

Cabinet

7 December 2015

Agenda item:

Business Plan Update 2016-2020

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

Recommendations:

1. That Cabinet considers and agrees the draft savings/income proposals (Appendix 1) and associated draft equalities analyses (Appendix 5) put forward by officers to go to Cabinet and refers them to the Overview and Scrutiny panels and Commission in January 2016 for consideration and comment.
 2. That Cabinet agrees the latest amendments to the draft Capital Programme 2016-2020 which was considered by Cabinet on 19 October 2015 and by scrutiny in November 2015.(Appendix 4)
 3. That Cabinet considers the proposed amendments to savings previously agreed. (Appendix 2)
 5. That Cabinet consider the draft service plans. (Appendix 6 – to follow)
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1. **PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2016-20 and in particular on the progress made so far towards setting a balanced revenue budget for 2016/17 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 September 2015.
- 1.3 The report also provides an update on the capital programme for 2016-20 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 2016-20 and an assessment of the implications for the Medium Term Financial Strategy 2016-2020.
- 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 2016.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFFS was undertaken and reported to Cabinet on 14 September 2015. There was also a report to Cabinet on 19 October 2015 which considered and agreed the initial savings/income proposals put forward by officers, provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these, and also provided details of the latest capital programme, including new bids and an indicative programme for 2021- 2025. The report was referred them to the Overview and Scrutiny panels and Commission for consideration.
- 2.2 Taking into account the information contained in both the September and October Cabinet reports, the overall position of the MTFFS reported to Cabinet on 19 October 2015 was as follows:-

	2016/17 £000	2017/18 £000	2016/17 £000	2017/18 £000
MTFS Gap (Cabinet October 2015)	0	0	0	5,132

2.3 Review of Assumptions

Since Cabinet in October, 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

As reported to Cabinet in September 2015, in the Summer Budget 2015, which the government presented on 8 July 2015, it was announced that public sector pay awards will be funded for a pay award of 1% for 4 years from 2016/17 onwards. There is no further change proposed.

Provision for Pay Inflation:

	2016/17	2017/18	2018/19	2019/20
Revised pay inflation (%)	1.0%	1.0%	1.0%	1.0%
Provision for Pay inflation (cumulative £000)	883	1,767	2,650	3,534

2.3.2 Prices

The level of inflation has fallen significantly below the Government's 2% target. The Consumer Prices Index (CPI) fell by 0.1% in the year to October 2015, the same fall as in the year to September 2015. Upward price pressures for clothing and footwear and a range of recreational goods were offset by downward price pressures for university tuition fees, food, alcohol and tobacco, resulting in no change to the overall rate of inflation. The rate of inflation has been at or around 0.0% for most of 2015.

In its November 2015 Inflation Report, the Bank of England's Monetary Policy Committee (MPC) provided the following summary in respect of the prospects for inflation: "CPI inflation has remained close to zero. GDP growth has slowed over the past year to around its past average rate. A weaker global backdrop together with falls in the prices of risky assets are weighing on the outlook for UK growth, but they are counterbalanced by support from falls in market interest rates and commodity prices. Conditioned on a very gently rising path for Bank Rate, the MPC judges that four-quarter growth is likely to remain around current rates and the slack remaining in the economy is likely to be absorbed. Recent falls in oil and other commodity prices mean that inflation is likely to remain lower than previously expected until late 2017 but, on the conditioning path for Bank Rate, the MPC's best collective judgement is that CPI inflation will return to the 2% target in around two years and rise above it thereafter."

The provision for price inflation has been reviewed using the budgets for 2015/16. The majority of contracts are based on RPI increases and RPI annual inflation stands at 0.7% in October 2015, down from 0.8% in September 2015. The budget for 2015/16 was therefore overprovided for and the inflation provision in 2016/17 was reduced to 0.5%.

The latest projections are included in the following table:-

Provision for Price Inflation:

	2016/17	2017/18	2018/19	2019/20
Price inflation in MTFS (%)	0.5%	1.5%	1.5%	1.5%
Revised estimate (cumulative £000)	741	2,964	5,187	7,410

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 0.5% and 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand. There is no further change proposed.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Inflation exceeding 1.5%	540	536	536	536

In the Summer Budget 2015, it was announced that, from April 2016, a new National Living Wage of £7.20 an hour for those aged 25 and over will be introduced. This will rise to over £9 an hour by 2020. The impact of this on the Council's budgets is difficult to quantify as it will have a potential impact on a wide range of services which are currently outsourced, including care contracts. Employees of the council receive the London Living Wage which is currently £9.15 an hour. 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

The MTFS does not include any specific provision for inflation on income from fees and charges. However, service departments can identify increased income as part of their savings proposals.

2.3.5 Pension Fund

The Pension fund demonstrated a significant reduction in deficit in 2014/15. However, the prospects for the costs of funding future year's benefits remain unclear. A revaluation will be undertaken using data at 31/3/2016. This will be implemented at 1st April 2017. It is not proposed to make any changes in assumptions about the pension fund until the valuation is clearer. There may also be further changes to the administration of the scheme which would have an impact on the valuation.

2.3.6 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Latest information from London councils indicates that negotiations with Transport for London (TfL) and the Association of Train Operating Companies (ATOC) will be concluded at the end of November 2015.

The MTFS includes the following amounts for Taxicards and Freedom Passes:-

	Current Estimate 2015/16 £000
Freedom Passes	9,009
Taxicards	170
Total	9,179
Uplift in MTFS	450
Provision in MTFS for 2016/17	9,629

Initial indications are that the charge to Merton for 2016/17 will be within the provision but this provision will be reviewed and reported when the figures are finalised.

2.3.7 Growth

The MTFS does not include any provision for growth from 2016/17 to 2019//20.

2.3.8 Revenuisation

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 2016-20:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Revenuisation	2,426	2,436	2,433	2,433

The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report.

2.4 **Forecast of Resources and Local Government Finance Settlement**

2.4.1 Background

Each year in December, the Department of Communities and Local Government (DCLG) notifies local authorities of their Provisional Local Government Finance Settlement. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit.

2.4.2 Spending Review and Autumn Statement 2015

In September, the Chancellor wrote to the Office for Budget Responsibility (OBR) asking them to publish a forecast on 25 November and making this a joint Spending Review and Autumn Statement. The OBR was set up in 2010 to provide an independent analysis of the government's finances and produces forecasts for the next five years twice a year – at Budget and at Autumn Statement. On 25 November 2015 the government published a joint Spending Review and Autumn Statement and there was also an Office for Budget Responsibility (OBR) forecast.

In the Spending Review the government decides budgets for each department, called departmental settlements. The departmental settlements are the amount the government has allocated to each department to spend over the Parliament.

The information published will be analysed and included in the report to Cabinet on the Business Plan in January 2016.

2.4.3 Funding Forecasts for 2016/17 to 2019/20

Forecasting resources for 2016/17 and beyond is fraught with difficulties since it requires making assumptions about a wide variety of variables which the Government are not prepared to release at the current time. These include indications of resources provided to Government Departments in their Departmental Expenditure Limits (DELs). The

Government’s protection of some departments (Overseas Aid, Education and Health) and the additional commitment to increase defence budgets will mean that other areas such as local government will continue to bear the brunt of the cuts in public sector funding.

The Spending Review and Autumn Statement published on 25 November provided details of planned spending at a Government departmental level but details at an individual local authority level only become available when the Provisional Local Government Finance Settlement is announced by the Department for Local Government and Communities in late December 2015.

A full update and analysis of the implications for Merton will be included in the report to Cabinet on the Business Plan in January 2016.

Officers will continue to analyse all of the available information, from sources such as the Institute of Fiscal Studies (IFS) and London Councils, to produce as accurate forecasts of resources as possible. This will entail making assumptions about the extent to which Government ring-fencing will continue. Figures will be updated throughout the business planning process as more information becomes available.

