Committee: Sustainable Communities Overview and Scrutiny Panel

8th January 2015

Agenda item:

Wards:

Subject: Business Plan Update 2015-2019

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Recommendations:

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

1. Purpose of report and executive summary

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

2. Details - Revenue

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



2.3 It was resolved:

That Cabinet:

- A) agrees the savings/income proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2015 (Appendix 1).
- B) agrees the latest amendments to the draft Capital Programme 2015-2019 which was considered by Cabinet on 20 October 2014 and on 10 November 2014, and scrutiny in November 2014.
- C) agrees the Council Tax Base for 2015/16 set out in paragraph 2.6 and Appendix 3.
- D) has considered the proposed deferral of a saving previously agreed. (Appendix 5)
- E) has considered the latest drafts of the service plans.(Appendix 10)
- 2.4 Since the Cabinet meeting on 8 December 2014, draft equalities assessments for each of the new savings proposals have been prepared for the panels and commission to scrutinise. (Appendix 2)

3. Alternative Options

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

4. Capital Programme 2014-18

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

5. **Consultation undertaken or proposed**

5.1 Further work will be undertaken as the process develops.

6. Timetable

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

7. Financial, resource and property implications

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

8. Legal and statutory implications

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

9. Human Rights, Equalities and Community Cohesion Implications

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

10. Crime and Disorder implications

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

11. Risk Management and Health and Safety Implications

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

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

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

Appendix 3: Cabinet report 8 December 2014: Business Pla Update 2015-19



BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

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DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

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

Previously agreed savings and/or current budget pressures

DEPARTMENT: ENVIRONMENT AND REGENERATION

Budget Process	Ref		Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL
2012/15	ER25	Level 1 1)	Commercial Services Commercial Waste and Recycling – This is an area where there is potential to income generate, the financial environment for the in house collection will improve with the withdrawl of the LATS requirement as well as reductions in disposal costs as "Phase B" goes live. At the present time the service is making a small surplus but with increased investment in the service and a marketing plan in place, this could grow by around £500K over the next year or two. It is too early to present substantiated proposals and a monitoring process has been put in place to enable us to determine later on in the year whether increased income can be projected for next year and beyond.		250				250	
2015/18	EV08	Service/Section Description Service Implication Staffing Implicatio Business Plan implications Impact on other				250		-250		
		departments Equalities Implications	None							
Budget Pressure Only		Service/Section Description	Traffic & Highways As a result of a clearer understanding of guidelines and actual patterns of expenditure the section charges a lower level of highways maintenance spend to Capital than previously and, as a result, incurs increased revenue costs that are no sustainable.	ot					464	
Budget Pressure Only		Service/Section Description	Parking Services Capital costs of c£1.3m are required in 2015/16, which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. A adjustment to the capital programme will be made.	1		1,300	-1,300			
Budget Pressure Only		Service/Section Description	Parking Services The proposed Deregulation Bill regarding the enforcement of static contraventions using CCTV, wil result in the net loss to the authority of around £550K.						550	
			Total Environment and Regeneratio	n 150	250	1,550	-1,300	-250	1,264	1,664

APPENDIX 1

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ret		Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2016/17 £000
	EV12	Description	Parking Services Earlier Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations. This has been agreed in previous budget setting for 16/17 financial year and is proposed to be brought forward following clarification of investment needs and procedures.ANPR will deliver efficient management of moving traffic offences and improve congestion , road safety , bus journey times and traffic flow through the borough			3,214	-1,300	-250
			None This new system has the ability to free up enforcement staff from the CCTV PCN verifying process, releasing those officers to carry out more enforcement which will improve the free flow of traffic and reduce congestion. Additional staff will be required and the cost has been netted off the income					
D		implications	Capital costs of c£1.3m are required which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.					
୦ ୦		departments	none					
_			Total Environment and Regeneration	0	0	3,214	-1,300	-250

1,664

DEPARTMENT: COMMUNITY & HOUSING - SAVINGS TO BE REPLACED

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

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DEPARTMENT: COMMUNITY & HOUSING - REPLACEMENT SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysi Reputationa Impact
		<u>Service</u>	Adult Social Care							
HC&OP	CH11	Description	Access and Assessment	125	105		0	0	м	н
HUQUP	СПП	Description	First Contact service	125	125	0	0	U	141	п
		Service Implication	Reduce in-house provsion of a first contact screening and assessment							
			service, and have this provided within the voluntary sector within the							
		Staffing Implications	overall costs the sector currently operate within.							
		Business Plan implications	Reduction in staffing (4.5 FTE) No specific Implications							
		Impact on other departments	None							
		Equalities Implications	See overall EIA							
			Baseline Budget	2015/16	2016/17	2017/18	2018/19	Risk Analysis	Risk Analys	
Panel	Ref		Description of Saving	14/15	£000	£000	£000	£000	Deliverability	Reputation Impact
		Comico	Access and Assessment	£000						impact
HC&OP	CH12	Service Description	Review of Care Packages							
		Service Implication	Intensify programme of reviews of existing support packages in line	37,621	75	0	0	0	н	н
			with the principles of promoting independence, with an expectation							
			that many of our customers can have a reduction in their support packages once they have got through the initial event such as a							
			hospital admission							
		Staffing Implications	None							
		Business Plan implications	No specific Implications							
		Impact on other departments	None							
		Equalities Implications	See overall EIA							
		<u>Service</u>	Direct Provision							
HC&OP	CH13	Description	Day care services							
		Service Implication	Change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path	1,612	200	0	0	0	м	н
			and All Saints. Support packages will be reviewed to make an overall							
			reduction in the level of support being offered.							
		Staffing Implications	Reduction in staffing							
		Business Plan implications	No specific Implications							
		Impact on other departments	Transport (E&R)							
		Equalities Implications	See overall EIA							
		ousing Savings			400	0	0	0		



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

priorities?	APPENDIX 1
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Young people at risk of homelessness- there is a risk of increased housing presentations – however needs analysis shows that most of the housing service users are out of borough residents studying at South Thames College Merton. Young people - there will be less activities for young people to do Voluntary sector youth groups and MVSC who will have reduced capacity Less part time youth workers in the council as we will reduce offer at Pollards Hill or Phipps Bridge youth centres unless we can raise other income.
4. Is the responsibility shared with another department, authority or ganisation? If o, who are the partners and who has overall responsibility?	Merton Youth Partnership are delivers of the youth offer in the voluntary sector Housing advice is provided at South Thames College.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment? Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

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

Stage 3: Assessing impact and analysis

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

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

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

Income targets will be set for partnerships to cover savings Young people from Merton can present at Merton housing or seek advice fro the Insight centre in Mitcham. Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

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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?
Age	Income targets will be set for partnerships to cover savings	Funding for partnerships will be monitored through commissioning visits. Partnerships will be supported to seek funding, however the Voluntary sector capacity to support is also being reduced.	April 16	Seek sources of additional income.	KS/LW	
Tອousing need ລູດ ອ 20 ອ	Young people from Merton can present at Merton housing or seek advice at the Insight Centre in Mitcham. A meeting between the commissioner and South Thames College where the advice services runs will consider alternative signposting.	Meeting at South Thames College to agree	Jan 15		KS/LW	
Deprivation – there will still be an impact this is graduating the impact.	Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.	Partnerships informed of savings.	Jan 15		KS	
-	of the decision may only be onitoring is in place to asse		nave beer	n implemente	d; therefo	ore it is

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 3 Assessment

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

Stage 7: Sign off by Director/ Assistant Director								
Assessment completed by	Keith Shipman, Education Inclusion	Signature:	Date:24/10/2014					
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Signature:	Date: 24/10/2014					

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Equality Analysis



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

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

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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?
Action plan to mitigate	Measuring customer feedback through contact and forums	2015	Existing	Paul Walshe	Included as part of service review plan.
		achieved?e.g. performance measure/ target)Action plan to mitigateMeasuring customer feedback through contact	achieved?e.g. performance measure/ target)whenAction plan to mitigateMeasuring customer feedback through contact2015	achieved?e.g. performancewhenadditionalmeasure/ target)measure/ target)resources?Action plan to mitigateMeasuring customer feedback through contact2015Existing	achieved?e.g. performancewhenadditionalOfficermeasure/ target)Measuring customer2015ExistingPaulAction plan to mitigateMeasuring customer2015ExistingPaulfeedback through contactWalsheWalshe

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

APPENDIX 1

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

Equality Analysis



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

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

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

Stage 2: Collecting evidence/ data

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

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

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

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

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

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

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

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

Protected characteristic	Tick whi	ch applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	Poter negative		Briefly explain what positive or negative impact has been identified
	Yes N		Yes No		
Age	V			V	Commissioning: First Contact Service - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within. Access and Assessment: Review of Care Packages - intensify programme of reviews of existing
Ра	V		\checkmark		support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission. Direct Provision: Day Care Services - change the day services offer for learning and
Page 38	V		\checkmark		physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.
Disability	V			V	Commissioning: <i>First Contact Service</i> - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within. Access and Assessment: <i>Review of Care Packages</i> - intensify programme of reviews of existing
	V		V		support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission. Day Care Services - change the day services offer for learning and physically disabled customers who currently use in house day services,
	\checkmark		\checkmark		mainly High Path and All Saints. Support packages will be reviewed to

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

• Potential impact of change

Mitigation Plan

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

Potential impact on level of service for customer

Mitigation Plan

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change	Consultation planned up to end of March 2015.	Meetings held and outcome recorded.	March 2015	Established	RAM/JB/ JR/AOS	Yes
Potential impact on level of service for customer Page 41	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	On- going and up to March 2018	Yes	JB/JR	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This E	quality Analysis has resulted in an Outcome 2 Assessment				
The ke	ey findings of this initial assessment are:				
	A comprehensive consultation exercise is required to inform customers and other stakeholders of the proposed changes and to ensure all the risks and negative impacts are clearly identified.				
 In terms of positive key impacts Adult Social Care solutions will continue to be person centred and delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above. 					
•	Merton's vulnerable residents are affected, in particular older people and people with disabilities. The course of action being proposed as a result of this assessment is detailed in section 9 above.				

APPENDIX 1

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

Equality Analysis



Please refer to the guidance for carrying out an Equality Analysis. Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Savings within the Housing Needs Service for 2016-17 and 2017 -18
Which Department/ Division has the responsibility for this?	Community and Housing

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason		
(equality group)					Briefly explain what positive or negative impact has been identified		
	Yes	No	Yes	No			
Age X X			The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected. Housing Needs services are accessed by all age groups.				
Disability		Х	Х		Housing Needs services are accessed by service users with disabilities and without disabilities. The loss of posts will not impact this group more than other groups		

				APPENDIX 2
Gender Reassignment	х	х	As above	
Marriage and Civil	Х	х	As above	
Partnership				
Pregnancy and Maternity	X	Х	As above	
Race	х	х	As above	
Religion/ belief	х	х	As above	
Sex (Gender)	х	х	As above	
Sexual orientation	x	Х	As above	
Socio-economic status	X	Х	As above	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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- 8. Which of the following statements best describe the outcome of the EA (Tick one box only)
- Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- **Outcome 1** The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
 - **Outcome 2** The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment
Please include here a summary of the key findings of your assessment.
 What are the key impacts – both negative and positive – you have identified?
Are there any particular groups affected more than others?
What course of action are you advising as a result of this assessment?
 If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.
The main impacts of the budget savings are:
 The main impacts of the budget savings are: In 2016/17 there will be a loss of 3.5 FTE posts across the whole service. It is expected that there will be a negative impact on service standards and as so as to mitigate the negative, there will be revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable the remaining staff to focus on priority cases.
 In 2017/18 the impact on the loss of 6 additional posts is currently unknown as the posts have not been identified. It will not be possible to assess the impact until a comprehensive business review has been conducted in order to identify how the savings can be achieved in order that the statutory functions can still be delivered.
Coroups affected:
 All groups are likely to be affected by the loss of posts. However, as at this time, it is the loss of posts and not the cessation of a particular service, then it is not anticipated that the cuts will target one group more than another.
Actions required are:
Ensure on-line tools are in place to help mitigate the impact in 2016/17
Analyse the business to understand the impact of deleting an additional 6 posts and make a recommendation on which posts should be deleted based on ensuring the service can fulfil its statutory duties.

APPENDIX 2

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

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in	n line with the Equality Analysis guidance available on the Intranet
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community & Housing
Department/ Division:	Community & Housing
Team: യ യ EPA completed on:	Library & Heritage Service
ଅନି completed on: ମୁ	27 November 2014

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

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

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

Protected Characteristics - Key:

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

	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.						-		ion /	Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.		
Name of Function / Service P ລ ເງ ອ ເງ	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
\$avings proposals 2016/17	√	~	✓	~	✓	1	v	~	~	~	~	✓
Savings proposals 2017/18	✓	~	~	~	1	\checkmark	~	~	~	✓	✓	✓
					\leftarrow							

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

Initial Screening

1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain	The main aims and objectives of the proposed savings is to ensure a balanced budget whilst continuing to provide fair and appropriate services for all sections of the community. The savings and their impact are:
proposals e.g. reduction/removal of service, deletion of posts,	<u>2016/17 Savings</u>
changing criteria for eligibility of service etc).	Deletion of all administrative support (£26,430) - All admin functions will be undertaken by managers and staff and will involve the deletion of 1 FTE post. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library. Support will continue to be provided by staff in libraries to enable customers to access information online or via the phone.
	Reduction in activities programme (£2,000) - Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes but all existing activities will continue to take place.
Page 53	Withdrawal from annual CIPFA public library user survey (PLUS) (£2,540) - The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner. Any proposed significant changes to service will continue to have its own consultation.
	Reduction in volunteering contract (£20,000) - A reduction in the contract to the voluntary sector to provide this service. The proposal will have no effect on the Home Visits Library Service but will mean that the recruitment of volunteers will be fully managed by the library service. The proposal should streamline the volunteer recruitment process but will increase capacity constraints. There are no expected losses to service and staff will be trained to better equip them through the interview and recruitment process.
	Reduction in media fund (£45,000) - The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems, availability of stock through the wider London network of libraries and the likely transfer of more customers to using e-book services. Usage and community data will be profiled to ensure that stock procured addresses community need. Feedback is continuously pursued to ensure that we purchase the correct stock and this supported with improved monitoring systems.
	<u>2017/18 Savings</u>
	Additional staff savings (£37,690) - Savings to be delivered through process re-engineering and redistributing

3

	responsibilities across service structure. Through improved processes the impact should be minimal to customers although reduced numbers may mean that Service Standards may slip in certain a reas (kg2 time to respond to enquiries, phone answering etc.) but any changes will be clearly communicated. This saving would mean a reduction in 1.5 FTE. Deletion of Projects & Procurement Manager post (£22,500) - The Projects & Procurement Manager post is a fixed term post in place to ensure the smooth rollout of new self-service technology and to progress library redevelopments along with managing efficiency savings already agreed. The contract ends in March 2017 and the post has been put forward for savings upon its expiry. The saving would be a reduction in 0.6 FTE.
2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)	All of the savings will have some impact on customers both internally and externally. For external posts reduction in staffing numbers could lead to the service received not being as efficient with some slippage in Service Standards. Whilst there will be an impact on all customers it is likely that the greatest impact will be on internal customers and response times to raising orders and dealing with internal enquiries in particular. There may also be some impact on income collection through hall bookings but provided that online booking solutions are implemented correctly this shouldn't be an issue.
Page 54	There will also be an impact in the way we recruit new volunteers although it is expected that the new processes should streamline the recruitment process. Care will need to be placed in ensuring that staff are fully equipped to manage the recruitment process and ensure that it is catered towards different cultural groups. Training has already been provided for staff in this but further training will be put in place. Media fund savings will have an impact on our customers as it will likely lead to less stock choice. Whilst there will be less choice we will ensure that procurement of stock caters for all of the protected characteristics and that we respond to any specific demands. In order to enable this better use of the wider London library network will take place.
	service reduction it is unlikely that these proposals will have an adverse on any one protected characteristic.
3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?	 CIPFA Benchmarking Data 2012/13 Actuals Annual Residents Survey Customer Profiling Data Census 2011

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

Assessing Impact

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

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence			
Age	•	•	*	All of the savings proposed are for universal services and therefore there will be a stepped reduction for all users. None of the savings will have a greater impact on a certain group and processes have been put in place to mitigate some matters such as online access.			
Disability			*	There are no proposed changes to the Library & Heritage Service Standar These are clearly communicated to customers and include elements aro providing suitable equipment and additional support for people with disabilities			
Gender Reassignment			~	Data on this protected characteristic is limited and as such we are unable determine whether there would be a positive or negative impact.			
Marriage and Civil Partnership			~	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.			
Pregnancy and Maternity ഗ റ			1	Additional support that is provided for this protected characteristic will continue to be in place.			
Race			~	All of the savings proposed are for universal services and therefore there will be a stepped reduction for all users. None of the savings will have a greater impact on a certain group and processes have been put in place to mitigate some matters such as online access.			
Religion or Belief			~	None identified.			
Sex			*	The Library & Heritage Service is used slightly more by women than men. Issues around increasing usage amongst underrepresented groups will continue to be addressed through outreach and other services.			
Sexual Orientation			~	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.			

