review	Topic Suggestions 2014/15	Report	Rebecca Redman	To seek topic suggestions from the Panel to inform discussions about the Panels 2014/15 work programme.
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