2.4.4 Local authority public health allocations 2015 to 2016 – consultation

It was previously reported in September that as part of a wider government action on deficit reduction, the Department of Health (DH) has been asked to deliver savings of £200 million in the financial year 2015 to 2016 through reductions in the Public Health Grant (PHG) to local authorities (LAs).

On 4 November 2015, the Government announced the outcome of its consultation on the £200m cut to public health funding in 2015-16. It states that “After considering the consultation responses, the department has decided to proceed with the savings by reducing each local authority’s (LA) grant by an equal percentage. This was option C in the consultation document. The saving will be implemented through a reduction in the fourth quarterly instalment of the grant, which will be brought forward from January 2016 to November 2015.” This confirms the details of the cut to Merton’s grant as follows:-

Straight 6.2% cut (£m)

	PH grant allocation excluding 0-5	0-5 allocation (part year)	Total 15/16 PH allocation	Revised allocation with 6.2% cut	Cut (£m)	Cut (%)	Total allocation (% England total)
Merton	9.236	1.476	10.712	10.049	-0.663	-6.2%	0.3%

2.5 Capital Financing Costs

- 2.5.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2016-2020 was approved by Cabinet on 19 October 2015, along with an indicative programme for 2021-25.
- 2.5.2 Section 6 of this report sets out details of progress made towards preparing the draft capital programme 2016-20.
- 2.5.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2019/209, the effect of estimated government grant funding and slippage/reprofiling based on 2011/15 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:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Capital Programme	41,036	41,734	27,643	13,131
Revenue Implications	13,621	13,744	13,917	14,650

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 2016/17. 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 2016/17. The Council is required to determine its Council Tax Base by 31 January 2016.
- 2.6.2 Details of the Council Tax Base for 2016/17 will be included in the Business Plan report to Cabinet in January 2016.

2.7 Proposed Amendments to Previously Agreed Savings

- 2.7.1 Cabinet on 19 October 2015 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 2016-20.

The overall effect of the proposed amendments is set out in the following table:-

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	-	495	448	-	-
Children, Schools & Families	-	-	-	-	-
Environment and Regeneration	-	100	-	-	-
Community and Housing	-	178	778	978	978
Net Cumulative total	-	773	1,226	978	978

2.7.2 Community and Housing Department have now identified proposals to offset the outstanding balance of £0.978m. Details of these are set out in Appendix 2.

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	-	495	448	-	-
Children, Schools & Families	-	-	-	-	-
Environment and Regeneration	-	100	-	-	-
Community and Housing	-	178	648	-	-
Net Cumulative total	-	773	1,096	-	-

2.7.3 Corporate Services

It is proposed that a previously agreed saving (CS07 - £47K) which relates to a restructure of the Post & Print Room and deletion of two posts should be deferred from 2016/17 to 2017/18. Also, it is proposed to defer saving CSD43 (2015/16) for one year. This saving relates to sharing FOI and information governance policy with another council.

2.7.4 Environment and Regeneration

A number of deferred and replacement savings are proposed and further details are set out in Appendix 2.

2.7.5 If all of the proposed amendments to previously agreed savings are approved (October and December), the impact on the MTFS is as follows:-

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	582	458	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	744	0	0	0
Community and Housing	0	178	648	0	0
Net Cumulative total	0	1,504	1,106	0	0

2.8 Provisional Local Government Finance Settlement 2015/16

- 2.8.1 As indicated in paragraph 2.4, details of the Spending Review and Autumn Statement 2015 were announced by the Chancellor of the Exchequer on 25 November 2014.
- 2.8.2 The provisional Local Government Finance Settlement is usually published about two weeks later so details are expected in the second/third week of December.
- 2.8.3 The estimates for central Government funding currently included in the draft MTFs are based on the latest information available and a further update will be provided in the Business Plan Update report to Cabinet in January 2016.

3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2015

- 3.1 The information available on the Business Planning process reported to Cabinet on 19 October 2015 was reviewed by the Overview and Scrutiny Panels and Commission in November 2015.
- 3.2 Feedback is included in a separate report to Cabinet on the agenda.

4. SAVINGS PROPOSALS 2016-20 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2016-20

- 4.1 Cabinet on 19 October 2015 agreed some initial proposals from service departments to set against the savings targets agreed by Cabinet on 14 September 2015

These are summarised in the following table:-

	Targets £'000	Proposals £'000	Balance £'000
Corporate Services	2,338	438	1,900
Children, Schools & Families	2,580	555	2,025
Environment & Regeneration	6,568	2,537	4,031
Community & Housing	3,815	2,435	1,380
Total Surplus/(Shortfall)	15,301	5,965	9,336
Community & Housing replacements for £809,000 *	978	0	978
Total Savings/Income Proposals	16,279	5,965	10,314

* Community and Housing Department have identified savings of £0.978m to replace the balance arising from the adjustments to previous year's savings agreed in October 2015. These are set out in Appendix 2.

- 4.2 Since then service departments have been reviewing their budgets and formulating further 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 2016.
- 4.4 The additional proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Services	0	104	555	0	659
Children, Schools & Families	0	189	201	0	390
Environment & Regeneration	0	308	225	0	533
Community & Housing	0	0	0	0	0
Total Surplus/(Shortfall)	0	601	981	0	1,582

4.5 Summary of progress to date

- 4.5.1 If all of the proposals are accepted, the balance remaining to find is:-

	Targets	Proposals	Proposals	Balance
	£'000	October	December	£'000
		£'000	£'000	
Corporate Services	2,338	(438)	(659)	1,241
Children, Schools & Families	2,580	(555)	(390)	1,635
Environment & Regeneration	6,568	(2,537)	(533)	3,498
Community & Housing	3,815	(2,435)	0	1,380
Total	15,301	(5,965)	(1,582)	7,754

- 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 Service Plans

- 4.7.1 Draft Service Plans are included in Appendix 6. (To follow)

4.8 Equality Assessments

- 4.8.1 Draft Equalities Assessments are set out in Appendix 5.

5. Update to MTFS 2016-20

- 5.1 If the changes outlined in this report are agreed, the forecast gap in the MTFS over the four year period is as follows, subject to the Spending Review announcement and Local Government Finance Settlement in December.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Budget Gap in MTFS	0	0	0	814

- 5.2 A more detailed MTFS is included as Appendix 2.

- 5.3 Draft Service department budget summaries based on the information in this report are attached as Appendix 7. (To follow)

6. CAPITAL PROGRAMME 2016-20: UPDATE

- 6.1 The proposed draft Capital Programme 2016-20 and an Indicative Capital Programme 2020-25 were presented to Cabinet on 19 October 2015.

- 6.2 The programme has been reviewed by scrutiny panels.

- 6.3 Monthly monitoring of the approved programme for 2015/16 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.

- 6.4 The changes that have been made to the proposed capital programme since it was presented to Cabinet in October 2015 are set out in Appendix 4.

- 6.5 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 2016-20.

7. CONSULTATION UNDERTAKEN OR PROPOSED

- 7.1 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.

- 7.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2016.

7.3 As previously indicated, a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2015 that can be brought to all Scrutiny and Cabinet meetings from 7 January 2016 onwards and to Budget Council. This should be an improvement for both councillors and officers - more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also considerably reduce printing costs and reduce the amount of printing that needs to take place immediately prior to Budget Council.

7.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

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 Draft Equalities assessments of the savings proposals are included in Appendix 5.