APPENDIX 2

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

Equality Analysis – E&R 1 – Leisure & Culture Development Team



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

What are the proposals being asses	ssed?	Reduction in Core Arts Grant to Polka Theatre Company
		(Note: 'proposal' includes a policy, service, function, strategy, project, procedure and restructure)
Which Department/Division has the	responsibility for this?	Environment & Regeneration – Sustainable Communities Division
Stage 1: Overview		
Name and job title of lead officer		Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and lesired outcomes of your proposal? (Also explain proposals e.goreduction/removal of service, deleton of posts, changing criteria etc)		arts grant ng £74,000 core arts grant to Polka Theatre by £5,000 in 16/17; £5,000 in 9 making a total savings of £14,000 over the 3 years
2. How does this contribute to the council's corporate priorities?	Achieves savings	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	the work of the Polka Theatre co outcomes. Other funding partners such as th	eople, schoolchildren, older people, and other service areas, who benefit from mpany who address other social agendas and achieve their specific he Arts Council, who only significantly fund Polka Theatre to the tune of £595k se Merton Council make their annual contribution.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Other agencies, voluntary & yout Polka theatre.	h organisations as well as schools benefit from the services provided through

Stage2: Collecting evidence/data

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

Type of evidence

1) Reduce core grant to Polka Theatre

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

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

- **U** Curtain Up Provides free tickets, transport and workshops to schools with children from disadvantaged backgrounds.
- Arts Access Uniquely designed for children from Special Educational Needs schools and units within mainstream schools to enjoy a full and stimulating experience as possible.
- **D** Freefalling A youth theatre scheme for children aged 9 11 at the risk of exclusion from primary schools.

Community Engagement – A programme that serves to bridge the gap in the borough by working with children, families and community groups in Mitcham, Pollards Hill and Phipps Bridge.

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

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

Stage 3: Assessing impact and analysis

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

Equality group	Positive	e impact		ential e impact	Reason
	Yes	No	Yes	No	
Age					The existing users of the theatre focusses on children & young people
Disability		V	\checkmark		Although the overwhelming majority of users are not disabled, the existing users will include disabled children and those with special needs
Gender Reassignment		\checkmark		\checkmark	
Marriage and Civil Partnership		V		~	
Pregnancy and Maternity		\checkmark			
Ráte O		\checkmark	V		Although typically theatre goers tend to come from white middle class backgrounds, a minority of users will be from different ethnic origins. The existing users will include children of different ethnic origins.
Religion/ belief				N	
Sex		V			
Sexual orientation				V	
Socio-economic status		V	N		Although typically theatre goers tend to come from better off socio- economic backgrounds, a minority of users will be from less well off backgrounds. Some of the users will be from a lower socio-economic status.

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

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

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

Outcome 1	Outcome 2 -	Outcome 3 - $$	Outcome 4 -		
	quired: when the EIA has not identified any r negative impact and all opportunities to addressed.	Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.			
	o remove negative impact identified by the Jality. List the actions you propose to take to an.	This involves taking step advance equality. It can the potential negative ef the Equality Act to treat circumstances, for exam place single-sex provision lawful and a requirement	ps to remove barriers or to better mean introducing measures to mitigate ffect. Remember that it is lawful under people differently in some nple taking positive action or putting in on where there is a need for it. It is both at of the general equality duty to consider t disabled people differently, including		
potential for negative impact In this case, the justification be in line with the PSED to b	proposals despite having identified some t or missed opportunities to promote equality. needs to be included in the EA and should have 'due regard'. List the actions you his in the Action Plan. (You are advised to	any negative effect or m provided you have satist discriminate. In cases w unlawful because it is of important that you recor continuing with your pro	ndation to adopt your proposals, despite hissed opportunities to advance equality, fied yourself that it does not unlawfully where you believe discrimination is not bjectively justified, it is particularly rd what the objective justification is for oposals, and how you reached this hiportant to show that you have paid 'due ctor Equality Duty		
Outcome 4 – Stop and reth unlawful discrimination.	ink: when your EA shows actual or potential		ful discrimination it must be removed or		
Note: If your EA is assessed with full reasoning to continu	d as outcome 3 , explain your justification a with your proposals?		o why you suggest going ahead with your tive impact being identified.		

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



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

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

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

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

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

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

Stage 6: Monitoring

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

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

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

How often will you do this?

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

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

Summary of the assessment	Summary of the key findings:
 What are the key impacts – both negative and positive? What course of action are you advising as a result of this assessment? Gre there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified? 	 The proposal is to reduce the core arts grants to Polka theatre company for each of the next three years. Officers will work with the theatre to determine how best to mitigate the impact on both the theatre and its beneficiaries of the services they provide.

Stage 8: Sign off by Head of Service						
Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 19 Nov 2014			
Improvement action plan signed off by Head of Service	James McGinlay Head of Sustainable Communities Division	Signature:	Date:			
Department	Environment & Regeneration					

Equality Analysis – E&R 2 - Leisure & Culture Development Team



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

What are the proposals being asses	ssed?	Increased income over expenditure at the Wimbledon Park Watersports		
		Centre as it opens a Marine College and Outdoor Education Centre		
Which Department/Division has the	responsibility for this?	Environment & Regeneration – Sustainable Communities Division		
Stage 1: Overview				
Name and job title of lead officer		Christine Parsloe, Leisure & Culture Development Manager		
1. What are the aims, objectives	Outcome: To achieve increased	income through increasing the diversity of services available		
and desired outcomes of your proposal? (Also explain proposals		on those leisure activities and services that generate surplus income over ositions on any other service provision as far as is practically possible.		
e.g. eduction/removal of service, deletion of posts, changing criteria	Proposals:-			
etc)	Increased income over expenditure at Wimbledon Park Watersports Centre for each of the next 3 £10,000 (16/17); £10,000 (17/18) and £5,000 (18/19)			
2. How does this contribute to the council's corporate priorities?	This is part of the Leisure & Culture Development Team's transformation plans to be more commercial on our service delivery, whilst expanding the business into more commercial products and services.			
3. Who will be affected by this proposal? For example who are	Customers, residents, schools and our community organisations who will be asked to pay more for the activities at the watersports centre, albeit there will be an educational range of products now available.			
the external/internal customers, communities, partners, stakeholders, the workforce etc.	This will benefit the council by bringing in greater income, whilst still providing leisure activities and events, albeit at a higher cost for local people and the wider community.			
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	may seek to use these facilities t their budgets. Although schools	ces rests solely within this team although other organisations, departments o meet their own service needs and they would find an increase in costs to would be required to pay for these services they could find this to be a more m meeting national curriculum requirements.		

Stage2: Collecting evidence/data

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

Type of evidence

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

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

Stage 3: Assessing impact and analysis

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

Equality group	Positive	e impact	Potential negative impact		Reason
	Yes	No	Yes	No	
Age	V			N	School children may use this facility as part of their curriculum time due to proximity of services to our local schools and those in the neighbouring boroughs.
Disability	\checkmark				This facility is regularly used by disabled people and holds the RYA Sailability status, hence greater opportunities opened up for disabled users
Gender Reassignment		\checkmark			
Marriage and Civil Partnership		\checkmark			
Pregnancy and Maternity				\checkmark	

APPENDIX 2

Race	\checkmark	\checkmark	
Religion/ belief			
	\checkmark		
Sex			
Sexual orientation	\checkmark	\checkmark	
Socio-economic status		\checkmark	

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

Not applicable.

Stage4: Decision

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

0			
Outcome 1 - √	Outcome 2 -	Outcome 3	Outcome 4
Outcome 1 – No change required: when	the EIA has not identified any	Your analysis demonstrates that	the proposals are robust
potential for discrimination or negative im	pact and all opportunities to	and the evidence shows no pote	ntial for discrimination and
promote equality are being addressed.		that you have taken all appropria advance equality and foster goo If this conclusion is reached, ren reasons for this and the informat this decision.	d relations between groups. nember to document the

APPENDIX 2

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

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



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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
NottoApplicable						
e						
0) 00						

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

Not Applicable

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

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

Stage 6: Monitoring

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

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

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

How often will you do this?

Monthly.

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

Summary of the assessment	Summary of the key findings:
 What are the key impacts – both negative and positive? What course of action are you advising as a result of this assessment? Gre there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified? 	 The proposal here is diversify the business at the Wimbledon Park Watersports Centre to a more commercially viable model, thus producing increased income over expenditure in line with the Leisure & Culture Development Team's transformation plans. Increases opportunities for outdoor education and watersports education for local children, people and community groups

Stage 8: Sign off by Head of Service						
	Christine Parsloe	Signature:	Date:			
Assessment completed by:	Leisure & Culture Development Manager	C A Parsloe	19 th Nov 2014			
Name/Job Title						
Improvement action plan	James McGinlay	Signature:	Date:			
signed off by Head of Service	Head of Sustainable Communities Division					
Department	Environment & Regeneration	· ·				
-						

Equality Analysis – E&R 3 – Leisure & Culture Development Team



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

What are the proposals being asses	ssed?	Reduction in Supplies & Services and/or increased income over expenditure across the Leisure & Culture Development Teams budgets in line with the team's transformation plans.		
Which Department/Division has the	responsibility for this?	Environment & Regeneration – Sustainable Communities Division		
Stage 1: Overview				
Name and job title of lead officer		Christine Parsloe, Leisure & Culture Development Manager		
1. What are the aims, objectives and g esired outcomes of your proposal? (Also explain proposals	delivery of the team's transforma Aims: To provide a more efficient	t range of culture, leisure and sports activity courses at community and		
e.greduction/removal of service, deletion of posts, changing criteria etco		expenditure and deliver efficiency savings in supplies and services across Development Teams budget.		
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation of services			
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers, workforce, community organisations, schools, other departments, stakeholders etc. as we transform the manner in which we deliver our business and change the focus to charge commercially for some service areas whilst delivering community culture and leisure services too.			
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Other directorates who also use cultural services to deliver their strategic outcomes will impact as well as those other cultural services providers. Stakeholders will notice a difference as we re-prioritise and charge fo services accordingly. Workforce will also need to retain and develop for the changing demands on the services and how they are delivered.			

Stage2: Collecting evidence/data

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

Type of evidence

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

Stage 3: Assessing impact and analysis

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

Equality group ည	Positive	e impact		ential e impact	Reason
age	Yes	No	Yes	No	
Age				V	The detail of these transformational savings are not yet finalised and
Disability				V	therefore no impact can yet be determined. Once the detail for these
Gender Reassignment				V	savings becomes tangible any impact will be assessed at that time.
Marriage and Civil				V	
Partnership					
Pregnancy and Maternity		V		\checkmark	
Race					
Religion/ belief					
Sex					
Sexual orientation		\checkmark		\checkmark	
Socio-economic status		\checkmark		\checkmark	

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

No negative impact identified above.

Stage4: Decision

Outcome 1 - √	Outcome 2 -	Outcome 3	Outcome 4
	quired: when the EIA has not identified any r negative impact and all opportunities to addressed.	and the evidence show that you have taken al advance equality and If this conclusion is rea	etrates that the proposals are robust ws no potential for discrimination and Il appropriate opportunities to foster good relations between groups. ached, remember to document the me information that you used to make
	o remove negative impact identified by the ality. List the actions you propose to take to an.	advance equality. It can mitigate the potential r lawful under the Equa some circumstances, putting in place single- for it. It is both lawful a equality duty to consid	teps to remove barriers or to better an mean introducing measures to negative effect. Remember that it is lity Act to treat people differently in for example taking positive action or -sex provision where there is a need and a requirement of the general der if there is a need to treat disabled uding more favorable treatment
potential for negative impact In this case, the justification be in line with the PSED to h	proposals despite having identified some t or missed opportunities to promote equality needs to be included in the EA and should have 'due regard'. List the actions you his in the Action Plan. (You are advised to	This means a recomm despite any negative e advance equality, prov it does not unlawfully o believe discrimination objectively justified, it record what the object your proposals, and he	nendation to adopt your proposals, effect or missed opportunities to vided you have satisfied yourself that discriminate. In cases where you is not unlawful because it is is particularly important that you tive justification is for continuing with ow you reached this decision. This is v that you have paid 'due regard' to

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

Stage 5: Making adjustments – Improvement Action Pan

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

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

Rists or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
No gative impacts identified,						

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

Increasing income over expenditure and making efficiency savings on supplies and services are all included as part in the existing Leisure & Culture Development Team's transformation plans.

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

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

Stage 6: Monitoring

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

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

Monitoring will be done through the budget and transformation monitoring processes within existing business practices

How often will you do this?

Income and expenditure monitored monthly. Transformation monitored quarterly.

Stage: 7 Reporting outcomes (C included in the relevant section	ompleted assessments must be att with in them)	tached to co	mmittee reports and a s	summary of the key findings
Summary of the assessment		Summary of	the key findings:	
What are the key impacts – bot	th negative and positive?			
What course of action are you a		None.		
assessment?	Ĵ			
> dre there any particular groups	affected more than others?			
Dogou suggest to proceeding with				
negative impact has been identifie				
Stage 8: Sign off by Head of Ser	vice			
Assessment completed by:	Christine Parsloe		Signature:	Date:
Name/Job Title	Leisure & Culture Development Mar	nager	C A Parsloe	19 th Nov 2014
Improvement action plan	James McGinlay		Signature:	Date:
signed off by Head of Service	Head of Sustainable Communities D	Division		
Department	Environment & Regeneration			
	_			
	1			

Equality Analysis – E&R 4 – Leisure & Culture Development Team



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

What are the proposals being assessed?		To make Leisure Centre Contract Savings at the time of the opening of the new Morden Leisure Centre (MLC) and the demise of the existing Morden Park Pools (MPP) by way of a Change to the existing Leisure Management Contract with Greenwich Leisure Limited (GLL)	
Which Department/Division has the responsibility for this?		Environment & Regeneration – Sustainable Communities Division	
Stage 1: Overview			
Name and job title of lead officer		Christine Parsloe, Leisure & Culture Development Manager	
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. deletion of posts, changing criteria etc)			
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformat	ion of services	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers, community organisations, schools, other departments, stakeholders etc. as we open a new le centre and close the existing MPP. The main terms of the contract pricing structures, membership, etc. w not change, rather a new suite of leisure opportunities will be provided generating a saving on the leisure management contract.		
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No		

Stage2: Collecting evidence/data

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

Type of evidence

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

Stage 3: Assessing impact and analysis

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

Equality group ບ	Positive	e impact		ential e impact	Reason
age	Yes	No	Yes	No	
Age				V	The facility mix for sports & leisure opportunities will be increased for all.
Disability				Ń	The service contract will remain as is in making this saving.
Gender Reassignment				V	
Marriage and Civil				V	
Partnership					
Pregnancy and Maternity				\checkmark	
Race					
Religion/ belief				\checkmark	
Sex					
Sexual orientation				\checkmark	
Socio-economic status		\checkmark		\checkmark	

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

No negative impact identified above.