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: New savings/income proposals 2016-20**
- Appendix 2: Proposed amendments to savings previously agreed**
- Appendix 3: MTFS Update**
- Appendix 4: Capital Programme 2016-20**
- Appendix 5: Draft Equalities Assessments**
- Appendix 6: Service Plans 2016-20 (To follow)**
- Appendix 7: Budget Summaries (To follow)**

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

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Service Departments - Progress against Savings Targets 2016-2020

1. Targets set

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

2. Proposals - October 2015

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

3. Balance remaining brought forward from October 2015

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

4. Proposals identified December 2015

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

5. Balance remaining against target

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

6. Proposals identified October 2015 + December 2015

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

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DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 87	CS2015-08	Service	Business Improvement	200	13		L	L	SS2
		Description	Staffing support savings						
		Service Implication	None						
		Staffing Implications	0.5 F.T.E reduction within BI Division. The post is a shared resource with the Resources Division and the saving will actually be delivered by a reduction in running costs within Resources Division and the consolidation of the 2 x 0.5 F.T.E staffing budget within Resources Division						
		Business Plan implications	In line with IT Strategy						
		Impact on other departments	None						
Equalities Implications	None								
		TOM Implications	None						

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS2015-09	Service Description	Safety Services & Emergency Planning Restructure of Safety Services & Emergency Planning team.	226	18	30	L	H	SS2
		Service Implication	Still to be fully evaluated at this stage but likely to have an impact on the councils ability to complete statutory inspections within required timescales.						
		Staffing Implications	Up to 2 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 5.5.						
		Business Plan implications	Existing BP targets will need to be revised to align with reduced resources						
		Impact on other departments	The provision of specialist health and safety advice and support that is currently available to council departments and LA schools will be reduced.						
		Equalities Implications TOM Implications	TBA TBA						
O&S	CS2015-10	Service Description	Facilities Management - Energy 'Invest to Save' Savings achieved through the installation of various energy saving initiatives and subsequent reduction in the consumption of gas, electricity and water. (Subject to agreed investment of £3.3M)	2,900		465	L	L	SNS1
		Service Implications	None						
		Business Plan implications	Will contribute towards improving performance in respect to Business Plan targets for the reduction of CO2 emissions from the Councils buildings and infrastructure.						
		Impact on other departments	None						
		Equalities Implications TOM Implications	None TBA						

Draft

DEPARTMENT:Corporate Services: Resources

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)
	CS2015-11	Service	Staffing Costs							
		Description	Reduction in corporate grants budget	c. £750			19	M	M	SNS2
		Service Implication	A small reduction in the services that can be purchased from the 3rd Sector							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	The process will need to be managed to ensure that it is carried out with due regard for equalities issues							
		TOM Implications	None significant							

DEPARTMENT: CORPORATE SERVICES SAVINGS: 2015-2019

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
Page 90	CS2015-12	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Corporate Governance - Savings across the division arising from further expansion of South London Partnership</p> <p>Reductions in running expenses through lower print costs, share of management overheads and further reduced cost in advocacy with larger pool of advocates.</p>			41		
	CS2015-13	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Corporate Governance</p> <p>Shared investigation services</p> <p>reduction in investigation capacity and efficiency of service</p> <p>none</p> <p>Housing Benefit fraud investigation work now passed to DWP. Posts reduced to reflect this change</p> <p>reduced investigation resource</p> <p>none</p>	239	40		L	

DEPARTMENT: CORPORATE SERVICES SAVINGS: 2015-2019

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)	
	CS2015-14	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Corporate Governance</p> <p>Shared audit service Efficiency of shared audit service by moving to a 5 borough shared service.</p> <p>Potential impact on audit assurance for Merton</p> <p>Risk based approach to audit across departments and other councils.</p> <p>none</p>		33		L	?M	SS2

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-07	Service Description	Cross Cutting Review of CSF staffing structure beneath management level.	9,873		189	201	Medium	Low	SS2
		Service Implication	Deliver for September 2017 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department.							
Page 92		Staffing Implications	Expect a reduction of 13 posts from a total of 268FTE.							
		Business Plan implications	We will prioritise our core statutory education and social care functions.							
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible.							
Total - CSF Savings December 2015					0	189	201			

Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 93	ENV33	Service/Section Description	Parking Services Development of emissions based charging policy for resident/business permits recognising the damage particularly from diesel engined motor vehicles	N/A	250		Medium	High	SI1
		Service Implication	Will have no impact on service - same volume of permits will still be issued but greater variety . Links with DVLA will provide info						
		Staffing Implications	Initially resource intensive to develop policy, but there after little impact expected.						
		Business Plan implications	Will encourage cleaner air quality and contribute to public health agenda						
		Impact on other departments	Potential impact initially on EH (P) team during development of policy.						
		Equalities Implications	None anticipated as vehicle emissions has no known correlation with equalities groups						
		TOM Implications	This has not previously been explored in TOM work and is completely new area of service development which has been brought forward in light of air quality management issues across London.						
	ENV34	Service/Section Description	Property Management Increased income from the non-operational portfolio. Undertaken through a the review of the rent reviews timetabled as part of existing leases.	(4,022)	8	40	Low	Low	SI1
		Service Implication	Capital investment would be required following the completion of the non-operational estate asset review (summer 2015) to determine properties and land interests that would increase in rental income through capital investment. There is currently monies contained within the capital programme - any further investment would require individual business cases to be approved for further capital investment.						
		Staffing Implications	Part of the current team's core work.						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						
		TOM Implications	consistent with TOM direction of travel						

Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Page 94	ENV35	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>Waste Operations Efficiency measures to reduce domestic residual waste rounds by 1 crew following analysis of waste volumes and spread across week There may be a requirement to change the waste presentation policy, where residents will be permitted to present waste on the pavement rather than with in their property boundary on the day of collection only. Reduction of 4 FTE [though this saving would be taken as part of Phase C procurement if timetable goes to plan] None Transport None anticipated</p>	2,568		150	High	High	SNS1
	ENV36	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Waste Services: Neighbourhood recycling Review and removal of NRCs Reduction in outlets for residents to recycle domestic waste. Reducing ongoing maintenance, cleaning and fly tp removal requirements None Potential reduction in recycling performance partly mitigated by potential reduction in fly-tips at some of these sites None To be completed - focus on residents in flats Consistent with TOM direction of travel</p>	4,360	50		Medium	High	SNS2

Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV37	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Transport: Workshops develop business opportunities to market Tacho Centre to external third parties Will need to ensure capacity is available to avoid conflict with in-house requirements None None though this would be part of Phase C and external contractor work if procurement goes to timetable . Saving would result in a reduction in client charges / budgets . None anticipated Consistent with TOM direction of travel</p>	N/A		35	Medium	Low	SI2
Total Environment and Regeneration Savings					308	225			

CABINET 7 December 2015

Departmental Summary of Replacement and Deferred Savings

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	582	458	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	744	0	0	0
Community and Housing	0	178	648	0	0
Net Cumulative total	0	1,504	1,106	0	0

SUMMARY October Cabinet 2015 (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	495	448	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	100	0	0	0
Community and Housing	0	178	778	978	978
Net Cumulative total	0	773	1,226	978	978

SUMMARY December Cabinet 2015 (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	87	10	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	644	0	0	0
Community and Housing	0	0	(130)	(978)	(978)
Net Cumulative total	0	731	(120)	(978)	(978)

Cabinet 7 December 2015

Corporate services	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
CSD07 (2015/16)		47	(47)			0
CSD43 (2015/16)		40	(30)	(10)		
Net	0	87	(77)	(10)	0	0
Net Cumulative total	0	87	10	0	0	

Environment and Regeneration	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
ER07 Dev. & Building Cntrl (1) Charging model		200				
EN09 Dev. & Building Control Mobile working		40				
EN11 Dev. & Building Control Staff reduction		52				
EN28 Dev. & Building Control Shared Service			157			
EN29 Dev. & Bldng Cntrl Pre-application process		40				
EN30 Dev. & Bldng Cntrl Planning Enforcement		80				
Dev. & Bldng Cntrl Review of Service			(569)			
ER23 Future Merton		414				
New Replacement - Future Merton		(130)	(214)			
New Replacement - Property Management		(52)	(18)			
Net	0	644	(644)	0	0	0
Net Cumulative total	0	644	0	0	0	