Stage4: Decision

Outcome 1 - $$	Outcome 2 -	Outcome 3	Outcome 4
potential for discrimination or promote equality are being a		and the evidence show that you have taken al advance equality and If this conclusion is rea	strates that the proposals are robust ws no potential for discrimination and Il appropriate opportunities to foster good relations between groups. ached, remember to document the ne information that you used to make
Outcome 2 – Adjustments t EIAPor to better promote equ address this in the Action PI	o remove negative impact identified by the ality. List the actions you propose to take to an.	advance equality. It can mitigate the potential in lawful under the Equa some circumstances, putting in place single for it. It is both lawful a equality duty to consid	teps to remove barriers or to better an mean introducing measures to negative effect. Remember that it is lity Act to treat people differently in for example taking positive action or -sex provision where there is a need and a requirement of the general der if there is a need to treat disabled uding more favorable treatment
potential for negative impact In this case, the justification be in line with the PSED to h	proposals despite having identified some t or missed opportunities to promote equality needs to be included in the EA and should have 'due regard'. List the actions you his in the Action Plan. (You are advised to	This means a recomm despite any negative e advance equality, pro- it does not unlawfully believe discrimination objectively justified, it record what the object your proposals, and h	nendation to adopt your proposals, effect or missed opportunities to vided you have satisfied yourself that discriminate. In cases where you is not unlawful because it is is particularly important that you tive justification is for continuing with ow you reached this decision. This is v that you have paid 'due regard' to ality. Duty

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

Stage 5: Making adjustments – Improvement Action Pan

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

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

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

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

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

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

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

Stage 6: Monitoring

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

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

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

How often will you do this?

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

-					
Stage: 7 Reporting outcomes (C included in the relevant section	Completed assessments must be at with in them)	tached to committee reports and	a summary of the key findings		
 Summary of the assessment What are the key impacts – bo What course of action are you sessment? Are there any particular groups Domou suggest to proceeding with negative impact has been identified 	th negative and positive? advising as a result of this s affected more than others? n your proposals although a	Summary of the key findings: None.			
Stage 8: Sign off by Head of Ser	rvice				
Assessment completed by:	Christine Parsloe	Signature:	Date:		
Name/Job Title	Leisure & Culture Development Manager C A Parsloe 27 th Nov 2014				
Improvement action plan	James McGinlay Signature: Date:				
signed off by Head of Service	Head of Sustainable Communities I		Dutc.		
Department	Environment & Regeneration		· ·		

Equality Analysis



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

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

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

Stage 2: Collecting evidence/ data

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

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

The Property Management and Review service is mainly a support service and the team transformation plus asset review is therefore likely to have only a limited or indirect impact on the protected characteristics (equality groups). There is limited data and this will be addressed through the customer satisfaction survey identified within the TOM layer strategy.

Stage 3: Assessing impact and analysis

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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.

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

APPENDIX 2

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

Equality Analysis



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

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

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

N/A

Page

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service								
Assessment completed by	Date:19 th November 2014							
Improvement action plan signed off by Director/ Head of Service	James McGinlay/Head of Sustainable Communities	Signature:	Date:					

Equality Analysis



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

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

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

Tick whi	ch applies	n applies Tick which applies		Reason
Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
	-	negative	impact	
Yes	No	Yes	No	
Х			X	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			X	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			x	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			x	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			х	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			х	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			Х	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			x	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
Х			х	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones
	Positiv Yes X X X X X X X X X	X X X X X X X X X X	Positive impactPotenegative negativeYesNoYesX	Positive impactPotential negative impactYesNoYesNoXX

Socio-economic status	Х		х	All groups are affected positively as the introduction of CPZ's delivers the
				outcomes required by the residents of those zones

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

Stage 4: Conclusion of the Equality Analysis

Page

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add	Assessment
No outcome	\bigvee	

APPENDIX 2

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

Equality Analysis



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A What are the proposals being assessed?	Please refer to the guidance for carrying out Equality Impact Assessments is available or Text in blue is intended to provide guidance – you can delete this from your final version.	
	lity Impact , can delete	
EV02.	Assessme this from	
горо FV02. Replace existing CCTV parking enforcement cameras	ents is available on the intranet [LINK TO BE ADDED]) your final version.	
ameras	DDED]	

		Nmom	<u> a -</u>	(0)	<	
4. Is the responsibility shared with another department, authority or	council's corporate priorities? 3. Who will be affected by this proposal? For example who are the external/internal customers,	e.g. reduction/removal of service, deletion of posts, changing criteria etc) 2. How does this contribute to the	Name and job title of lead officer 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals	Stage 1: Overview	Which Department/ Division have the responsibility for this?	What are the proposals being assessed?
Not shared.	outlined above, the introc Initially, motorists who do Charge Notice.	There is no reduction in t Resident surveys have lis	Paul Walshe Parking Services Manager The introduction of ANPR will greatly import traffic pollution, free flow of buses and end pedestrians, particularly around schools.		e responsibility for this?	sed? E&R8
	outlined above, the introduction of ANPK will significantly help address this concern. Initially, motorists who do not comply with the parking regulations will be affected by the issue of a Penalty Charge Notice.	There is no reduction in the level of service and it is envisaged that there will be no deletion of posts. Resident surveys have listed traffic congestion as one of the top 5 concerns in the borough. For the reason	Paul Walshe Parking Services Manager The introduction of ANPR will greatly improve the Council's ability to manage traffic flows, congestion, and traffic pollution, free flow of buses and emergency vehicles as well as ensuring increased safety for pedestrians, particularly around schools.		Environment & Regeneration, Public Protection	

partners and who has overall responsibility?

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	A	PPEN	DIX 2	
Socio-economic status	Sexual orientation	Sex (Gender)	Religion/ belief	Race
×	×	×	×	×
×	×	×	×	×
Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows	Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows	Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows	Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows	Whilst there will an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows

			_ APPI	<u>ENDI</u> X	2
Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.	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.	 Cutcome 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. 	. Which of the following statements best describe the outcome of the EA Please refer to the guidance for carrying out Equality Impact Assessments is availab outcomes and what they mean for your proposal	Stage 4: Conclusion of the Equality Analysis	If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

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	A informat the Equa If any idd changes services	PENDIX 2 9. Equi This ident
	Information identified in the Equality Analysis If any identified through changes in charges for services	 Equality Analysis Improvemen This action plan should be complete identified (expanding on information
	Action plan to mitigate	ge 5: Improvement Action Pan Equality Analysis Improvement Action Plan template – Making adjustme This action plan should be completed after the analysis and should outline action(s) identified (expanding on information provided in Section 7 above).
	achieved? e.g. performance measure/ target) Measuring customer feedback through contact and forums	laking adjustm e d outline action(s)
	2015	for negativ taken to mi
	Existing	ents for negative impact to be taken to mitigate the potential negative impact
	Paul Walshe	itial negative
	to divisional/ team plan? Included as part of service review plan.	e impact

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A	PPEND	DIX 2
What are the proposals being assessed?	Please refer to the guidance for carrying out Equality Impact Assessments is available o Text in blue is intended to provide guidance – you can delete this from your final version	
Increase in the charges in the charges for On Street suspension	lease refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED] ext in blue is intended to provide guidance – you can delete this from your final version.	

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

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	Pregnancy and Maternity y	Marriage and Civil × Partnership	Gender Reassignment ×	Disability ×	Age ×	Yes		Protected characteristic Tick which applies	Stage 3: Assessing impact and analysis 6. From the evidence you have considered, what areas of concern have you id positive impact on one or more protected characteristics (equality groups)?		 S. What evidence have you considered as part of this assessment? Provide details of the information you have reviewed to determine the impact your (equality groups). 	Stage 2: Collecting evidence/ data
<	×	×	×	×	×	Yes No		es Tick which applies	lered, what areas o tected characterist	suspension for a sing	d as part of this assessment? e reviewed to determine the impac	
Ry reducing the left of time that a parking suspension lasts for a increase	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.		By reducing the left of time that a parking suspension lasts for an increase in parking spaces becomes available to what level it positively effects tis group is unknown.	By reducing the left of time that a parking suspension lasts for an increase in parking spaces becomes available to what level it positively effects tis group is unknown.		Briefly explain what positive or negative impact has been identified	Reason	ge 3: Assessing impact and analysis From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?	The current suspension policy does not allow suspension for a single day, by introducing this change more parking spaces become available for the motorist who wish to park.	essment? Ie the impact your proposal would have on the protected characteristics	

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			A	P	PE	ΞN	D	X	2			
		Socio-economic status			Sexual orientation			X Sex (Gender)			Religion/ belief	3
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		×			×			×			×	
group is unknown.	in parking spaces becomes available to what level it positively effects tis	By reducing the left of time that a parking suspension lasts for a increase	group is unknown.	in parking spaces becomes available to what level it positively effects tis	By reducing the left of time that a parking suspension lasts for a increase	group is unknown.	in parking spaces becomes available to what level it positively effects tis	By reducing the left of time that a parking suspension lasts for a increase	group is unknown.	in parking spaces becomes available to what level it positively effects tis	By reducing the left of time that a parking suspension lasts for a increase	group is unknown.

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mitigate
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 		APPE	NDIX	2
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.	 X Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required. Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan. 	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	Stage 4: Conclusion of the Equality Analysis	If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

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The realignment of manageme	This Equality Analysis has resulted in an Outcome	10. Summary of the equality analysis This section can also be used in your d provide a hyperlink	Stage 6: Reporting outcomes	Note that the full impact o important the effective mo			IT any Identified through service level changes	If any identified theory	Negative impact/ gap in information identified in the Foulality Analysis	9. Equality Analysis Impr This action plan should be identified (expanding on inf	Stage 5: Improvement Action Pan
The realignment of management structures will ensure that there is no negative impact	add	Summary of the equality analysis This section can also be used in your decision making reports (CMT/Cabinet/etc) bu provide a hyperlink	nes	Note that the full impact of the decision may only be known after th important the effective monitoring is in place to assess the impact.					Action required to mitigate	Equality Analysis Improvement Action Plan template – N This action plan should be completed after the analysis and should identified (expanding on information provided in Section 7 above).	ion Pan
Assessment t there is no negative impact arisin	sessment	oorts (CMT/Cabinet/etc) but you		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.					How will you know this is achieved? e.g. performance measure/ target)	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).	
arising from this proposal.		must also a		have bee			2017	2010	By when	or negati v taken to mi	
proposal.		it you must also attach the assessment to the report, or		n implemente			Existing		Existing or additional	ve impact itigate the poten	
		sment to th		d; therefo			Walshe		Lead Officer	tial negativ	
		ne report, or		ore it is		service review plan.	part of		Action added to divisional/ feam plan?	e impact	

APPEND		1 constants
off by Director/ Head of Service	Assessment completed by	Stage 7: Sign off by Director/ Head of Service
Generation	Paul Walshe Parking Services Manager	ead of Service
M Hours	Signature: Raul Walshe	
	Date: 18/11/2014	

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Equality Analysis



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

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

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals 9.g. reduction/removal of service, eletion of posts, changing criteria	The aim is to review the back office resources with the aim to achieve efficiencies. There will be no reduction in service but there may be a reduction in posts.
2. How does this contribute to the council's corporate priorities?	Improves the efficiencies of parking services by reducing the cost to run the service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Only posts will be affected but it is hoped that this will be achieved by reducing the increase in resources/posts as identified by the introduction of ANPR.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

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→ 10.Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add	Assessment
No outcome	\bigvee	

APPENDIX 2

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

Equality Analysis



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

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

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

0								
R rotected characteristic		ich applies	Tick whick	h applies	Reason			
_(e quality group)	Positive impact Potential			Briefly explain what positive or negative impact has been identified				
4			negative	impact				
	Yes	No	Yes	No				
Age				x	There is no data that indicates the types of groups as listed below will be negatively affected by these proposals.			
Disability	х			x	By carrying out effective enforcement of pavement parking residents will be able to walk on the pavement safely.			
Gender Reassignment				x	There is no data that indicates the types of groups as listed below will be affected by these proposals.			
Marriage and Civil Partnership				x	As above			
Pregnancy and Maternity	х			х	As above			
Race				Х	As above			
Religion/ belief				х	As above			
Sex (Gender)				х	As above			
Sexual orientation				Х	As above			
Socio-economic status				Х	As above			

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

Stage 4: Conclusion of the Equality Analysis

Page

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add	Assessment			
The realignment of management structures will ensure that there is no negative impact arising from this proposal.					

APPENDIX 2

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

Equality Analysis



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

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

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add	Assessment
No outcome	\bigvee	

APPENDIX 2

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



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

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals c.g. reduction/removal of service, deletion of posts, changing criteria retc)	To increase income by increasing discretionary licence fees and charging for business advice including pre- application planning advice.
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	 Commercial businesses providing licensable activities e.g. street trading, tattooists, nail bars Large development companies.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	E&R Public Protection has sole responsibility for regulatory services

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

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

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

Stage 3: Assessing impact and analysis

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

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

			negatively on any of the equality groups APPENDIX 2
Sexual orientation	\checkmark	\checkmark	Regulatory services are statutory and do not impact positively or
			negatively on any of the equality groups
Socio-economic status	\checkmark	\checkmark	Regulatory services are statutory and do not impact positively or
			negatively on any of the equality groups

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- Outcome 1 The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
 - Outcome 2 The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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<u>Stage 6: Reporting outcomes</u>

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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.

APPENDIX 2

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



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

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals c.g. reduction/removal of service, eletion of posts, changing criteria	 To expand the current membership of the shared regulatory service to provide: Additional income Greater resilience Access to specialist expertise
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	 Other partner boroughs (residents, businesses, councillors and staff) Partner agencies e.g. police, HMRC, Public Health England
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	 The Regulatory Services Partnership (RSP) comprises Merton and Richmond councils and Merton is the host authority. Governance of the RSP is via a Management Board and a Joint Regulatory Committee

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

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

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

Stage 3: Assessing impact and analysis

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

Tick wh	ich applies	Tick whic	h applies	Reason			
Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified			
		negative	impact				
Yes	No	Yes	No				
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark	-	\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
				negatively on any of the equality groups			
	\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or			
	Positiv		Positive impact Potenegative impact Yes No Yes No Yes Yes Yes Yes	Positive impact Yes No Yes No ✓ ✓ ✓ ✓ ✓ ✓ <td< td=""></td<>			

			negatively on any of the equality groups
Socio-economic status	\checkmark	\checkmark	Regulatory services are statutory and do not impact positively or
			negatively on any of the equality groups

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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$\mathbf{\hat{L}}_{\mathbf{0}}$. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

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



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

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, deletion of posts, changing criteria (ac)	Alter funding of the existing Accredited Financial Investigator post in order that it becomes self-financing from Proceeds of Crime Act awards.
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	 Other partner boroughs Police
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	 The Regulatory Services Partnership (RSP) comprises Merton and Richmond councils and Merton is the host authority. Governance of the RSP is via a Management Board and a Joint Regulatory Committee The police The RSP has overall responsibility

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

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

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

Stage 3: Assessing impact and analysis

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

<u>O</u>					
Protected characteristic Tic		Tick which applies Tick which applies		n applies	Reason
-(e quality group) ယ	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
+>	Yes	No	Yes	No	
Age		\checkmark			Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Disability		~		V	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Gender Reassignment		\checkmark		~	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Marriage and Civil Partnership		\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Pregnancy and Maternity		\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Race		\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Religion/ belief		\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sex (Gender)		\checkmark		\checkmark	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

Sexual orientation	\checkmark	\checkmark	Regulatory services are statutory and do not impact positively or
			negatively on any of the equality groups
Socio-economic status	\checkmark	\checkmark	Regulatory services are statutory and do not impact positively or
			negatively on any of the equality groups

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

Not applicable

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Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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tage 6: Reporting outcomes

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PO. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

Stage 7: Sign off by Director/ He	ead of Service		APPENDIX 2
Assessment completed by	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 23.12.14
Improvement action plan signed off by Director/ Head of Service	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 23.12.14

X	



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

Stage 1: Overview						
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste					
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals G.g. reduction/removal of service, deletion of posts, changing criteria (etc)	What are you proposing and what are they designed to deliver? To undertake a joint procurement for a number of environmental services as part of the South London Waste Partnership (SLWP) This will include Waste Collection and recycling Commercial waste Street Cleaning Winter Maintenance Vehicle Maintenance Greenspaces, principally grounds maintenance (and potentially other functions to be determined)					
2. How does this contribute to the council's corporate priorities?	To identify potential savings.					
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The current proposal is for the procurement to provide the same level of service minimising any impact on residents The staff delivering these universal 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	This project has a direct impact on two main areas. Street Scene / waste – Cormac Stokes Parks and green spaces –James McGinlay					

responsibility?	