Community and Housing	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
CH65 Shared Service Agreement				(400)		
CH66 Direct Provision				(400)		
CH67 Library & Heritage - shared management			(130)			
CH68 Library & Heritage - shared mgt completion				(25)		
CH69 Full ratioalisation of staffing				(23)		
Net	0	0	(130)	(848)	0	0
Net Cumulative total	0	0	(130)	(978)	(978)	

BUSINESS PLAN 2016-20

PROPOSED DEFERRAL OF SAVING

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Original Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 98	CSD7	<u>Division</u>	Infrastructure & Transactions	382		47			L	L	SS2
		Description	Restructure Post & Print section and delete 2 FTE posts.								
		Service Implication	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some time critical processes.								
Equalities Implications	None										

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Proposed Change to Saving CSD07 (2015/16)		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 98	CSD7	<u>Division</u>	Infrastructure & Transactions	382		(47)	47		L	L	SS2
		Description	Restructure Post & Print section and delete 2 FTE posts.								
		Service Implication	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some time critical processes.								
Equalities Implications	None										

PROPOSED DEFERRAL OF SAVING

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Alternative Savings Proposals

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Alternative Savings Proposals

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

COMMUNITY AND HOUSING
Alternative Savings - Progress

See Appendix 2	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Community & Housing - replacements shortfall	178	600	200	0	978
Community & Housing - Proposals	0	(130)	(848)	0	(978)
Total Surplus/(Shortfall)	178	470	(648)	0	0

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care									
HC&OP	CH65	<p>Service Description <u>Shared Service Arrangement</u> Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org.</p> <p>Service Implication This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.</p> <p>Staffing Implications Possible redundancies.</p> <p>Business Plan implications This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.</p> <p>Impact on other departments Access to senior ASC Managers may be harder where cross cutting work is under consideration.</p> <p>Equalities Implications As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.</p> <p>TOM Implications This is a significant potential change to the "Organisation" Layer of the TOM.</p>	£5,031	£0	£0	£400	H	L	SS2
HC&OP	CH66	<p>Service Description <u>Direct Provision</u> Look at opportunities for shared services for in-house services</p> <p>Service Implication The services would continue but would possibly be rationalised across the Organisation.</p> <p>Staffing Implications Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time.</p> <p>Business Plan implications None.</p> <p>Impact on other departments Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service.</p> <p>Equalities Implications These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p> <p>TOM Implications This is a significant change to the "Organisation" Layer of the TOM, but the services delivered would remain essentially the same.</p>	£3,886	0	£0	£400	H	H	SPRO/SN S1
Sub-total Adult Social Care Options				£0	£0	£800			

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Library & Heritage Service									
SC	CH67	<p>Service Description Library & Heritage Service Shared Management Structure</p> <p>Service Implication This proposal would mean the merger of management teams across two boroughs. It would achieve savings that would not be achievable by continuing to run as a single authority. The saving will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.</p> <p>Staffing Implications There will be staffing reductions in the new structure that could lead to some redundancies along with some cultural change. TUPE will apply to some staff.</p> <p>Business Plan implications None.</p> <p>Impact on other departments Access to Library & Heritage Service managers may be more limited.</p> <p>Equalities Implications These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.</p> <p>TOM Implications Identified as a key action within the new Library & Heritage Service TOM.</p>	£1,074	0	130	0	H	M	SS1
SC	CH68	<p>Description Completion of Shared Library & Heritage Service Management Structure with another borough - £25k</p> <p>Service Implication A Transformation Manager post has been included in the proposed management structure for a period of 2 years. It will enable full integration between services and will programme manage the proposed changes and ensure that new arrangements are in place whilst identifying other potential efficiency savings.</p> <p>Staffing Implications It will affect 1 FTE post that will be recruited on a fixed term basis.</p> <p>Business Plan implications None.</p> <p>Impact on other departments None.</p> <p>Equalities Implications None.</p> <p>TOM Implications Identified within the new Library & Heritage Service TOM.</p>	£1,074	0	0	25	H	M	SS2

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	CH69	Description	Full rationalisation of staffing structures and building usage with another borough (phase 2) – Sum to be agreed	£1,074	0	0	23	H	M	SS2
		Service Implication	The saving should enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.							
		Staffing Implications	These changes may impact on staff.							
		Business Plan implications	None.							
		Impact on other departments	Access to Library & Heritage Service managers may be more limited.							
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.							
TOM Implications	Identified as a key action within the new Library & Heritage Service TOM.									
Total Libraries)					0	130	48			
Total Housing Needs					0	0	0			
Total C&H Savings Proposals					0	130	848	978		
Total Community and Housing Targets					0	0	0	978		
(Shortfall)/Surplus					0	130	848	0		

DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD				
	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Departmental Base Budget 2015/16	150,913	150,913	150,913	150,913
Inflation (Pay, Prices)	1,624	4,731	7,837	10,944
Autoenrolment/Nat. ins changes	1,000	2,000	2,000	2,000
FYE – Previous Years Savings	(15,902)	(21,334)	(22,482)	(22,482)
Amendments to previously agreed savings	1,504	1,106	0	0
Change in Net Appropriations to/(from) Reserves	(5,260)	(5,418)	(5,887)	(4,486)
Revenuisation	(102)	(102)	(102)	(102)
Taxi card/Concessionary Fares	450	900	1,350	1,350
Other	1,622	1,692	1,765	1,841
Re-Priced Departmental Budget	135,849	134,488	135,394	139,978
Treasury/Capital financing	13,621	13,744	13,917	14,650
Pensions	4,395	4,592	4,799	5,015
Other Corporate items	(13,289)	(13,131)	(12,659)	(14,063)
Levies	632	632	632	632
Sub-total: Corporate provisions	5,359	5,837	6,689	6,234
BUDGET REQUIREMENT	141,208	140,325	142,083	146,211
Funded by:				
Revenue Support Grant	(23,161)	(16,691)	(12,256)	(10,617)
Business Rates (inc. Section 31 grant)	(34,432)	(35,121)	(35,823)	(36,540)
C. Tax Freeze Grant 2015/16	0	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,904)	(2,615)	(2,294)	(968)
Council Tax inc. WPCC	(77,435)	(77,821)	(78,208)	(78,598)
Collection Fund – (Surplus)/Deficit	1,566	0	0	0
TOTAL FUNDING	(141,164)	(137,044)	(133,378)	(131,519)
GAP excluding Use of Reserves (Cumulative)	44	3,281	8,705	14,692
Savings/Income Proposals 2016/17	(200)	(4,057)	(7,547)	(7,547)
Sub-total	(156)	(776)	1,158	7,145
Use of Reserves	156	776	(1,158)	(6,331)
GAP including Use of Reserves (Cumulative)	0	0	0	814

Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25

Appendix 4a

Merton	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	Updated Budget 24/25
Corporate Services	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000
Community and Housing	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000
Children, Schools & Families	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000
Environment & Regeneration	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000
Total Merton	41,681,400	39,833,850	24,673,250	12,157,000	14,382,000	11,752,000	7,082,000	7,217,000	8,024,000

Merton	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	Updated Budget 24/25
Total Corporate Budgets	982,000	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Total Corporate Governance	0	0	0	0	0	0	0	0	0
Total Resources	108,200	0	0	0	825,000	0	0	0	0
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000	1,060,000	970,000	760,000	775,000	1,375,000
Total Facilities Management	2,546,270	3,000,000	1,750,000	1,375,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Corporate Services	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000
Community and Housing									
Total Adult Social Care	43,750	0	0	0	0	0	0	0	0
Total Merton Adult Education	0	0	0	0	0	0	0	0	0
Housing									
The Gables Mitcham	0	0	0	0	0	0	0	0	0
8 Wilton Road	0	0	0	0	0	0	0	0	0
Western Road	875,000	0	0	0	0	0	0	0	0
Disabled Facilities	1,188,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Other Housing	0	0	0	0	0	0	0	0	0
Total Libraries	200,000	300,000	0	0	350,000	0	0	0	0

Total Community and Housing	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000
Children, Schools and Families									
Primary School Expansions	2,852,200	0	0	0	0	0	0	0	0
Secondary School Expansions	8,466,510	13,548,740	9,689,950	3,200,000	6,000,000	4,008,000	0	0	0
SEN	1,870,320	5,994,360	850,000	850,000	0	0	0	0	0
Other	754,450	754,450	650,000	755,000	650,000	650,000	650,000	755,000	650,000
Children, Schools & Families	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000

Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25 Continued...