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

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

1. Soft market testing / external advisors

Stage 3: Assessing impact and analysis

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

g					
Protected characteristic	Tick wh	ich applies	Tick whick	h a pplies	Reason
∰ (ity group)	Positiv	ve impact	Pote	ntial	Briefly explain what positive or negative impact has been identified
40			negative	impact	
•	Yes	No	Yes	No	
Age		✓		\checkmark	
Disability		✓		\checkmark	
Gender Reassignment		✓			
Marriage and Civil		~		\checkmark	
Partnership					
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		 ✓ 		\checkmark	
Sexual orientation		\checkmark		\checkmark	
Socio-economic status		\checkmark		\checkmark	

1. N/A

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Stage 4: Conclusion of the Equality Analysis

- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- Outcome 1 The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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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<u>Stage 6: Reporting outcomes</u>

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

APPENDIX 2

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



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

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

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

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

1. Annual residents Survey results 2013

2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014

Stage 3: Assessing impact and analysis

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

Эб С					
Protected characteristic	Tick wh	ich applies	Tick which	applies	Reason
(equality group)	Positiv	ve impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
4 5		-	negative	impact	
ഗ	Yes	No	Yes	No	
Age		✓		1	
Disability		✓		\checkmark	
Gender Reassignment		✓		\checkmark	
Marriage and Civil		 ✓ 		√	
Partnership					
Pregnancy and Maternity		✓		\checkmark	
Race					
Religion/ belief		✓		\checkmark	
Sex (Gender)		✓		√	
Sexual orientation		\checkmark		\checkmark	
Socio-economic status		\checkmark		\checkmark	

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

1. By concentrating on known areas of concern.

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

Stage 4: Conclusion of the Equality Analysis

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- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
 - **Outcome 1** The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

APPENDIX 2

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.



APPENDIX 2

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





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

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

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

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

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

Stage 3: Assessing impact and analysis

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

D D								
Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason			
_(equality group)	Positiv	e impact	Poter		Briefly explain what positive or negative impact has been identified			
5		1	negative		4			
1	Yes	No	Yes	No				
Age		\checkmark		1				
Disability		✓			Disabled residents with limited mobility may be restricted in their access to			
-					the caddie liners from a central distribution point.			
Gender Reassignment		 ✓ 		√				
Marriage and Civil		✓		✓				
Partnership								
Pregnancy and Maternity		✓		✓				
Race								
Religion/ belief		✓		✓				
Sex (Gender)		✓		✓				
Sexual orientation		✓		✓				
Socio-economic status		✓		✓				

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources ?	Lead Officer	Action added to divisional/ team plan?
Access to distribution points	Annual delivery at the start of each year for disabled residents who have no access to distribution point or external support from carer or relative.	Performance measure to be put in place to ensure all deliveries are undertaken within one week of the confirmed / approved request.	April 2015	Existing	C Baker	твс
a ge						
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Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

APPENDIX 2

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



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

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

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

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

1. NONE

Stage 3: Assessing impact and analysis

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

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

1. N/A

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Stage 4: Conclusion of the Equality Analysis

- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- Outcome 1 The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

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



Equality Analysis



Please refer to the guidance for carrying out an Equality Analysis. Text in blue is intended to provide guidance – you can delete this from your final version.

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

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your Proposal? (Also explain proposals g.g. reduction/removal of service, eletion of posts, changing criteria etc)	What are you proposing and what are they designed to deliver? To increase targeting on littering resulting in an increase in paid FPNs.
2. How does this contribute to the council's corporate priorities?	To identify potential income on savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Those individuals who drop litter in the London Borough of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is closely aligned to Street Scene Cleansing service and parks.

Stage 2: Collecting evidence/ data

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

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

1. Annual residents Survey results 2013

2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014

Stage 3: Assessing impact and analysis

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

J.					
Protected characteristic	Tick whi	ch applies	Tick which	n applies	Reason
द्धिquality group)	Positiv	e impact	Poter		Briefly explain what positive or negative impact has been identified
N			negative	impact	
	Yes	No	Yes	No	
Age		\checkmark		\checkmark	
Disability		\checkmark		\checkmark	
Gender Reassignment		✓		\checkmark	
Marriage and Civil		✓		✓	
Partnership					
Pregnancy and Maternity		\checkmark		~	
Race				\checkmark	
Religion/ belief		\checkmark		✓	
Sex (Gender)		\checkmark		✓	
Sexual orientation		\checkmark		~	
Socio-economic status		\checkmark		✓	

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

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

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

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

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

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

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

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

Socio-economic status

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

this should be included in the Action Plan.

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

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



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?
It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on the area of littering. At the moment our enforcement approach is a 'zero- olerance' stance towards environmental crimes such solutering and fly tipping. Increased enforcement activity, together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.	 Implement Street cleaning communications project plan Objectives: To tell residents our streets are cleaner To remind them how they can help and encourage them to 'do their bit' To promote enforcement work and remind residents we are doing it for them 	Monitor complaints	Ongoing			
Disability The negative impact would be if the disability was not obvious e.g. mental health and an FPN was issued.	The private contractor is briefed to identify disability wherever possible taking into consideration body language and behaviour. Where an offender is disabled but this disability is not obvious the carer would make representation and this would be considered by a	Monitor representations and complaints	Ongoing			

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

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 Assessme	ht
Please include here a summary of the key findings of 1.	of your assessmer	t.



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



Equality Analysis



Please refer to the guidance for carrying out an Equality Analysis. Text in blue is intended to provide guidance – you can delete this from your final version.

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

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

Stage 2: Collecting evidence/ data

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

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

1. Soft market testing / external advisors

Stage 3: Assessing impact and analysis

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

<u>0</u>					
Protected characteristic	Tick wh	ich applies	Tick whick	h a pplies	Reason
तु्वेquality group)	Positiv	ve impact	Pote	ntial	Briefly explain what positive or negative impact has been identified
		-	negative	impact	July and the second s
9	Yes	No	Yes	No	
Age		✓		1	
Disability		✓		\checkmark	
Gender Reassignment		✓			
Marriage and Civil		 ✓ 		\checkmark	
Partnership					
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		\checkmark		\checkmark	
Sex (Gender)		\checkmark		\checkmark	
Sexual orientation		\checkmark		\checkmark	
Socio-economic status		\checkmark		\checkmark	

1. N/A

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Stage 4: Conclusion of the Equality Analysis

- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- Outcome 1 The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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<u>Stage 6: Reporting outcomes</u>

2

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

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



Equality Analysis



Please refer to the guidance for carrying out an Equality Analysis. Text in blue is intended to provide guidance – you can delete this from your final version.

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

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
 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 	What are you proposing and what are they designed to deliver? Removal of borough wide dog bins including Parks and introducing an 'any bin will do' policy enabling dog owners to deposit dog mess in any available litter bin instead This will result in reduction of one post.
How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents of the London Borough of Merton, users of parks and the Councillors of the London Borough of Merton and the workforce specifically in relation to a reduced post.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is closely aligned to Green Spaces.

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

 $\vec{\mathbf{v}}$. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic	Tick wh	ich applies	Tick which	applies	Reason
(requality group)	Positiv	ve impact			Briefly explain what positive or negative impact has been identified
		-	negative	impact	
	Yes	No	Yes	No	
Age		✓		\checkmark	
Disability		~		\checkmark	
Gender Reassignment		✓		✓	
Marriage and Civil		✓		✓	
Partnership					
Pregnancy and Maternity		✓		√	
Race					
Religion/ belief		✓		√	
Sex (Gender)		✓		\checkmark	
Sexual orientation		✓		\checkmark	
Socio-economic status		\checkmark		\checkmark	

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

Stage 4: Conclusion of the Equality Analysis

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- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
 - **Outcome 1** The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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A ote that the full impact of the decision may only be known after the proposals have been implemented; therefore it is mportant 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	f your assessment.

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

Equality Analysis



Please refer to the guidance for carrying out an Equality Analysis. Text in blue is intended to provide guidance – you can delete this from your final version.

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

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
∰quality group)		-	negative	impact	
0	Yes	No	Yes	No	
Age		✓		1	
Disability		 ✓ 		\checkmark	
Gender Reassignment		✓		\checkmark	
Marriage and Civil		\checkmark		✓	
Partnership					
Pregnancy and Maternity		\checkmark		\checkmark	
Race					
Religion/ belief		\checkmark		\checkmark	
Sex (Gender)		\checkmark		\checkmark	
Sexual orientation		\checkmark		\checkmark	
Socio-economic status		\checkmark		\checkmark	

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add Assessment
Please include here a summary of the key findings of	f your assessment.

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



Equality Analysis



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

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

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, deletion of posts, changing criteria (etc)	This proposal is designed to achieve substantial revenue budget savings from this service area through the deletion of posts. Target is -4 FTEs. The proposal is likely to lead to the closure of some facilities, principally sporting facilities: e.g. sport pitches, bowling greens, etc and the reduction of some service maintenance specifications
How does this contribute to the Houncil's corporate priorities?	A key component of corporate financial savings strategy and relevant to the Greenspaces TOM.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Principally park users, service customers and parks stakeholders/friends groups, plus the workforce. The latter will be reduced in number overall.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility remains primarily with Greenspaces, but service reductions and amendments to specifications may be partially offset by voluntary sector inputs.

Stage 2: Collecting evidence/ data

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

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

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

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

Stage 3: Assessing impact and analysis

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	Tick whi	ich applies	Tick whic	h applies	Reason
(equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age			X		Potential negative impact in respect of service closures: for example, closure of some bowling greens
Disability					
Gender Reassignment					
Marriage and Civil					
Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			X		Potential negative impacts as parks services are often provided free of charge or at affordable fees and so often attract recreational users on low incomes

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

Equality Analysis



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

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

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals 9.g. reduction/removal of service, eletion of posts, changing criteria c)	Joint procurement (Lots 2) of Greenspaces services together with London Borough of Sutton) as part of Phase C of the South London Waste Partnership procurement contract, designed to achieve substantial revenue budget savings from this service area through efficiencies
2. How does this contribute to the council's corporate priorities?	A key component of corporate financial savings strategy and relevant to the Greenspaces TOM
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Potentially all users, stakeholders and customers of Greenspaces services, including parks visitors, friends groups and its existing workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The procurement is being conducted in tandem with its sister service within Sutton borough and within the framework of the SLWP partnership comprising Merton, Sutton, Kingston and Croydon councils. There will be impacts for the leisure team at Merton Council most of all. The procurement lead authority is Croydon but the service impacts will predominantly occur within Merton and Sutton within the early phase of contract with options for Kingston and Croydon to participate at a later date

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

(D					
_Brotected characteristic	Tick whi	ich applies	Tick which applies		Reason
(@quality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
<u> </u>			negative	impact	
	Yes	No	Yes	No	
Age			?		Potential for negative impact. Precise details unknown at this stage
Disability					
Gender Reassignment					
Marriage and Civil					
Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			?		Potential for negative impact. Precise details unknown at this stage

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

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Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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





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

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, celetion of posts, changing criteria etc)	Introduction of pay and display parking charges in some of the borough's parks. This will have the effect of deterring commuter parking and increasing income to the service
How does this contribute to the council's corporate priorities?	Will contribute to the commercialisation agenda in Greenspaces and will serve to deter unnecessary car journeys in line with our sustainable transport aspirations
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Park visitors, local commercial businesses and members of the public who currently take advantage of free car parking facilities available with parks and open spaces
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Parking Services and Traffic & Highways will support and advise on this initiative. The overarching responsibility will remain with Greenspaces however

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

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

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

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

Batage 3: Assessing impact and analysis

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

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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).

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?
Appropriate tariffs & free parking periods	Tariffs agreed & adopted Complaints monitoring	From implem entat- ion of charge s	Existing	DN	No. Business as usual
	Appropriate tariffs & free	achieved? e.g. performance measure/ target) Appropriate tariffs & free parking periods	achieved?e.g. performance measure/ target)whenAppropriate tariffs & free parking periodsTariffs agreed & adopted Complaints monitoringFrom implem entat- ion of charge	achieved?e.g. performance measure/ target)whenadditional resources?Appropriate tariffs & free parking periodsTariffs agreed & adopted Complaints monitoringFrom implem entat- ion of chargeExisting	achieved?e.g. performance measure/ target)whenadditional resources?OfficerAppropriate tariffs & free parking periodsTariffs agreed & adopted Complaints monitoringFrom implem entat-

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

APPENDIX 2

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



What are the proposals being assessed?	E&R27 Additional property rental income
Which Department/ Division has the responsibility for this?	E&R Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e. reduction/removal of service, eletion of posts, changing criteria ftc)	Re-letting of vacant park properties within commercial property market. Rent review and increase for existing service tenancy properties. Increased income for Greenspaces to off-set savings demands and preserve services
No. How does this contribute to the Council's corporate priorities?	Integral to Greenspaces commercialisation, the Greenspaces TOM and the corporate financial savings strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Existing parks property tenants, including service tenants
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Inputs and advise required from Strategic Property team, Legal Services and Housing

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

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

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

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

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

Stage 3: Assessing impact and analysis ບັດ ເອີ. From the evidence you have consider From the evidence you have considered, what areas of concern have you identified regarding the potential negative and 202 positive impact on one or more protected characteristics (equality groups)?

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Disproportionate impact upon older people, including current and retired parks staff	Support & advice to re- home relevant tenants	Tenants successfully re- homed	As require d in each individ ual case	Existing	DN	Νο
age						
20						
)4						

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

This proposal will increase income for Greenspaces via its property portfolio by undertaking a rent review and releasing vacant properties to the commercial rental sector. There may be some impacts for existing tenants, typically retired or near-retired parks employees, but this will be mitigated through the provision of support and advice to re-home those who require it. This initiative will increase the availability of accommodation at the affordable end of the commercial residential housing sector.

APPENDIX 2

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



What are the proposals being assessed?		Proposed shared services with Wandsworth incorporating further savings (17/18)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) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements			
Pag		6) Potential outsourcing of admin scanning functions			
$\mathbf{\Phi}$ hich Department/ Division has the responsibility for this?		E @ R, Sustainable Communities			
N 0					
Stage 1: Overview					
Name and job title of lead officer	Neil Milligan, Building an	d Development Control Manager			
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver savings and improvements to the service. Shared services are designed to reduce the overall management structure. Efficiencies delivered in other areas will also result in deletion of posts.				
2. How does this contribute to the council's corporate priorities?	Changes in working practices will result in more self-service and home/flexible working to support corporate objectives for flexible working and customer contact change				
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The potential reduction in posts may result in reduced capacity at a senior level to support the planning application process and the ability to meet targets. TOM objectives are planned to try and improve processes and mitigate any impact				

APPENDIX 2

4. Is the responsibility shared with	Wandsworth Council will share the responsibility. There are no other direct service providers although
another department, authority or	residents and their association are closely involved in the process. The service is provided for residents,
organisation? If so, who are the	businesses and developers and involves close contact with statutory consultees.
partners and who has overall	
responsibility?	



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

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

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

Stage 3: Assessing impact and analysis

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

Rotected characteristic	Tick whi	ch applies	Tick which	applies	Reason
(equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
Ð			negative	impact	
N	Yes	No	Yes	No	
Age		х	х		It is not know yet if there will be any reduction in overall service provision
D isability		х	х		It is not know yet if there will be any reduction in overall service provision
Gender Reassignment		х	х		It is not know yet if there will be any reduction in overall service provision
Marriage and Civil		х	Х		It is not know yet if there will be any reduction in overall service provision
Partnership					
Pregnancy and Maternity		х	х		It is not know yet if there will be any reduction in overall service provision
Race		х	x		It is not know yet if there will be any reduction in overall service provision
Religion/ belief		х	х		It is not know yet if there will be any reduction in overall service provision
Sex (Gender)		х	х		It is not know yet if there will be any reduction in overall service provision
Sexual orientation		х	х		It is not know yet if there will be any reduction in overall service provision
Socio-economic status		Х	Х	*	It is not know yet if there will be any reduction in overall service provision

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitorin g	Neil Milliga n	no
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Bote that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

There is some potential negative impact on all of the groups identified since the proposals may involve the reduction in the size of the section although that is still unknown at this stage. Therefore, the range and breadth of service may affect all members of the public. The proposal does not change the overall service provided in any way therefore if there are any impacts they will be difficult to easily identify. Rather the changes will involve a diminution in levels of service overall. Potentially we would look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as opposed to direct contact with customers. Should these proposals be accepted then we would design the service so that it only responds to high risk issues.