Appendix 4a

					Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Environment & Regeneration									
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
Greenspaces	423,000	250,000	350,000	385,000	325,000	325,000	325,000	325,000	385,000
Highways General Planned Works	419,000	419,000	422,000	427,000	427,000	427,000	427,000	427,000	427,000
Highways Planned Road Works	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Leisure Centres	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0
Regeneration Partnerships	3,072,000	920,000	2,000,000	0	0	0	0	0	0
Street Lighting	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Street Scene	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Transport for London	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management	802,500	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant	500,000	5,500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Safer Merton - CCTV & ASB	300,000	0	0	0	0	0	0	0	0
Waste Operations	45,500	45,500	45,500	40,000	40,000	40,000	40,000	40,000	40,000
Environment & Regeneration	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000

Movement from Current to Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25

Appendix 4b

Merton					Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Services	713,000	2,315,000	220,000	1,295,000	1,125,000	917,000	500,000	515,000	1,367,000
Community and Housing	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)
Children, Schools & Families	(15,279,240)	(681,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)
Environment & Regeneration	(4,715,200)	(2,041,200)	3,847,800	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(377,000)
Total Merton	(19,341,440)	(167,460)	(4,906,050)	2,178,400	381,200	53,420	(5,800)	114,200	921,200

Merton					Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Total Corporate Budgets	0	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Total Resources	0	0	0	0	825,000	0	0	0	0
Total Information Technology	(337,000)	140,000	(222,000)	655,000	200,000	200,000	200,000	200,000	800,000
Total Facilities Management	500,000	2,000,000	0	450,000	100,000	125,000	125,000	125,000	125,000
Total Corporate Services	713,000	2,315,000	220,000	1,295,000	1,125,000	917,000	500,000	515,000	1,367,000
Community and Housing									
Housing									
Western Road	0	0	0	0	0	0	0	0	0
Disabled Facilities	0	0	0	0	0	0	0	0	0
Other Housing	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Libraries	0	300,000	0	0	350,000	0	0	0	0
Community and Housing	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)
Children, Schools and Families									
Primary School Expansions	(2,675,000)	(3,848,780)	(2,575,000)	(1,600,000)	0	0	0	0	0
Secondary School Expansions	(7,248,490)	2,048,740	(4,264,320)	3,200,000	0	0	0	0	0
SEN	(2,921,890)	2,994,360	0	0	0	0	0	0	0
Other	(2,433,860)	(1,875,580)	(2,074,530)	(60,600)	(596,800)	(401,580)	(8,800)	96,200	(8,800)
Children, Schools & Families	(15,279,240)	(681,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)

Movement from Current to Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25 Continued..

Appendix 4b

Environment & Regeneration										
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	35,000	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	35,000
Highways General Planned Works	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways Planned Road Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Leisure Centres	0	0	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0	0
On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0	0
Regeneration Partnerships	(4,864,000)	(2,080,000)	2,000,000	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	(219,000)	0	0	0	0	0	0
Total Street Scene	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Transport for London	(71,200)	18,800	1,864,800	0	0	0	0	0	0	0
Traffic and Parking Management	120,000	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Environment & Regeneration	(4,715,200)	(2,041,200)	3,847,800	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(437,000)	(377,000)

Corporate Services	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	Updated Budget 24/25
Corporate Budgets									
Acquisitions Budget	500,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	482,000	0	0	0	0	0	0	0	0
Total Corporate Budgets	982,000	0	0	0	0	0	0	0	0
Business Improvements									
Planweb/Stratus Update	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	500,000	0	0	0	0	500,000	0	0	0
Map Information	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Electronic Asset Management	0	0	0	190,000	0	0	0	190,000	0
Revenue & Benefits	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	0	100,000	0	0	0	0	100,000	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Resources									
Replacement of Civica Icon	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	108,200	0	0	0	700,000	0	0	0	0
Total Resources	108,200	0	0	0	825,000	0	0	0	0
Information Technology									
Planned Replacement Programme	1,125,000	1,746,000	510,000	430,000	860,000	770,000	560,000	575,000	575,000
ITSD Enhancements	200,000	200,000	275,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	200,000	75,000	0	600,000	0	0	0	0	600,000
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000	1,060,000	970,000	760,000	775,000	1,375,000

Corporate Services	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	Updated Budget 24/25
Invest to Save Schemes	1,300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	150,000	150,000	100,000	0	0	0	0	0	0
Asbestos Safety Works	250,000	250,000	250,000	0	0	0	0	0	0
Capital Works - Facilities	300,000	300,000	300,000	700,000	700,000	700,000	700,000	700,000	700,000
Civic Centre Passenger Lifts	46,270	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	300,000	0	0	0	0	0	0
Data Centre Support Equipment	0	0	300,000	0	0	0	0	0	0
Civic Centre Staff Entrance Improve	0	0	200,000	0	0	0	0	0	0
Photovoltaics (PV) and Energy Cons	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	0	0	0	75,000	0	0	0	0	0
Total Facilities Management	2,546,270	3,000,000	1,750,000	1,375,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000

Community and Housing	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	Updated Budget 24/25
Adult Social Care									
Telehealth	43,750	0	0	0	0	0	0	0	0
Total Adult Social Care	43,750	0	0	0	0	0	0	0	0
Housing									
191-193 Western Road	115,000	0	0	0	0	0	0	0	0
Western Road *	760,000	0	0	0	0	0	0	0	0
Disabled Facilities Grant	1,188,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Small Repairs Grant	0	0	0	0	0	0	0	0	0
Total Housing	2,063,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Libraries									
Colliers Wood Library Re-Fit	200,000	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	200,000	0	0	0	0	0	0	0
Library Management System	0	100,000	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	350,000	0	0	0	0
Total Libraries	200,000	300,000	0	0	350,000	0	0	0	0
TOTAL	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000

Children, Schools and Families	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	Updated Budget 24/25
Primary School Expansions									
Dundonald expansion	2,120,200	0	0	0	0	0	0	0	0
Singlegate expansion	732,000	0	0	0	0	0	0	0	0
Beecholme	0	0	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	0	0	0	0	0	0	0	0	0
26 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	2,852,200	0	0	0	0	0	0	0	0
Scheme 1 Phased Extra 4fe	2,798,710	1,500,000	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	70,000	2,948,740	2,681,000	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	557,800	2,000,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	100,000	2,530,000	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	0	0	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	5,040,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0	0
Total Secondary School Expansio	8,466,510	13,548,740	9,689,950	3,200,000	6,000,000	4,008,000	0	0	0
Cricket Green	721,520	2,883,160	0	0	0	0	0	0	0
Perseid	0	0	850,000	850,000	0	0	0	0	0
Perseid - Further 28 Places Primary	548,800	2,551,200	0	0	0	0	0	0	0
Secondary School Autism Unit	600,000	560,000	0	0	0	0	0	0	0
Total SEN	1,870,320	5,994,360	850,000	850,000	0	0	0	0	0
Other									
Inflation Contingency	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Schools Equipment Loans	104,450	104,450	0	0	0	0	0	0	0
Admissions IT System	0	0	0	105,000	0	0	0	105,000	0
Total Other	754,450	754,450	650,000	755,000	650,000	650,000	650,000	755,000	650,000
TOTAL	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000

Environment and Regeneration	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	Updated Budget 24/25
Footways Planned Works									
Repairs to Footways	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 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
Greenspaces									
Parks Investment	276,000	216,000	322,500	325,000	325,000	325,000	325,000	325,000	325,000
Canons Parks for People Dev HLF	113,000	0	0	0	0	0	0	0	0
Pay and Display Machines	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	34,000	34,000	27,500	0	0	0	0	0	0
Total Greenspaces	423,000	250,000	350,000	385,000	325,000	325,000	325,000	325,000	385,000
Highways General Planned Works									
Surface Water Drainage	69,000	69,000	72,000	77,000	77,000	77,000	77,000	77,000	77,000
Highways bridges & structures	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Highways General Planned Works	419,000	419,000	422,000	427,000	427,000	427,000	427,000	427,000	427,000
Highways Planned Road Works									
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Total Highways Planned Road Works	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Leisure Centres									
Leisure Centre Plant & Machine	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	9,000,000	1,000,000	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	1,500,000	0	0	0	0	0	0
Total Leisure Centres	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Other E&R									
Mortuary Provision	45,000	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking									
Replacing Handheld Computers	35,000	0	0	0	0	35,000	0	0	0
Total On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0

Environment and Regeneration	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	Updated Budget 24/25
Regeneration Partnerships									
Industrial Estate Investment	450,000	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	1,000,000	700,000	0	0	0	0	0	0	0
Town Centre Investment	1,037,000	0	0	0	0	0	0	0	0
Morden shopping parades	410,000	0	0	0	0	0	0	0	0
Brighter Business	55,000	0	0	0	0	0	0	0	0
Morden - TfL	120,000	220,000	2,000,000	0	0	0	0	0	0
Total Regeneration Partnerships	3,072,000	920,000	2,000,000	0	0	0	0	0	0
Street Lighting									
Street Lighting Replacement Pr	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Total Street Lighting	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Street Scene									
Street Tree Programme	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Street Scene	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Transport for London									
Unallocated	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Total Transport for London	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management									
Traffic Schemes	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Tackling Traffic Congestion	532,500	0	0	0	0	0	0	0	0
£1 Coinage Chngs P&D Mach.	120,000	0	0	0	0	0	0	0	0
Total Traffic and Parking Management	802,500	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant									
Replacement of Fleet Vehicles	500,000	500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Transportation Enhancements	0	5,000,000	0	0	0	0	0	0	0
Total Transport and Plant	500,000	5,500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Safer Merton - CCTV & ASB									
CCTV (match funding)	300,000	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	300,000	0	0	0	0	0	0	0	0
Waste Operations									
Alley Gating Scheme - Fly Tip	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	5,500	5,500	5,500	0	0	0	0	0	0
Total Waste Operations	45,500	45,500	45,500	40,000	40,000	40,000	40,000	40,000	40,000
TOTAL	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000

Movement from Current to Proposed Detailed Capital Programme 2016-20 and Detailed Indicative Programme 2021/25

Appendix 4d

	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	Updated Budget 24/25
Corporate Services									
Corporate Budgets									
Acquisitions Budget	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Total Corporate Budgets	0	0	0	0	0	0	0	0	0
Business Improvements									
Planweb/Stratus Update	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	500,000	0	0	0	0	500,000	0	0	0
Map Information	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Customer Contact Programme	0	0	0	0	0	0	0	0	0
Electronic Asset Management	0	0	0	190,000	0	0	0	190,000	0
Revenue & Benefits	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	0	100,000	0	0	0	0	100,000	0	0
Replacement SC System	0	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Resources									
Replacement of Civica Icon	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	0	0	0	0	700,000	0	0	0	0
Total Resources	0	0	0	0	825,000	0	0	0	0
Information Technology									
Planned Replacement Programme	(287,000)	60,000	(447,000)	(145,000)	0	0	0	0	0
ITSD Enhancements	(50,000)	80,000	225,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	0	0	0	600,000	0	0	0	0	600,000
Total Information Technology	(337,000)	140,000	(222,000)	655,000	200,000	200,000	200,000	200,000	800,000

	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	Updated Budget 24/25
Corporate Services									
Facilities Management									
Invest to Save Schemes	0	0	0	0	0	0	0	0	0
Water Safety Works	0	0	0	(75,000)	(50,000)	(25,000)	(25,000)	(25,000)	(25,000)
Asbestos Safety Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Capital Works - Facilities	0	0	0	400,000	400,000	400,000	400,000	400,000	400,000
Civic Centre Passenger Lifts	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	0	0	0	0	0
Data Centre Support Equipment	0	0	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improve	0	0	0	0	0	0	0	0	0
Photovoltaics (PV) and Energy Cons	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	0	0	0	75,000	0	0	0	0	0
Total Facilities Management	500,000	2,000,000	0	450,000	100,000	125,000	125,000	125,000	125,000
TOTAL	713,000	2,315,000	220,000	1,295,000	1,125,000	917,000	500,000	515,000	1,367,000

	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	Updated Budget 24/25
Community and Housing									
Adult Social Care									
Telehealth	0	0	0	0	0	0	0	0	0
Total Adult Social Care	0	0	0	0	0	0	0	0	0
Housing									
191-193 Western Road	0	0	0	0	0	0	0	0	0
Western Road *	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0
Small Repairs Grant	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Total Housing	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Libraries									
Colliers Wood Library Re-Fit	0	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	200,000	0	0	0	0	0	0	0
Library Management System	0	100,000	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	350,000	0	0	0	0
Total Libraries	0	300,000	0	0	350,000	0	0	0	0
TOTAL	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)

Movement from Current to Proposed Detailed Capital Programme 2016-20 and Detailed Indicative Programme 2021/25 Continued...

Appendix 4d

Children, Schools and Families	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	Updated Budget 24/25
Primary School Expansions									
Dundonald expansion	0	0	0	0	0	0	0	0	0
Singlegate expansion	0	0	0	0	0	0	0	0	0
Beecholme	(2,575,000)	(2,075,000)	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	(100,000)	(555,000)	(2,575,000)	(1,600,000)	0	0	0	0	0
26 FE School Expansion - Temp Cla	0	(618,780)	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	0	(300,000)	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	0	(300,000)	0	0	0	0	0	0	0
Total Primary School Expansions	(2,675,000)	(3,848,780)	(2,575,000)	(1,600,000)	0	0	0	0	0
Scheme 1 Phased Extra 4fe	(1,290)	1,500,000	(3,677,560)	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	(2,780,000)	2,948,740	410,880	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	(2,362,200)	2,000,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	(95,000)	(1,400,000)	1,002,360	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	(1,900,000)	(3,000,000)	(2,000,000)	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	(110,000)	0	0	0	0	0	0	0	0
Total Secondary School Expansio	(7,248,490)	2,048,740	(4,264,320)	3,200,000	0	0	0	0	0
Cricket Green	(1,310,690)	1,383,160	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary	(1,051,200)	1,051,200	0	0	0	0	0	0	0
Secondary School Autism Unit	(560,000)	560,000	0	0	0	0	0	0	0
Total SEN	(2,921,890)	2,994,360	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Inflation Contingency	(2,433,860)	(1,875,580)	(2,074,530)	(165,600)	(596,800)	(401,580)	(8,800)	(8,800)	(8,800)
Devolved Formula Capital	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0	0	0	0
Admissions IT System	0	0	0	105,000	0	0	0	105,000	0
Total Other	(2,433,860)	(1,875,580)	(2,074,530)	(60,600)	(596,800)	(401,580)	(8,800)	96,200	(8,800)
TOTAL	(15,279,240)	(681,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)