Comment [CL1]: Does the sense

Stage 7: Sign off by Director/ Head of Service									
Assessment completed by	Assessment completed by Neil Milligan. Building and Development Control Manager Date:								
Improvement action plan signed off by Director/ Head of ServiceAdd name/ job titleSignature:Date:									



What are the proposals being assessed?	Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process
Which Department/ Division has the responsibility for this?	E @ R, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your apoposal? (Also explain proposals (E.g. reduction/removal of service, Celetion of posts, changing criteria	Designed to deliver additional income. However, pre application advice is normally a cost neutral service and income will therefore not be reinvested to deliver the pre application service. If taken as a saving this will place significant extra pressure on existing staff.
How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Developers and agents are paying these fees and expect a service to be delivered, however as the income will be removed as savings, the team will not be able to adequately respond to paid for pre application enquiries resulting in disgruntled applicants and partners who submit pre- application and Planning performance agreements. This will hinder regeneration aspirations in the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Only if there is a shared service delivered with Wandsworth .

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

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

There is no information presently collected on such groups using the service.

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick whic	h applies	Reason
(equality group)	Positiv	e impact	Potential negative impact		Briefly explain what positive or negative impact has been identified
a	Yes	No	Yes	No	
		х		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Disability ₽		х		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Gender Reassignment		х		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Marriage and Civil Partnership		х		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Pregnancy and Maternity		х		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Race		х		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Religion/ belief		Х		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Sex (Gender)		х		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Sexual orientation		х		X	There is no information to suggest this group would be affected or that service provision will be reduced.
Socio-economic status		х		X	There is no information to suggest this group would be affected or that service provision will be reduced.

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitorin g	Neil Milliga n	no

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

There is some potential negative impact on all of the groups identified since the proposals may involve the reduction in the ability to respond to pre application inquiries and also deliver schemes in a timely manner as agreed in any agreed Planning performance agreement. Therefore, due to the range and breadth of service the changes may affect all members of the public.

Comment [CL1]: Does th sense

Stage 7: Sign off by Director/ Head of Service									
Assessment completed by	Assessment completed by Neil Milligan. Building and Development Control Manager Signature: Date:4/12/14								
Improvement action plan signed off by Director/ Head of Service James McGinlay Signature: Date:									



What are the proposals being assessed?	Reduce staffing levels within the enforcement team by 2 FTE's			
Which Department/ Division has the responsibility for this?	E @ R, Sustainable Communities			

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, effection of posts, changing criteria	The aim is to make savings in line with budgetary constraints across the Council. The proposal is to reduce the size of the enforcement team from 4 FTE to 2 FTE.
 How does this contribute to the concribencies of the priorities? Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. 	The investigation of enforcement cases will be delayed or cases that might previously have been investigated might not now be undertaken at all and a new threshold for investigation will need to be agreed. Residents and developers who contact the Enforcement Team will notice a reduction in the service offered.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Wandsworth Council could potentially share the responsibility if a shared service is delivered. There are no other direct service providers although residents and their associations are closely involved in the process. The service is provided for residents, businesses and developers.

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

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

There is no information presently collected on such groups using the service.

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick which	n applies	Reason			
(equality group)	Positiv	e impact	Potential negative impact		Briefly explain what positive or negative impact has been identified			
Q	N	NI -						
0	Yes	No	Yes	No				
Age		Х	Х		A reduction in staffing capacity may impact on all users.			
Disability		х	х		A reduction in staffing capacity may impact on all users.			
Gender Reassignment		х	х		A reduction in staffing capacity may impact on all users.			
Marriage and Civil		х	X		A reduction in staffing capacity may impact on all users.			
Partnership								
Pregnancy and Maternity		х	х		A reduction in staffing capacity may impact on all users.			
Race		Х	Х		A reduction in staffing capacity may impact on all users.			
Religion/ belief		Х	Х		A reduction in staffing capacity may impact on all users.			
Sex (Gender)		Х	x		A reduction in staffing capacity may impact on all users.			
Sexual orientation		Х	х		A reduction in staffing capacity may impact on all users.			
Socio-economic status		Х	Х		A reduction in staffing capacity may impact on all users.			

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitorin g	Neil Milliga n	no
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Fote that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

It is likely that a reduction in staffing capacity will have an impact on all users of this service.

Comment [CL1]: Does the sense

Stage 7: Sign off by Director/ Head of Service				
Assessment completed by	Neil Milligan. Building and Development Control Manager	Signature:	Date:	
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature:	Date:	



What are the proposals being assessed?	Deletion of Senior Management support E & R 31
Which Department/ Division has the responsibility for this?	E&R

Stage 1: Overview	
Name and job title of lead officer	Chris Lee
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals G.g. reduction/removal of service, celetion of posts, changing criteria (etc)	Deletion of 2x Support Officer posts providing support across the E and R Department . 1 post dealing with management of the Capital programme 1 post providing support on Equalities planning , risk management , induction arrangements and other departmental activities
How does this contribute to the Houncil's corporate priorities?	The proposals are financially driven and lead to greater efficiency .
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be no benefit save for savings . The functions will be subsumed into the work of other existing posts and undertaken as before .
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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

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

Departmental service plans and Target Operating Model

Stage 3: Assessing impact and analysis

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

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

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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.

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service				
Assessment completed by	Chris Lee	Signature:	Date:3.12.14	
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:	



What are the proposals being assessed?	E&R32 Income from WIFI concessionary contract		
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities		

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
 What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals reduction/removal of service, eletion of posts, changing criteria 	The proposal is to generate a one–off income of £20K by entering into a Contract with Aqiva, a WIFI Service provider
Not the Bouncil's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All mobile phone users will enjoy 30mins free WIFI in Wimbledon town Centre initially.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

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

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

N/A

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ich applies	Tick which applies Potential		Reason
Requality group)	Positiv	ve impact			Briefly explain what positive or negative impact has been identified
Nequality group) ◯			negative impact		
	Yes	No	Yes	No	
Age				\checkmark	No specific impact.
Disability				\checkmark	No specific impact.
Gender Reassignment				\checkmark	No specific impact.
Marriage and Civil				✓	No specific impact.
Partnership					
Pregnancy and Maternity					No specific impact.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

Stage 4: Conclusion of the Equality Analysis

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- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- **Outcome 1** The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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 The portant the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome Assessment add

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service								
Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature: Mario Lecordier	Date: 23/12/14					
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:					

Equality Analysis



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

What are the proposals being assessed?	Increased commercial income across E&R services			
Which Department/ Division has the responsibility for this?	E&R			

Stage 1: Overview	
Name and job title of lead officer	Chris Lee , Director , E & R
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, celetion of posts, changing criteria etc)	Increasing commercial income through development of new services , better marketing and sales of existing services. This follows the appointment of a Commercial Sales Manager in 2014 and a Marketing Manager in early 2015 funded through Transformation funds for 2 years. The aim is to improve income through greater market share and development of new services
How does this contribute to the Houncil's corporate priorities?	This is consistent with the maximising the value of the boroughs assets [eg parks and open spaces] , protecting services through generation of external income
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is about selling services to the public and business. Pricing of services would be reviewed but this would be subject to further consideration and EIA at that time.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	E& R has overall responsibility.

Stage 2: Collecting evidence/ data

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

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

The TOM documents analysed our customers including through use of MOSAIC data .

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ich applies	Tick which	applies	Reason				
dequality group)	Positiv			ntial	Briefly explain what positive or negative impact has been identified				
			negative	impact					
je .	Yes	No	Yes	No					
යිge රා		Х		X	The development and selling of more commercial services will have little				
<u>с</u>					or no impact on equalities.				
Disability		Х		X	ditto				
Gender Reassignment		Х		X	ditto				
Marriage and Civil		Х		Х	ditto				
Partnership									
Pregnancy and Maternity		Х		Х	ditto				
Race		Х		X	ditto				
Religion/ belief		Х		Х	ditto				
Sex (Gender)		Х		Х	ditto				
Sexual orientation		Х		Х	ditto				
Socio-economic status		Х		Х	ditto				

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

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add Assessment
There is no anticipated adverse impact on equali	ties groups

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service							
Assessment completed by	Add name/ job title	Signature:	Date:				
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:				

Equality Analysis



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

What are the proposals being assessed?	E&R34 Alternative Delivery of Highway Inspection Service			
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities			

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, geletion of posts, changing criteria	The proposal is to adopt an alternative to the current delivery of the Highway Safety Inspection Service The proposal will lead to a reduction in one post.
How does this contribute to the council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Review / additional duties of Highway Safety Inspector role. Deletion of one Highway Safety Inspection post. Non urgent highway repairs will not be done or take longer to do.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Stage 2: Collecting evidence/ data

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

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

Could impact on vulnerable road users, such as the elderly, visually impaired and wheelchair users. No evidence collected as a result of this proposal.

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason				
츊quality group)	Positiv	ve impact			Briefly explain what positive or negative impact has been identified				
			negative	impact					
	Yes	No	Yes	No					
Age		✓	\checkmark		Could impact on vulnerable pavement users such as the elderly.				
Disability		✓	\checkmark		Could impact on vulnerable pavement users such as the visually impaired				
				, in the second s	and wheelchair users.				
Gender Reassignment				✓	No specific impact.				
Marriage and Civil				✓	No specific impact.				
Partnership									
Pregnancy and Maternity		✓	✓		Could impact on mothers with young children and push chairs.				
Race				✓	No specific impact.				
Religion/ belief				✓	No specific impact.				
Sex (Gender)				✓	No specific impact.				
Sexual orientation				✓	No specific impact.				
Socio-economic status				✓	No specific impact.				

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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).

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?
Seek to ensure that restructured service provides adequate highway inspection service to meet statutory requirements	Appraisal targets of staff and highway inspection plans / cycle of inspections	2016	no	ML	ТВА
	Seek to ensure that restructured service provides adequate highway inspection service to meet statutory	achieved?e.g. performance measure/ target)Seek to ensure that restructured service provides adequate highway inspection service to meet statutoryAppraisal targets of staff and highway inspection plans / cycle of inspections	achieved?e.g. performance measure/ target)whenSeek to ensure that restructured service provides adequate highway inspection service to meet statutoryAppraisal targets of staff and highway inspection plans / cycle of inspections2016	achieved?e.g. performancewhenadditionalmeasure/ target)Menadditionalresources?Seek to ensure that restructured service provides adequate highway inspection service to meet statutoryAppraisal targets of staff and highway inspection plans / cycle of inspections2016no	achieved?e.g. performancewhenadditionalOfficerSeek to ensure that restructured service provides adequate highway inspection service to meet statutoryAppraisal targets of staff and highway inspections2016noML

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add	Assessment
The proposal may have an adverse impact on the e	iderly,	the disabled or visually impaired as well as mothers with young children and buggies.

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service									
Assessment completed by Mario Lecordier – Traffic and Highway Signature: Mario Lecordier Date: 4/12/14 Services Manager Services Manager Services Manager Services Manager Services Manager									
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:						

Equality Analysis



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

What are the proposals being assessed?	E&R35 Reduce Street Lighting Contract Cost			
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities			

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals c.g. reduction/removal of service, election of posts, changing criteria etc)	The proposal is to reduce the Street Lighting Contract Cost when a new contract is procured. This may lead to a reduction in service level and specifications.
A How does this contribute to the council's corporate priorities?	To meet saving targets and demonstrate value for money.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Stage 2: Collecting evidence/ data

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

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

N/A

Stage 3: Assessing impact and analysis

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

0					
Protected characteristic	Tick which applies Tick which applie		n applies	Reason	
ດequality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
N		-	negative	impact	
4	Yes	No	Yes	No	
4 Age				\checkmark	No specific impact
Disability				~	No specific impact
Gender Reassignment				\checkmark	No specific impact.
Marriage and Civil				~	No specific impact.
Partnership					
Pregnancy and Maternity				✓	No specific impact
Race				√	No specific impact.
Religion/ belief				√	No specific impact.
Sex (Gender)				\checkmark	No specific impact.
Sexual orientation				\checkmark	No specific impact.
Socio-economic status				\checkmark	No specific 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 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.

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
No adverse Equality impact identified.		

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service									
Assessment completed by Mario Lecordier – Traffic and Highway Signature: Mario Lecordier Date: 4/12/14 Services Manager Services Manager Services Manager Services Manager Services Manager									
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:						

Equality Analysis



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

What are the proposals being assessed?	E&R36 Reduction of Reactive Works budget
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your Doposal? (Also explain proposals .g. reduction/removal of service, deletion of posts, changing criteria	The proposal is to reduce the available budget for repairs to the highway The proposal will lead to a reduction in service where some non-urgent repairs will no longer be done or take longer to do.
How does this contribute to the council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All road users will be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Stage 2: Collecting evidence/ data

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

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

Could impact on vulnerable road users, such as the elderly, visually impaired and wheelchair users. No evidence collected as a result of this proposal.

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
(fequality group)	Positiv	ve impact	Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age		✓	\checkmark		Could impact on vulnerable pavement users such as the elderly.
Disability		✓	\checkmark		Could impact on vulnerable pavement users such as the visually impaired
				Ť	and wheelchair users.
Gender Reassignment				✓	No specific impact.
Marriage and Civil				✓	No specific impact.
Partnership					
Pregnancy and Maternity		✓	✓		Could impact on mothers with young children and push chairs.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Highway condition may affect equalities groups	Ensure highway condition meets statutory requirements	Annual highway condition survey and regular inspections	2016	Existing	ML	

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add Assessment
The proposal may have an adverse impact on the e	erly, the disabled or visually impaired as well as mothers with young children and buggies.

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service					
Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature: Mario Lecordier	Date: 4/12/14		
Improvement action plan signed off by Director/ Head of Service	CL	Signature:	Date:30.12.14		

Equality Analysis



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

What are the proposals being assessed?	E&R37 Introduction of Lane Rental approach to Highways works to assist in reducing congestion.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
 What are the aims, objectives and desired outcomes of your roposal? (Also explain proposals c.g. reduction/removal of service, deletion of posts, changing criteria Matcology How does this contribute to the 	This proposal aim to reduce congestion on the highway network by charging work promoters for the time they occupy the highway, particularly on traffic sensitive routes.
How does this contribute to the council's corporate priorities?	To better manage congestion, reduce occupation time and disruption.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All road users will benefit from this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Stage 2: Collecting evidence/ data

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

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

N/A

Stage 3: Assessing impact and analysis

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

<u>ω</u>	-		1						
Protected characteristic	Tick whi	ich applies	Tick which applies		Reason				
(equality group)	Positiv	e impact	Pote	ntial	Briefly explain what positive or negative impact has been identified				
U U		-	negative	impact					
0	Yes	No	Yes	No					
Age				\checkmark	No specific impact.				
Disability				\checkmark	No specific impact.				
Gender Reassignment				\checkmark	No specific impact.				
Marriage and Civil				✓	No specific impact.				
Partnership									
Pregnancy and Maternity				✓	No specific impact.				
Race				✓	No specific impact.				
Religion/ belief				✓	No specific impact.				
Sex (Gender)				✓	No specific impact.				
Sexual orientation				✓	No specific impact.				
Socio-economic status				✓	No specific impact.				

Stage 4: Conclusion of the Equality Analysis

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- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- **Outcome 1** The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

APPENDIX 2

Stage 7: Sign off by Director/ Head of Service								
Assessment completed by	t completed by Mario Lecordier – Traffic and Highway Services Manager Date: 23/12/14							
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:					

Equality Analysis



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

What are the proposals being assessed?	E&R38 Income from Section 278/Developers agreements where highway works are required as part of a development. Charging for work currently not charged for.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
 What are the aims, objectives The desired outcomes of your Proposal? (Also explain proposals P.g. reduction/removal of service, Peletion of posts, changing criteria Peterson The desired outcomes of your Proposal? (Also explain proposals Peresonal of your Peresonal of your<	The aim of this proposal is to recover our cost for work undertaken in association with necessary highway works resulting from development sites.
2. How does this contribute to the council's corporate priorities?	To generate income and meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Stage 2: Collecting evidence/ data

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

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

N/A

Stage 3: Assessing impact and analysis

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

<u>_</u>			1						
Protected characteristic	Tick whi	ch applies	Tick which applies		Reason				
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified				
N		• • • • •	negative	impact	Brieny explain what poolitie of negative impact has been identified				
60	Yes	No	Yes	No					
Age				\checkmark					
Disability				\checkmark					
Gender Reassignment				\checkmark	No specific impact.				
Marriage and Civil				\checkmark	No specific impact.				
Partnership									
Pregnancy and Maternity				✓					
Race				\checkmark	No specific impact.				
Religion/ belief				✓	No specific impact.				
Sex (Gender)				√	No specific impact.				
Sexual orientation				✓	No specific impact.				
Socio-economic status				✓	No specific 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** 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.