Environment and Regeneration	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	Updated Budget 24/25
Footways Planned Works									
Repairs to Footways	0	0	0	0	0	0	0	0	0
Total Footways Planned Works	0	0	0	0	0	0	0	0	0
Greenspaces									
Parks Investment	0	0	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Canons Parks for People Dev HLF	0	0	0	0	0	0	0	0	0
Pay and Display Machines	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	35,000	(25,000)	(25,000)	(25,000)	(25,000)	35,000
Highways General Planned Works									
Surface Water Drainage	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways bridges & structures	0	0	0	0	0	0	0	0	0
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways Planned Road Works									
Borough Roads Maintenance	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Highways Planned Road Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Leisure Centres									
Leisure Centre Plant & Machine	0	0	0	0	0	0	0	0	0
Morden Leisure Centre	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	0	0	0	0	0
Total Leisure Centres	0	0	0	0	0	0	0	0	0
Other E&R									
Mortuary Provision	45,000	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking									
Replacing Handheld Computers	35,000	0	0	0	0	35,000	0	0	0
Total On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0

Environment and Regeneration	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	Updated Budget 24/25
Regeneration Partnerships									
Industrial Estate Investment	0	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	(1,484,000)	700,000	0	0	0	0	0	0	0
Town Centre Investment	0	0	0	0	0	0	0	0	0
Morden shopping parades	0	0	0	0	0	0	0	0	0
Brighter Business	0	0	0	0	0	0	0	0	0
Wimbledon - TfL	(3,200,000)	0	0	0	0	0	0	0	0
Morden - TfL	(180,000)	(2,780,000)	2,000,000	0	0	0	0	0	0
Total Regeneration Partnerships	(4,864,000)	(2,080,000)	2,000,000	0	0	0	0	0	0
Street Lighting									
Street Lighting Replacement Pr	0	0	0	(219,000)	0	0	0	0	0
Total Street Lighting	0	0	0	(219,000)	0	0	0	0	0
Street Scene									
Street Tree Programme	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Street Scene	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Transport for London									
Unallocated	(71,200)	18,800	1,864,800	0	0	0	0	0	0
Total Transport for London	(71,200)	18,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management									
Traffic Schemes	0	0	0	0	0	0	0	0	0
Tackling Traffic Congestion	0	0	0	0	0	0	0	0	0
£1 Coinage Chngs P&D Mach.	120,000	0	0	0	0	0	0	0	0
Total Traffic & Parking Mngmnt	120,000	0	0	0	0	0	0	0	0
Transport and Plant									
Replacement of Fleet Vehicles	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Transportation Enhancements	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Safer Merton - CCTV & ASB									
CCTV (match funding)	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0
Waste Operations									
Alley Gating Scheme - Fly Tip	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Bins - Finance Lease	0	0	0	0	0	0	0	0	0
Total Waste Operations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	(4,715,200)	(2,041,200)	3,847,800	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(377,000)

Merton	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	Updated Budget 24/25
Total Corporate Services	108,200	0	0	190,000	(100,000)	0	0	190,000	(100,000)
Total Community and Housing	43,750	475,000	0	0	0	0	0	0	0
Total Children, Schools & Families	(1,637,530)	1,800,000	0	0	0	0	0	0	0
Total Environment and Regeneration	(2,592,700)	(2,061,200)	3,864,800	0	0	0	0	0	0
	(4,078,280)	213,800	3,864,800	190,000	(100,000)	0	0	190,000	(100,000)

Schemes By Department	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	Updated Budget 24/25
Corporate Budgets									
Electronic Asset Management	0	0	0	190,000	(100,000)			190,000	(100,000)
Improving Information Systems	108,200	0	0	0	0	0	0	0	0
Community and Housing									
Telehealth	43,750	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	475,000	0	0	0	0	0	0	0
Children, Schools and Families									
Singlegate expansion	(200,000)	0	0	0	0	0	0	0	0
Scheme 1 Phased Extra 4fe	20,000	0	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	70,000	0	0	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	(660,000)	800,000	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	60,000	0	0	0	0	0	0	0	0
Cricket Green	721,520	2,883,160	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary u	(1,649,050)	(1,883,160)	0	0	0	0	0	0	0
Environment and Regeneration									
Parks Investment	(55,000)	0	0	0	0	0	0	0	0
Mortuary Provision	(55,000)	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	116,000	700,000	0	0	0	0	0	0	0
Wimbledon - TfL	(3,000,000)	0	0	0	0	0	0	0	0
Morden - TfL	(180,000)	(2,780,000)	2,000,000	0	0	0	0	0	0
Unallocated	(71,200)	18,800	1,864,800	0	0	0	0	0	0
£1 Coinage Changs P&D Machines	120,000	0	0	0	0	0	0	0	0
Tackling Traffic Congestion	532,500	0	0	0	0	0	0	0	0
Total Movement Since October	(4,078,280)	213,800	3,864,800	190,000	(100,000)	0	0	190,000	(100,000)

Key to Appendix 4

OSC	Overview and Scrutiny Commission,
CYP	Children and Young People,
HCOP	Healthier Communities and Older People
SC	Sustainable Communities,

Negative growth in the capital programme is as a result of reduction when compared to the approved (15/18) and indicative (18/19) programme.

Please Note

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 2017/18
- 3) Excludes expenditure budgets relating to Transport for London Grant from 2019/20 .
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17.
- 5) Excludes re-provision costs for Customer Contact and Social Care Information Technology Systems

Equality Analysis

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

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

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

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Stage 2: Collecting evidence/ data

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

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

Related savings proposals, specifically the deletion of the AD Business Improvement post.
 The postholder affected.
 Staff will be managed using the managing workforce change procedure.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:
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DRAFT

Equality Analysis

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

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

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

Stage 2: Collecting evidence/ data

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

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

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

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		Given the small numbers and the age of the staff currently working in the team, the loss of two posts may have a disproportionate impact either on older or younger employees.
Disability		x		x	
Gender Reassignment		x		x	
Marriage & Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x	x		Given the small number of people working in the team, the loss of two posts may have a disproportionate impact on either male or female

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 6 th November 2015
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Delivery of savings through the installation of various energy saving devices at council owned properties (Savings proposal CS 2015-10)
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

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

Stage 2: Collecting evidence/ data

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

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

None

Stage 3: Assessing impact and analysis

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

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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	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	All groups will benefit from improved local air quality
Disability	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Gender Reassignment	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	All groups will potentially benefit from the financial saving made by the council, as it should reduce the impact on front line services in the medium term.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Pregnancy and Maternity	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	The proposals seek not to alter service delivery, but to allow the same service delivery to be achieved whilst reducing operating costs and consuming less energy.
Race	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Religion/ belief	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Sex (Gender)	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Sexual orientation	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Socio-economic status	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

Stage 1: Overview	
Name and job title of lead officer	Evereth Willis – Interim Head of Policy, Strategy and Partnerships
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim and desired outcome of the proposal is to reduce the level of grant funding available to the Voluntary and Community sector.
2. How does this contribute to the council's corporate priorities?	The proposal will contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The funding benefits Voluntary and Community groups in the borough. Currently the Strategic Partnership Funding is used to capacity build and support organisations that give advice. The proposal will reduce the level of funding available for the Voluntary and Community organisations to bid for. Although it is a small reduction it may affect capacity building and targeted work focused on particular communities in the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The other departments also give grants and commission services from the Voluntary and Community sector.

Stage 2: Collecting evidence/ data

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

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

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

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

Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

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

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Stage 1: Overview	
Name and job title of lead officer	Head of Internal Audit
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>We are required to make reduce our audit and investigation buy in from the audit and investigation partnerships in 2017/18.</p> <p>This will result in less audit days for Merton and therefore less coverage of control risks. This will also mean that there will be less proactive fraud work undertaken within the investigation service, which could have an impact on the controls and detection of fraud.</p>
2. How does this contribute to the council's corporate priorities?	This assists with the councils savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers will be affected by the reduction of work to review controls or advise on fraud risks.
4. Is the responsibility shared with another department, authority or	the effect of the savings will mean less time purchased from the audit and fraud partnerships.