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 The portant the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

N

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	dd Assessment
The proposal may have an adverse impact on the eld	rly, the disabled or visually impaired as well as mothers with young children and buggies.

Stage 7: Sign off by Director/ Head of Service							
Assessment completed by	Services Manager		Date: 23/12/14				
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:				

Equality Analysis



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

What are the proposals being assessed?	E&R39 Pre-application income. This is in addition to any previous pre-app				
	savings proposal.				
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities				

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your poposal? (Also explain proposals g.g. reduction/removal of service, eletion of posts, changing criteria	To recover costs incurred in providing advice to developers at pre-application stage.
Bouncil's corporate priorities?	Cost recovery, generate income and meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Developers will be charged for pre-application advice.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Stage 2: Collecting evidence/ data

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

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

N/A

Stage 3: Assessing impact and analysis

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

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

Stage 4: Conclusion of the Equality Analysis

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- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- **Outcome 1** The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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 The portant the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome Assessment add

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

Stage 7: Sign off by Director/ Head of Service					
Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature: Mario Lecordier	Date: 23/12/14		
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:		

Equality Analysis



Please refer to the guidance for carrying out an Equality Analysis. Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	futureMerton Savings Proposals 2016-2018
Which Department/ Division has the responsibility for this?	E&R Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry. futureMerton Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals g.g. reduction/removal of service, deletion of posts, changing criteria (etc)	ER40: Achieve £60k saving in 2016/17 Through increased consultancy income through local plan preparation, pre-apps and planning performance agreements. (CHMP, Regeneration, WBL Library redevelopments and property asset projects) ER41: Achieve £80k saving in 2017/18 Via staff restructure and reduction of 2 FTE in 2017/18 ER42: Achieve saving of £20k in 2016/17 Through aligning Vestry Hall budget to its income which has been above target in recent years.
2. How does this contribute to the council's corporate priorities?	These savings proposals contribute to E&R and LBM savings and efficiencies to achieve a balanced budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	ER40: Staff capacity to deliver projects will be affected as consultancy related work would take priority. Internal customers, Merton Partnership, Developers may see a small impact in the service they currently receive. ER41: posts not yet identified as vacancies could arise and remain unfilled in 2017/18
	ER42: Vestry Hall users would be unaffected if current income levels remain, If income falls, charges may have to increase affecting community and voluntary sector groups.
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).

futureMerton and Traffic & Highways are undergoing a team transformation. Though this process, the futureMerton work programme has been reviewed to identify that the saving listed above are the most achievable with minimal impact on the service and our communities.

Stage 3: Assessing impact and analysis

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

D					
Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
Nequality group)	Positiv	ve impact	Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	, , , , , , , , , , , , , , , , , , ,
69	Yes	No	Yes	No	
Age				X	Neutral
Disability				X	Neutral
Gender Reassignment				X	Neutral
Marriage and Civil				х	Neutral
Partnership					
Pregnancy and Maternity				х	Neutral
Race				х	Neutral
Religion/ belief			*	х	Neutral
Sex (Gender)				х	Neutral
Sexual orientation				х	Neutral
Socio-economic status				х	Neutral

No external negative impacts anticipated. Internal work programming will be challenging, mitigated through usual project management and workflow protocols.

Stage 4: Conclusion of the Equality Analysis

Page

- 8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
- Outcome 1 The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By 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. ω

Stage 6: Reporting outcomes

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10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add As	sessment
The proposed savings to not bear any significant equality imp	act.

Stage 7: Sign off by Director/ Head of Service					
Assessment completed by	Paul McGarry	Signature: P McGarry	Date:24/12/2014		
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:		

Equality Analysis



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

What are the proposals being assessed?	Proposed reductions in staffing in Safer Merton and reduction in non statutory functions
Which Department/ Division has the responsibility for this?	Environment & Regeneration

Stage 1: Overview	
Name and job title of lead officer	Chris Lee , Director of E & R
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals .g. reduction/removal of service, eletion of posts, changing criteria	Staff and related saving of c£70k in 2017/18 by reducing staffing by up to 3 posts in Safer Merton team . This would require ceasing all non statutory work around the work of the Team and the Crime and Disorder Partnership . This would mean for example less or no work on Integrated Offender Management , Neighbourhood Watch , some reduction in work on Domestic Violence ,strategic crime reduction planning and data analysis.
Netc)	The aim is to protect statutory functions in the context of reduced grant funding.
How does this contribute to the council's corporate priorities?	This is a Financially driven proposal which reflects the reduction in Government and MOPAC grant . It aims to retain the statutory functions around ASB and the Strategic Assessment as well as protecting CCTV.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be much less work done on Community Safety. The customers ae external as well as partners and internal Departments
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes this work is done in partnership with the Police , Fire Brigade , Probation as well as Voluntary agencies and internal Departments . Safer Merton has overall responsibility for the Council aspects .

Stage 2: Collecting evidence/ data

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

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

The Strategic Assessment and Crime statistics have informed this

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ich applies	Tick which	applies	Reason
(The quality group)	Positiv	e impact	Poten	ntial	Briefly explain what positive or negative impact has been identified
N			negative	impact	
7	Yes	No	Yes	No	
Age			x		There is likely to be an impact on all users of the service, however equality groups may not be disproportionately affected compared to the wider population.
Disability			X		ditto
Gender Reassignment			x		ditto
Marriage and Civil			x		ditto
Partnership					
Pregnancy and Maternity			x		ditto
Race			x		ditto
Religion/ belief			х		ditto
Sex (Gender)			х		ditto
Sexual orientation			х		ditto
Socio-economic status			x		ditto

The Partnership will need to prioritise its work on crime reduction and the fear of crime to mitigate this but there will be a limit to how far this can be completely mitigated .

Stage 4: Conclusion of the Equality Analysis

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8. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential increase in crime / fear of crime	Partnership to review and prioritise if these savings are taken	Will be built into performance measures	4/18	existing	CL	no

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	add	Assessment
•		

Stage 7: Sign off by Director/ Head of Service						
Assessment completed by	Chris Lee	Signature:	Date:3.12.14			
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:			

Cabinet

8 December 2014 Agenda item: Business Plan Update 2015-2019 Lead officer: Caroline Holland Lead member: Councillor Mark Allison

Key Decision Reference Number: This report is written and any decisions taken are within the Budget and Policy Framework Procedure Rules as laid out in Part 4-C of the Constitution.

Contact officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2015/16 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2015-2019. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 4 March 2015 and set a Council Tax as appropriate for 2015/16.

Recommendations:

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

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report provides an update to Cabinet on the Business Planning process for 2015-19 and in particular on the progress made so far towards setting a balanced revenue budget for 2015/16 and over the MTFS period as a whole.

- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in October 2014.
- 1.3 The report also provides an update on the capital programme for 2015-19 and the financial implications for the MTFS.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2015-19 including a proposed Council Tax Base for 2015/16 and an assessment of the implications for the Medium Term Financial Strategy 2015-2019.
- 1.5 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2015.

2. **DETAILS**

Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 20 October 2014. There was also a report to Cabinet on 10 November 2014 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these.
- 2.2 Taking into account the information contained in both the October and November Cabinet reports, the overall position of the MTFS reported to Cabinet on 10 November 2014 is summarised as follows:-

	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
Revised Gap after October & November	732	10,663	23,941	31,968
Cabinets				

2.3 **Review of Assumptions**

Since Cabinet in November, work has been continuing to review assumptions, identify new savings/income proposals and analyse information which has been received since then.

2.3.1 <u>Pay</u>

The latest estimates of pay inflation are:-

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1%	1.5%	1.5%
Estimate (cumulative £000)	837	2,093	3,349	4,605

The pay award has now been agreed. It is a two-year deal up to 31 March 2016 which equates to an increase of around 2.35% on average. It will be in the form of a basic pay increase from 1 January 2015 - to last 15 months; plus lump sums for December 2014 and April 2015 but will be paid to staff in December 2014. Further work is currently underway to calculate the financial implications for 2014/15 and the implications for pay budgets over the period of the MTFS and this information will be included in future reports.

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,342	4,686	7,032	9,376

CPI annual inflation was 1.3% in October 2014, which is up from 1.2% in September 2014. Smaller falls in transport costs than a year ago – notably for motor fuels and air fares, and price rises for computer games were the main contributors to the rise in the rate of inflation. CPIH, the measure of consumer price inflation including owner occupiers' housing costs, grew by 1.3% in the year to October 2014, up from 1.2% in September 2014. Owner occupiers' housing costs increased by 0.1% between October 2014 and September 2014.

RPI annual inflation stands at 2.3% in October 2014, unchanged from September 2014.

In the quarterly inflation report for November, the Bank of England's Monetary Policy Committee commented in respect of inflation and noted that "inflation has fallen further below the MPC's 2% target, reflecting the impact of lower food, energy and import prices and some continued drag from domestic slack. Inflation is expected to remain below the target in the near term, and is more likely than not to fall temporarily below 1% at some point over the next six months. It then rises gradually back to the target as external pressures fade and unit labour cost growth picks up."

It is proposed that no change is made to the financial planning assumption for inflation at the present time.

2.3.3 <u>Inflation > 1.5%</u>:

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand.

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Inflation exceeding 1.5%	880	877	873	873

The cash limiting strategy is not without risks but if current levels of inflation were applied un-damped across the period then the budget gap would not change significantly by 2018/19.

2.3.4 Income

In a change to the methodology this year, service departments can meet their targets from a combination of savings and additional income. The targets include an element which takes into account each department's capacity to generate additional income based on a 2% increase in income on 2013/14 fees and charges. The indicative income targets are:-

Income based on 2% p.a.	2015/16	2016/17	2017/18	2018/19
increase	£000	£000	£000	£000
Income – total cumulative	732	1,464	2,196	2,928

2.3.5 Growth

There is no further provision for growth at this stage.

2.3.6 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Initial information from London councils indicates that there is more than sufficient provision in the latest draft MTFS to fund the cost of these schemes in 2015/16. The latest available details are set out in the following table:-

Freedom Passes and Taxicards 2015/16	
Budget 2014/15	£
Freedom Passes	8,852,160
Taxicards	169,540
Total Budget 2014/15	9,021,700
Increase allowed for in MTFS in 2015/16	436,436
Total Provision 2014/15 in latest draft MTFS	9,458,136
Latest Details from London Councils	
Charge to Merton for Freedom Passes	(8,998,976)
Charge to Merton for Taxicards	(180,000)
Latest Estimated Cost for 2015/16	(0.479.076)
Latest Estimated Cost for 2013/10	(9,178,976)
Estimated Surplus Provision in MTFS	(279,160)

2.3.7 Collection Fund

As reported to Cabinet in October, the calculation of the estimated surplus/deficit on the Collection Fund as at 31 March 2015 will be made later in the budget process when key variables are firmed up and council tax base and NNDR returns have been completed. Until this time, a net deficit of £0.421m will be included in the draft MTFS for 2015/16.

2.4 **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 2015-19:-

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Revenuisation	1,602	1,500	1,500	1,500

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

2.5 **Capital Financing Costs**

- 2.5.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2015-2019 was approved by Cabinet on 20 October 2014, along with an indicative programme for 2019-24.
- 2.5.2 Section 5 of this report sets out details of progress made towards preparing the draft capital programme 2015-19.
- 2.5.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2018/19, the effect of estimated government grant funding and slippage/reprofiling based on 2013/14 outturn and latest monitoring information are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

Capital financing costs (net	2015/16	2016/17	2017/18	2018/19
of investment income)	£000	£000	£000	£000
MRP	7,407	8,178	9,223	10,131
Interest	6,696	6,696	6,893	7,680
Capital Financing Costs	14,103	14,874	16,116	17,811
Investment Income	(469)	(250)	(145)	(125)
Net	13,634	14,624	15,971	17,686

2.6 Council Tax Base

- 2.6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2015/16. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 2.6.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 2.6.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2014 is the basis for the calculation of the Council Tax Base for 2015/16.
- 2.6.4 Details of how the Council Tax Base is calculated are set out in Appendix 3. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2015/16 compared to 2014/15 is set out in the following table:-

Council Tax Base	2014/15	2015/16	Change
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common Conservators	10,708.8	10,880.0	1.6%

2.6.5 The Council Tax Base for Wimbledon and Putney Conservators is currently under review and may change. Members will be updated when further information is available.

2.7 **Proposed Amendments to Previously Agreed Savings**

2.7.1 Cabinet on 20 October 2014 and 10 November 2014 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2015-19.

2.7.2 There is one additional proposed deferral of a previously agreed E&R department saving. This is due to a delay in project implementation of GPS. Details are included in Appendix 5.

2.8 **Provisional Local Government Finance Settlement 2014/15**

- 2.8.1 The Chancellor of the Exchequer will announce the Autumn Statement for 2014 on 3 December 2014. The statement provides an update on the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. These forecasts will be published alongside the Autumn Statement on 3 December.
- 2.8.2 The provisional Local Government Finance Settlement is usually published about two weeks later so is expected around 17 December 2014.
- 2.8.3 The estimates for central Government funding currently included in the draft MTFS are based on the latest information available from the DCLG's Local Government Finance Settlement Technical Consultation, and analysis of the Spending Review 2013 and Budget 2014 but an initial update will be provided in the Business Plan Update report to Cabinet in January 2015.

3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2014

- 3.1 The information available on the Business Planning process reported to Cabinet on 20 October 2014 was reviewed by the Overview and Scrutiny Panels and Commission in November 2014.
- 3.2 Feedback is included in a separate report to Cabinet on the agenda.

4. SAVINGS PROPOSALS 2015-19 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2015-19

4.1 Cabinet on 20 October 2014 agreed departmental targets to be met from savings and income proposals. This included a £0.1m shortfall on replacement savings in Children, Schools and Families which was addressed in the report to Cabinet in November. There has also been a small adjustment in the income element of the target to reflect change in responsibilities between departments. The targets are:-

TARGETS ALLOCATED TO DEPARMENTS TO BE MET FROM SAVINGS AND INCOME	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	99	1,691	2,180	1,445	5,415
Children, Schools & Families	50	1,872	1,839	1,063	4,824
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
Total Savings/Income Proposals	732	10,827	13,021	7,388	31,968
Cumulative	732	11,559	24,580	31,968	

- 4.2 Since then service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.
- 4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in January 2015.
- 4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

SAVINGS/INCOME PROPOSALS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	130	1,660	1,163	165	3,118
Children, Schools & Families	0	1,934	296	0	2,230
Environment & Regeneration	363	4,196	810	(212)	5,157
Community & Housing	220	2,935	1,736	1,195	6,086
Total Savings/Income Proposals	713	10,725	4,005	1,148	16,591
Cumulative	713	11,438	15,443	16,591	

- 4.5 <u>Summary of progress to date</u>
- 4.5.1 If all of the proposals are accepted, the balance remaining to find is:-

SAVINGS/INCOME PROPOSALS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	(31)	31	1,017	1,280	2,297
Children, Schools & Families	50	(62)	1,543	1,063	2,594
Environment & Regeneration	0	133	4,056	2,502	6,691
Community & Housing	0	0	2,400	1,395	3,795
Total Savings/Income Proposals	19	102	9,016	6,240	15,377
Cumulative	19	121	9,137	15,377	

4.6 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward to later meetings and future years budget processes to be made good.

4.7 To give an indication of what balancing the budget in future years means in the context of reduction of posts, this is set out, purely for indicative purposes, in the following table:-

Balancing Figures	2014/15 Base FTEs	2016/17 FTEs	2017/18 FTEs	2018/19 FTEs	Total FTEs
Corporate Services	501.1	0	27	33	60
Children, Schools & Families	520.9	0	36	27	63
Environment & Regeneration	637.0	3	98	63	164
Community & Housing	555.3	0	48	32	80
Total	2,214.3	3	209	155	367

4.8 <u>Rejected Savings</u>

4.8.1 Savings that have previously been rejected by Cabinet and not subsequently taken have been included for information only. See Appendix 2 for details.

4.9 Service Plans

- 4.9.1 Draft Service Plans are included in Appendix 10.
- 4.14 Equality Assessments
- 4.14.1 These will be circulated with the papers for Overview and Scrutiny Panels and the Commission.
- 4.11 Summary
- 4.11.1 The draft MTFS 2015-19 has been updated based on the latest information discussed in this report and is included in Appendix 4.
- 4.11.2 Draft Service department budget summaries based on the information in this report are attached as Appendix 7.

5. CAPITAL PROGRAMME 2015-19: UPDATE

- 5.1 The proposed draft Capital Programme 2015-19 and an Indicative Capital Programme 2019-24 were presented to Cabinet on 20 October 2014.
- 5.2 The programme has been reviewed by scrutiny panels. The Commission noted that the impact of the capital programme on the revenue budget is predicted to rise over the next 4-5 years. It therefore recommended that Cabinet ensure that the capital programme continues to be challenged vigorously and items removed if they are not going to be used.

- 5.3 Monthly monitoring of the approved programme for 2014/15 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.
- 5.4 The following changes have been made to the proposed capital programme since it was presented to Cabinet in October 2014

Scheme	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000's								
Invest to Save	1,500	0	0	0	0	0	0	0	0
Priests House	300		0	0	0	0	0	0	0
Parks Investment		(60)							
P&D Machines	60								
Leisure Centres	0	0	0	150	150	150	150	150	150
Total	1,860	(60)	0	150	150	150	150	150	150

- 5.5 The latest draft Capital Programme 2015-19 and indicative draft Capital Programme 2019-2024 are detailed in Appendix 4.
- 5.6 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.5.3 and these have been incorporated into the latest draft MTFS 2015-19.

6. CONSULTATION UNDERTAKEN OR PROPOSED

- 6.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 6.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2015.

8. TIMETABLE

8.1 In accordance with current financial reporting timetables.

9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. LEGAL AND STATUTORY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

11.1 The equalities assessments of the savings proposals are currently being produced and will be included in the report to Cabinet on 8 December 2014.

12. CRIME AND DISORDER IMPLICATIONS

12.1 Not applicable

13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

13.1 Not applicable

APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 1: Draft Savings proposals 2015-19
- Appendix 2: Savings proposals rejected by Cabinet in 2013/14 and 2014/15
- Appendix 3: Council Tax Base 2015/16
- Appendix 4: Draft Capital Programme 2015-19 and Indicative Capital Programme 2019-24
- Appendix 5: Proposed deferral of previously agreed saving (E&R)
- Appendix 6: Update of MTFS 2015-19
- Appendix 7: Draft Departmental Budget Summaries 2015/19
- **Appendix 8: Glossary and Acronyms**
- Appendix 9: Standard Subjective Analysis
- **Appendix 10: Draft Service Plans**

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

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SAVINGS ANALYSIS All Savings - All Departments

	2015/16 £'000	2016/17 £000	2017/18 £000	2018/19 £000
Corporate Services	130	1,660	1,163	165
Children, Schools and Families	0	1,934	296	0
Community and Housing	220	2,935	1,736	1,195
Environment and Regeneration	363	4,196	810	(212)
age				
N Savings Presented to Cabinet 8 December 2014	713	10,725	4,005	1,148
0 2015-19: Cumulative Savings	713	11,438	15,443	16,591

Total Savings

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
11	Income: increase in current level of charges	34	1,110	315	16
612	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	34	1,076	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
SNS1	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
5P1	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
6P2		0	440	156	425
G1	Grants: Existing service funded by new grant	0	400	0	0
	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
	Reduction in Property related costs	0	53	0	18
		713	10,725	4,005	1,148

Total Savings by Type

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	34	1,110	315	16
SI2	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	34	1,076	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
SNS	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
SNS	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
U ງ SP1	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
ວ SP1	Procurement / Third Party arrangements - deletion/reduction in service	0	440	156	425
	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPF	ROP Reduction in Property related costs	0	53	0	18
	TOTAL	713	10,725	4,005	1,148

16

0

49

100

0

0

0

0

0

0

0

165

2016/17 2017/18 2018/19 2015/16 £000 £000 £000 £000 SI1 34 191 274 Income: increase in current level of charges Income: increase arising from expansion of existing SI2 31 100 0 service/new service SS1 Staffing: reduction in costs due to efficiency 34 315 200 Staffing: reduction in costs due to deletion/reduction in SS2 10 239 248 service Non - Staffing: reduction in costs due to efficiency 18 231 SNS1 197 Non - Staffing: reduction in costs due to SNS2 327 76 3 deletion/reduction in service SP1 Procurement / Third Party arrangements - efficiency 291 134 0 Procurement / Third Party arrangements -SP2 0 0 0 deletions/reductions in service SG1 Grants: Existing service funded by new grant 0 0 0 Grants: Improved Efficiency of existing service SG2 0 0 0 currently funded by unringfenced grant SPROP Reduction in Property related costs 0 0 0 1,660 1,163 130

SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

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SAVINGS ANALYSIS - CHILDREN & YOUNGER PEOPLE PANEL

			2015/16	2016/17	2017/18	2018/19
			£000	£000	£000	£000
	SI1	Income: increase in current level of charges	0	200	0	0
	SI2	Income: increase arising from expansion of existing service/new service	0	0	0	0
	SS1	Staffing: reduction in costs due to efficiency	0	0	0	0
	SS2	Staffing: reduction in costs due to deletion/reduction in service	0	694	296	0
	SNS1	Non - Staffing: reduction in costs due to efficiency	0	0	0	0
	SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	200	0	0
	SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
Page	SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	440	0	0
N	SG1	Grants: Existing service funded by new grant	0	400	0	0
93	SG1 SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
	SPROP	Reduction in Property related costs	0	0	0	0
			0	1,934	296	0

SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

			2015/16	2016/17	2017/18	2018/19
			£000	£000	£000	£000
	SI1	Income: increase in current level of charges	0	719	41	0
	SI2	Income: increase arising from expansion of existing service/new service	200	2,395	-1,396	-415
	SS1	Staffing: reduction in costs due to efficiency	0	250	0	0
	SS2	Staffing: reduction in costs due to deletion/reduction in service	0	367	260	0
	SNS1	Non - Staffing: reduction in costs due to efficiency	163	180	136	81
ס	SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	177	44	4
age	SP1	Procurement / Third Party arrangements - efficiency	0	55	1,725	100
e 294	SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
4	SG1	Grants: Existing service funded by new grant	0	0	0	0
	SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
	SPROP	Reduction in Property related costs	0	53	0	18
			363	4,196	810	-212

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	0	0	0
SI2	Income: increase arising from expansion of existing service/new service	220	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	511	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	596	860	770
SNS1	Non - Staffing: reduction in costs due to efficiency	0	80	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	1,748	720	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	156	425
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG1 SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		220	2,935	1,736	1,195

SAVINGS ANALYSIS - HEALTHIER COMMUNITIES & OLDER PEOPLE PANEL

SUMMARY OF TOTAL RISKS

2015/16 RISKS

DELIVERABILITY RISK	Low	64.94%	32.26%	0.00%
IVERAI		0.00 //	0.0078	0.0078
ВІГІТҮ	Medium	0.00%	0.00%	0.00%
RISK	High	0.00%	2.81%	0.00%

2016 /17 RISKS

DELIVERABILITY	v Medium	5.82%	9.86%	28.97%
DEL	Low	10.81%	9.19%	14.86%
		Low	Medium PUTATIONAL RI	High SK

2017 /18 RISKS

LY RISH	High	0.25%	0.00%	29.91%			
DELIVERABILITY RISH	Medium	10.24%	56.10%	-22.15%			
DELIVE	Low	9.31%	2.02%	14.31%			
		Low	Medium	High			
		RE	REPUTATIONAL RISK				

2018 /19 RISKS

Y RISK	High	0.00%	0.00%	70.73%
DELIVERABILITY RISK	Medium	14.63%	0.00%	-39.29%
DELIVI	Low	11.85%	0.00%	42.07%
L	I į	Low RE	Medium PUTATIONAL RI	High SK

P a n e I	Ref	Descrip	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD1	Division Description Service Implication	Infrastructure & Transactions Increase FM's external fee income target associated with schools service level agreements and associated project works None	0	31				L	L	SI2
		Staffing Implications Business Plan implications	None as additional work will be absorbed by existing resources within the FM team None								
		Impact on other departments	None								
		Equalities Implications	None								
	CSD2	<u>Division</u> Description	Infrastructure & Transactions Energy Savings (Subject to agreed investment of £1.5M)	твс		150	150		м	L	SNS1
-	Dana	Service Implication Staffing Implications Business Plan implications	None None Will contribute towards improving performance in								
	20 2		respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.								
	702	Impact on other departments Equalities Implications	None None								
O&S	CSD3	Division Description	Infrastructure & Transactions Rationalise IT Service Delivery support & maintenance contracts.	Various - see cell note		86			L	L	SNS2
		Service Implication	Implementing saving should have minimal impact on service delivery as a detailed analysis and risk assessment will be completed prior to termination of any support and maintenance contract.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD4	Division Description	Infrastructure & Transactions Rationalise Facilities Management Building Repairs &	617		15			L	L	SNS2
			Maintenance budgets.							_	
		Service Implication	Requests for building repairs and maintenance works								
			will be assessed and where possible grouped together								
			with planned maintenance activities to reduce cost.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Some delays may be experienced in respect to the								
			time taken to complete non urgent repair and								
			maintenance works.								
		Equalities Implications	None								
ΤΤ	υ	Division	Infrastructure & Transactions							_	
0&SQ	CSD5	Description	Increase income generation from external bookings at Chaucer centre.	-12		40			М	L	SI2
- Qe	2	Service Implication	None								
		Staffing Implications	None								
230	ຼ	Business Plan implications	None								
8	5	Impact on other departments	None								
ΙŬ	~	Equalities Implications	None								
		Division	Infrastructure & Transactions								
O&S	CSD6	Description	Reduction in the number of vehicles operated by	10		5			L	L	SNS1
			Infrastructure & Transactions division from three to								
			two.								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref	Descript	ion 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)
		Division	Infrastructure & Transactions								
O&S	CSD7	•	Restructure Post & Print section and delete 2 FTE posts.	382		47			L	L	SS2
		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.								
			Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
			Reduction in current level of service may impact some time critical processes.								
		Equalities Implications	None								
rage °) '	Division	Infrastructure & Transactions								
1			Restructure IT Service Delivery section and delete 1 FTE post.	489		40			L	L	SS2
<u>667.</u>			The reduction in resources will have a direct impact on the sections ability to support and maintain the Councils IT infrastructure and equipment								
		Staffing Implications	None								
		Business Plan implications	None								
			Requests for IT works and services will be assessed and prioritised for completion on the basis of business need.								
		Equalities Implications	None								
Total In	frastructur	e & Transactions Services Savings			31	383	150	0			

P a n e I	Ref	Description of Saving			2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Customer Services								
	CSD9	Description	Ending of e-Capture Service	53		9			L	L	SNS2
		Service Implication	This service currently converts DWP benefit claims into on-line claims for the HB system. With Universal Credit commencing rollout from Feb 15 we will receive fewer of these types of claims. Sampling of the existing claims indicates that from February next year as little as 20% of cases will still be received and these can be input manually								
		Staffing Implications	None								
r age	D	Business Plan implications	None								
g		Impact on other departments	None								
	י ט	Equalities Implications	None								
Ě	Š										

P a n e I	Ref	Descript	Description of Saving				2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Customer Services								
	CSD10	Description	Ending of Risk Based Verification	53		22			L	L	SNS2
			The service currently assesses new HB claims with a low, medium or high rating for error. With Universal Credit being rolled out from February 15 the Council will receive fewer new claims and over the period of the roll out will reduce down to a low amount. We will revert back to manual verification of all evidence for the reduced number of new claims								
		Staffing Implications	None								
		Business Plan implications	None								
- 200		Impact on other departments Equalities Implications	None								
	00011	Division Description	Customer Services Terminate the Experian trace and search system contract	12		10			L	L	SNS2
-	<u> </u>	Service Implication Staffing Implications Business Plan implications	Will have to procure there own service								
		Impact on other departments Equalities Implications	winnave to produle there own service								
		<u>Division</u> Description	<u>Customer Services</u> Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k	24	15				L	L	SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None								

P a n e I	Ref	Descrip	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD13	<u>Division</u> Description	Customer Services Reduce Customer Access Point Assistant by 0.6FTE	566	15				L	L	SS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None due to improved channel migration 0.6 redundancy None None								
	CSD14	Division Description	Customer Services Reduction of 1 FTE Revenues Officer	1240		30			L	L	SS1
- age		Service Implication Staffing Implications	Automated processes will be implemented in 15/16 which will reduce manual intervention on some changes 1 FTE Redundancy unless there is a vacant post within								
	20.	Business Plan implications Impact on other departments Equalities Implications	the next 10 months								
	CSD15	<u>Division</u> Description	Customer Services Increase in Court Costs (council tax) - Increase from £110.00 to £115.00	-930		40			L	м	SI1
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									

P a n e I	Ref	Descript	tion 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)
		Division	Customer Services								
	CSD16	Description	Reduction in discretionary relief	316		231			L	L	SP1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total (Customer Se	ervices Savings	L		30	342	0	0			
ן מאב ההה	CSD17	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Communications Reduce Marketing budget - Increase self service by using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs.	180	3		73		L	L	SNS2
	CSD18	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> My Merton and staff reductions - Renegotiate supplier costs for My Merton	99		32			L	L	SNS1

P a n e I	Ref	Descript	ion 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)
		Division	Communications								
	CSD19	Description	My Merton and staff reductions - Delete 1 FTE - Communication Asisstant	256		25		49	Μ	М	SS1
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									
Total C	Communicat	ion Services Savings			3	57	73	49			
-		Division	Resources								
age	CSD20	Description	Increased income		14	16	16	16	L	L	SI1
		Service Implication	None Directly								
	2	Staffing Implications	None								
ļ	Z	Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
		Description	Rephase existing Savings			42			L	L	sp1
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref	Descript	ion 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)
		Division	Resources								
	CSD22	Description	Treasury Management/Interest income			60			М	М	SI2
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
	CSD23	Description	Cut Running costs budgets	102		30	3		L	М	SNS2
		Service Implication	Some reduction in level of departmental support								
rage	D 3	Staffing Implications	None								
ģ	2	Business Plan implications	Not significant								
	י גע	Impact on other departments	Some reduction in level of departmental support								
UC COC		Equalities Implications	None								
		Division	Resources								
	CSD24	Description	Consultancy Budget	206		100			L	М	SNS2
		Service Implication	The ability to engage specialist external skills will be reduced								
		Staffing Implications	Ability to use interim staff will be reduced								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	There will be a substantial reduction in the ability to advise on more complex projects								
		Equalities Implications	None								

P a n e I	Ref	Descript	tion 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)
		Division	Resources								
	CSD25	Description	Increased Charge to Pension Fund			20			L	L	SNS2
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
		Description	Delete 1 Business Partner	233			78		L	М	SS2
	D	Service Implication	Reduction in level of departmental support								
1 age	ž	Staffing Implications	Reduction of 1 post								
	ມ	Business Plan implications	Deliverables will need to be revised to accommodate this								
R R	ñ	Impact on other departments	Reduction in the level of support								
		Equalities Implications	The reduction will be carried out in a manner that is consistent with the council's equalities policies.								
		Division	Resources								
	CSD27	Description	Further Restructuring	2,391				100	н	н	SS2
		Service Implication	Reduction in level of departmental support								
		Staffing Implications	TBD but in the order of 2 to 4 posts								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	Reduction in the level of support as core central legal responsibilities will have to form an increasing								
		Equalities Implications	proportion of the work carried out. The reduction will be carried out in a manner that is consistent with the council's equalities policies.								
Total: F	Resources S	avings	1	<u> </u>	14	268	97	116			1