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

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Stage 2: Collecting evidence/ data

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

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

The savings will not affect any equality groups

Stage 3: Assessing impact and analysis

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

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

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

N/A

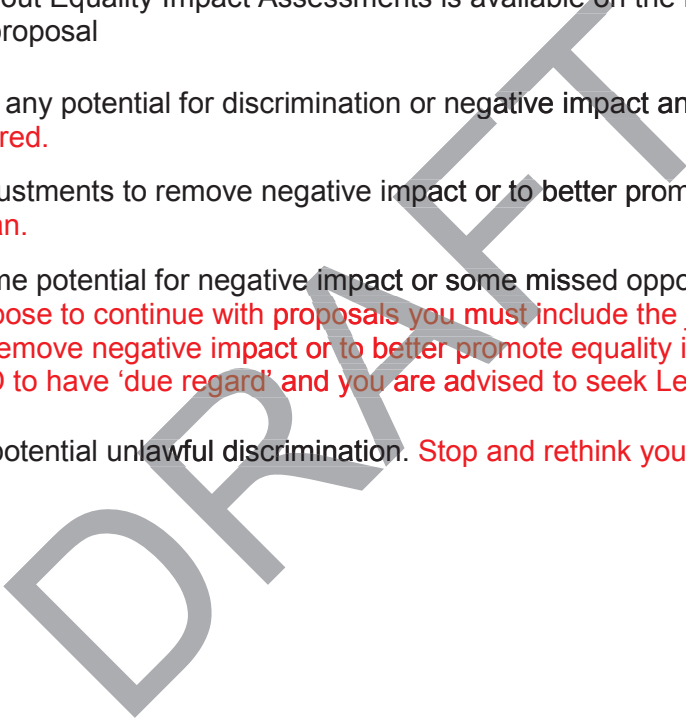
Stage 4: Conclusion of the Equality Analysis

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

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

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

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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

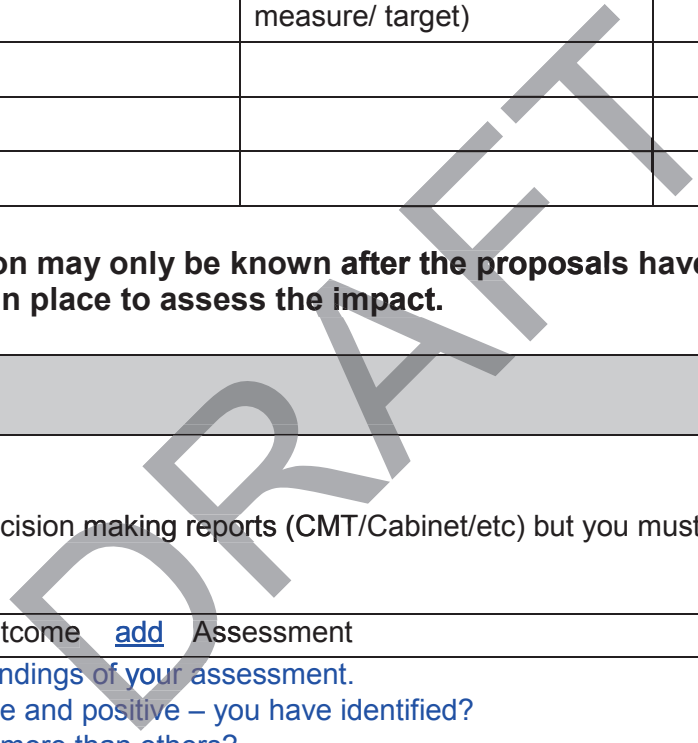
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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

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

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

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

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increased demands with a reduced number of staff.

Stage 2: Collecting evidence/ data

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

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

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

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above

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

DRAFT

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

N/A

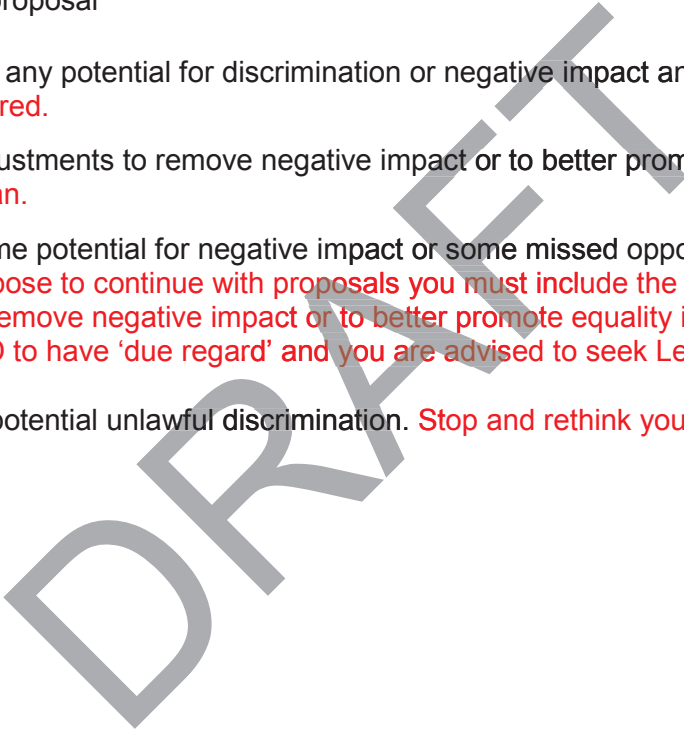
Stage 4: Conclusion of the Equality Analysis

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.**

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

DRAFT

Equality Analysis

ENV34 Property Management

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

Stage 1: Overview	
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Name and job title of lead officer	Howard Joy Property Management & Review Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increased income from the non-operational portfolio.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income to the council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other departments or partners will be affected by this proposal.

Page 1 of 1

DRAFT

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

ENV35 Waste Operations

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

Stage 1: Overview	
Name and job title of lead officer	Brian McLoughlin
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To increase the efficiency of the Service; maintaining service standards whilst lowering costs.
2. How does this contribute to the council's corporate priorities?	Provides a contribution to the Corporate savings target..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is an efficiency saving; it is envisaged that the customers of the service will not be adversely affected. The staff delivering these service are directly impacted and may be required to transfer to a new provider under full TUPE regulations
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This saving will be delivered once the contract relating to Phase C of the South London Waste Partnership is in place.

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Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Charlie Baker; Waste Strategy & Commissioning Manager	Signature:	Date: 18th Nov 2015
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes Head of Street Scene & Waste	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Removal of the neighbourhood recycling centres. (NRC) (ENV36)
Which Department/ Division has the responsibility for this?	Waste Services – Environment and Regeneration

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

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Stage 2: Collecting evidence/ data

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

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

List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

What impact has this evidence had on what you are proposing?

If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

Stage 3: Assessing impact and analysis

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

Page 161

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Restricted access to Recycling facilities	Promote and engage with impacted residents on recycling initiatives	Maintained current level of recycling	TBC	Existing Resource	Charles Baker	Incorporated into Team Plan

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

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Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:
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Equality Analysis

ENV37 Tacho Centre Business Opportunities.

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

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Develop business opportunities to market Tacho Centre to external third parties
2. How does this contribute to the Council's corporate priorities?	Increased income from selling surplus capacity and technical skills to off-set costs of providing statutory duties.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Potentially: Phase C successful bidder will be responsible for the output of the workshops

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

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

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Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

On an operational level the evidence considered has been to:

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

Consultation with staff will be undertaken.

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

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Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

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

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Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

On an operational level the evidence considered has been to:

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

Consultation with staff will be undertaken.

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

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

OUTCOME 2

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

OUTCOME 3

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

OUTCOME 4

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

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Stage 5: Sign off by Director/ Head of Service

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

Equality Analysis

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

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

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Stage 2: Collecting evidence/ data

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

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

Stage 3: Assessing impact and analysis

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

Page 177

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

The EA has not identified any

OUTCOME 2

The EA has identified adjustments

OUTCOME 3

The EA has identified some

OUTCOME 4

The EA shows actual or potential

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

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

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

unlawful discrimination. Stop and rethink your proposals.

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

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