P a n e I	Ref	Descript	tion 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)
		Division	Human Resources								
	CSD28	Description	COT review	425		38			Μ	М	SS2
		Service Implication	Reduced business suppotr								
		Staffing Implications	Reduced staffing levels								
		Business Plan implications	Less transactional support								
		Impact on other departments	Less transactional support								
		Equalities Implications	Proposals affect a female workforce								
		Division	Human Resources								
	CSD29	Description	Recruitment and DBS review	425		50			м	М	SS1
	D	Service Implication	Reduction in HR managerial support								
r age		Staffing Implications	Reduction in staffing								
		Business Plan implications	Reduction in transactional support								
100	202	Impact on other departments	Reduction in transactional support								
1	7	Equalities Implications	Impacts on a largely female workforce								
		Division	Human Resources								
	CSD30	Description	Schools COT support (delivery of schools buy-back service)	425			152		н	н	SS2
		Service Implication	Removal of dedicated COT support for schools								
		Staffing Implications	Post reductions								
		Business Plan implications	No dedicated COT service								
		Impact on other departments	No dedicated COT service								
		Equalities Implications	Impacts on female workforce								

P a n e I	Ref	Descript	tion 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)
		Division	Human Resources								
	CSD31	Description	Review of HR business support	90	19				L	L	SS1
		Service Implication	Less business suppor for HR								
		Staffing Implications	Reduction in posts								
		Business Plan implications	Less business suppor for HR								
		Impact on other departments	Possibly less effincy of response								
		Equalities Implications	Impacts upon a largely female workforce								
		Division	Human Resources								
-		Description	Review of HR business support (printing and stationerv)	20		5			L	L	SNS1
aye		Service Implication	Less business suppor for HR								
		Staffing Implications	Reduction in posts								
	202	Business Plan implications	Less business suppor for HR								
	D	Impact on other departments	Possibly less efficiency of response								
		Equalities Implications	Impacts upon a largely female workforce								

P a n e I	Ref	Descript	tion 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)
		Division	Human Resources								
	CSD33	Description	HR transactional service income generation		20				н	м	SI1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Human Resources								
	CSD34	Description	Learning &Development admin support	169			18		м	м	SS2
_	_	Service Implication	Reduction in transactional support shared with LBS								
۵		Staffing Implications	Reduction in posts								
		Business Plan implications	Reduction in transactional support								
		Impact on other departments	Possible reduction in responsiveness								
00	200	Equalities Implications	Impacts on a female workforce								

P a n e I	Ref		tion 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)
		Division	Human Resources								
	CSD35	Description	Learning and Development budget	630		18	134		м	м	SP1
		Service Implication	Targeted L&D offer								
		Staffing Implications	None								
		Business Plan implications	Need to ensure underpins TOM's/business plan								
		Impact on other departments	Need to ensure targeted L&D activity								
		Equalities Implications	Ensure equal access to L&D								
Total H	IR Savings	l.		L	39	111	304	0			<u> </u>
_	-	Division	Business Improvement								
2		Description	Business Systems Team Restructure Phase 1	1,125	10				L	М	SS2
י מעב ס וע		Service Implication	Reduction in avaialbility for any support work other than non-essential fix-on-fail and potential decrease in								
	211	Staffing Implications	Reduction: 1FTE 15/16; 2 FTE 17/8								
		Business Plan implications	Incorporated within business plan - assumes reduction in number/customisation of IT Systems through IT								
		Impact on other departments	Reduction in capacity for adhoc improvement and requires les customised automation in line of business								
		Equalities Implications	None								
		Division	Business Improvement								
	CSD37	Description	PO Restructure	209		64			L	м	SS2
		Service Implication	Reduction in level of coordination, assurance and support for corporate transformation/change.								
		Staffing Implications	Loss of 1.5 FTE; Regrading of 1.5 FTE								
		Business Plan implications	OCPB reserves secured for short term transformation needs. Reduced support available for change/transfmoraiton coordination beyond 16/7								
		Impact on other departments	Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available.								
		Equalities Implications	None								

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Business Improvement								
	CSD38	Description	Reduction in support budget								
		Service Implication	Reduced resource for hardware/software costs			5			L	L	SNS1
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
- 290	D	Division	Business Improvement								
	CSD39	Description	Business Systems Team Restructure Phase 2	1,125		50			н	Μ	SS2
		Service Implication	Reduction in availability/increase in response times for 'fix-on-fail' supprot								
		Staffing Implications	Reduction by 1 FTE								
		Business Plan implications	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Impact on other departments	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Equalities Implications	None								

P a n e I	Ref	Descript	tion 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)
		Division	Business Improvement								
	CSD40	Description	Secure additional income generated through gazetteer maintenance and Street Naming/Numbering	0		30			м	н	SI1
		Service Implication	Move to cost-neutral gazetteer maintenance								
		Staffing Implications	Sustains 1 existing FTE								
- 0	D	Business Plan implications	None								
- age o	2	Impact on other departments	Requires agreement with E&R where income from gazetter is largely generated.								
7	242	Equalities Implications	None								
		Division	Business Improvement								
	CSD41	Description	Consolidation of systems support	0		20			м	М	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
		Equalities Implications	None								

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Business Improvement								
	CSD42	Description	Restructure functions delete 1 AD and other elements of management	0			170		Μ	Μ	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
_	D	Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
ay		Equalities Implications	None								
Total 🕻	Services S	Savings			10	169	170	0			1
_	ည	Division	Corporate Governance								
C	ວ CSD43	Description	Share FOI and information governance policy with another Council.	322	0	40	10	0	н	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 I	Ref	Descript	tion 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)
		Division	Corporate Governance								
	CSD44	Description	Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services	68	0	35	0	0	L	М	SNS2
		Service Implication	Reduce support to members								
		Staffing Implications									
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								

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P a n e I	Ref	Descrip	tion 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)
		Division	Corporate Governance								
	CSD45	Description	cription share audit and investigation service 4						Μ	Μ	SS1
		Service Implication									
		Staffing Implications	reduction in 0.5 FTE manager and 1fte auditor								
		Business Plan implications	impact on audit assurance capacity								
		Impact on other departments	reduced audit resource								
n age		Equalities Implications									
Total 🕻	Corporate Go	overnance Savings		0	135	30	0				

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P a n e I	Ref	Descrip	tion 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)
		Division	Policy Unit								
	CSD46	Description	Reduce budget for LCGS to match actual contribution	1,090	3		81		L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
-		Business Plan implications	None								
- ayo		npact on other departments None									
C		Equalities Implications									
C		1	1	1		1		1			1

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P a n e I	Ref	Descript	tion 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)
		Division	Policy Unit								
	CSD47	Description	iption Delete 1 post 27						L	L	SS1
		Service Implication	ice Implication Small reduction in capacity								
		Staffing Implications	fing Implications Delete 1 post								
		Business Plan implications	None								
		Impact on other departments	npact on other departments None								
-age		Equalities Implications									
Total Po	olicy Unit Sa	avings						0			

P a n e I	Ref	Descript	ion 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)
		Division	Other								
	CSD48	Description	CHAS Dividend	0		145	258		L	L	SI
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
- age		Impact on other departments	None								
	ວັ ວ	Equalities Implications	None								
_	م Her Saving	s/Income			0	145	258	0			
		Total - Corporate Services			130	1,660	1,163	165			
		otal - Corporate Services (cumulative)			130	1,790	2,953	3,118			

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

APPENDIX 3

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-05		Commissioning, Strategy and Performance								
		Description	Reduction in commissioning of early intervention and	700		400			Medium	High	SS2 &
		Service Implication	prevention services. The council would not re-commission a number of early help services historically provided by local VCS providers. Residual early help commissioning would be restricted to evidence based models unlikely to be provided by local providers due to the nature of the work. Reduced investment in early help services could result in increased pressure on children's social care services.								SP2
		Staffing Implications	Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.								
		Business Plan	Reduced service offer for children and families in Merton.								
		implications									
		Impact on other	None.								
		departments									
		Equalities	Likely to have a disproportionate impact on disadvantaged								
σ		Implications	groups within the community.								
C&Y	CSF2014-06	Service	Youth Service								
c: A O O O		Description	Young people will be signposted to VCS youth provision.	480		480			Medium	High	SS2 & SP2
319		Service Implication	The Council's minimal youth offer will be targeted to young people at highest risk. Cease commissioned local youth VCS and continue small highly targeted provision to young people at risk.								
		Staffing Implications	Redundancy of both in house and commissioned services staff, circa 12 FTEs.								
		Business Plan	Reduced service offering. Potential impact on youth justice								
		implications	and crime.								
		Impact on other departments	Possible property implications.								
		Equalities	Likely to have a disproportionate impact on young people								
		Implications	from disadvantaged groups within the community.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-07	Service	Public Health	£000						impaor	
CATE	C3F2014-07	Description	Children's centres deliver the widest outcomes for under			400			Low	Medium	SG1
		Description	fives and getting a good start in life is key to narrowing			400			2011	meanam	001
			inequalities in health outcomes.								
		Service Implication	The use of Public Health funding to deliver health outcomes								
		-	for under fives will enable our children centres to maintain a								
			wider offer than childcare, delivering health outcomes to								
			children and families.								
		Staffing Implications	None.								
		Business Plan	Continued offer to improve health outcomes for children,								
		implications	young people and families. Realignment of Public Health spend but still focussed on								
		Impact on other	health outcomes in line with health and wellbeing strategy								
		departments	priority 1.								
		Equalities	None.								
		Implications									
C&YP	CSF2014-08	Service	Schools								
		Description	Increased income from schools and/or reduced LA service	688		400			Medium	Medium	SI1/SNS2
P		-	offer to schools	917							
age		Service Implication	The LA provides some statutory services for schools and								
e			'trades' via SLAs for additional services. This proposal								
			would be achieved through greater income generation from								
320			schools and/or reduction of some services to statutory								
Õ			minima thus reducing staffing required.								
		Staffing Implications	Potential redundancy of staff providing LA support services								
		otaning implications	to schools. If the entire saving was made from staffing, it								
			would equate to an estimated 10 FTEs.								
		Business Plan	Changes in the LA's relationship with schools								
		implications									
		Impact on other	None.								
		departments									
		Equalities	Potential for lesser LA support to schools could impact								
		Implications	negatively on equalities and disadvantaged groups								

APPENDIX 3

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP		Service	Early Years								
		Description	We are working on the detailed proposals which will in essence reduce the service to paid-for childcare (parents and DSG) with a very limited targeted service for highly vulnerable families.	3,640		254	296		Medium	High	SS2
		Service Implication									
		Staffing Implications	If the entire saving was made from staffing, it would equate to an estimated 9 FTEs in 2016/17 and 10 FTEs in 2017/18.								
		Business Plan	There will be a pressure on CSF children social care								
		implications	services if early intervention on 0-5 year olds is radically reduced.								
		Impact on other									
		departments									
		Equalities	Many vulnerable families will not receive an early								
		Implications	intervention service.								
Total C	hildren, Schoo	ls and Families Saving	S		0	1,934	296	0			

Savings	<u>s Type</u>	Panel 1
SS1-T	Staffing: reduction in costs due to efficiency	C&YP
SS20	Staffing: reduction in costs due to deletion/reduction in service	O&S
SN	Non - Staffing: reduction in costs due to efficiency	HC&OP
SNS(2)	Non - Staffing: reduction in costs due to deletion/reduction in service	SC
SP1 SP2	Procurement / Third Party arrangements - efficiency	
SP2	Procurement / Third Party arrangements - deletion/reduction in service	
SG	Grants: Existing service funded by new grant	
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	
SPROP	Reduction in Property related costs	

SPROP Reduction in Property related costs

SI1 Income - increase in current level of charges

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

APPENDIX 3

Confidential

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000		2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	Service/Section Description	Various In order to meet the division's inflation on income target, savings on associated expenditure budgets will be implemented i.e. the annual inflationary increase (c£200k), and the PCN budget (c£163k) will be adjusted accordingly.		363			Low	Low	SI2/SNS1
	7	Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None None None None							
d.	5	·	Total Environment and Regeneration	on Savings	363	0	0			

D Savings Type

Draft

Nncome - increase in current level of charges SI1

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

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

SNS1 Non - Staffing: reduction in costs due to efficiency

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

SP1 Procurement / Third Party arrangements - efficiency

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

SG1 Grants: Existing service funded by new grant

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

SPROP Reduction in Property related costs

Panel

Overview & Scrutiny O&S

C&YP Children & Young People

CC **Corporate Capacity**

HC&OP Healthier Communities & Older People

SC **Sustainable Communities**

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments	Leisure & Culture Development Team Arts Development - further reduce Polka Theatre core grant This continues the year-on-year reductions that we have been requiring Polka Theatre to take and would require this to continue in a planned way for a further 3yrs requiring them to generate this shortfall through alternative funding sources and income generation. This core grant ensures that Polka are able to lever in a significant Arts Council Grant as a Regionally Funded Body of £570k per annum for 2015-18 None This is in line with the Leisure & Culture Development Team's TOM. None	74	5	5	4	Low	Low	SNS2
		Equalities Implications	None							
szc añe uza		Service/Section Description Service Implication	Leisure & Culture Development Team Water sports Centre - Additional income from new business - Marine College & educational activities. This is a new business development as part of the teams transformation work. There will be less capacity in the team and within the facilities available for community type activities, rather more emphasis will be towards commercial products.	(367)	10	10	5	Medium	Low	SI2
	5	Staffing Implications	Increased staff will be required should the business fully develop, but these costs would be covered within the business plan, still returning the surpluses included in this savings plan.							
		Business Plan implications Impact on other departments Equalities Implications	This is in line with the Leisure & Culture Development Team's TOM. None None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R3	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments	Leisure & Culture Development Team Various Budgets - Reduction in supplies & services &/or increased income over expenditure Savings from implementation of the team's TOM making continuous improvement via such activities as movement to online bookings & payments, use of social media, changing the channels by which we deliver services thus seeing reductions in letters, postage, printing, etc. Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM This is in line with the Leisure & Culture Development Team's TOM Efficiencies made in this team will assist in some savings in the corporate centre e.g. income collection, cheque handling, invoicing,etc. Also as the team changes the way it works there will be less capacity to support other team's projects unless it is also part of our business plans.	175		16		Low	Low	SNS1
		Equalities Implications	The team recognise that not all our customers will be able to change at the same rate and therefore we will need to put in place arrangements to assist some customers through a transition period							
sc Y	D E&R4	Service/Section Description Service Implication	Leisure & Culture Morden Leisure Centre The new Morden Leisure Centre (MLC) is due to be completed in the Spring of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum				100	Low	Low	SP1
		Staffing Implications	None							
		Business Plan implications Impact on other departments Equalities Implications	This is in line with the Council's Strategic Plans and is included within the team' s Service and Transformation Plans None None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R5	Description	Property Management Team transformation and asset review Leaner team structure	270		82		Medium	Low	SS2 &SI1
		Implications Business Plan implications Impact on other departments	potential reduction of at least one post [estates surveyor]but compensated by graduates Some Increased income from non operational portfolio. Reduced service as resource directed to increased income None							
SC	E&R6	Description	Property Management Reduced costs incurred as a result of sub-leasing Stouthall until 2024. In summary the Council is saving £38k p.a. for three years, and thereafter £57k p.a. as the rent repayment begins. None	139	39		18	Low	Low	SPROP
rage szo		Implications Business Plan implications Impact on other departments	None None None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R7	Service/Section Description	Parking Services Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. CPZs are only implemented where a majority of residents ask for them and there will be a corresponding increase in PCN fines and permits. There is	(7,176)	260	163	163	Medium	Low	SI2/SNS1
			greater certainty in earlier years where we know of CPZs that are being requested and consulted upon.							
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
–	Z	Equalities Implications	None							
ScO	E&R8	Service/Section	Parking Services							
n D		Description	In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.	(5,446)	1,700	-1,540	-500	Medium	High	SI2
020	2	Service Implication	Improvement of traffic enforcement efficiency and compliance by motorists							
	-	Staffing Implications	Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%							
		Business Plan implications	Increase in fines from PCNs and expenditure and a need for more accommodation							
		Impact on other departments	Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure							
		Equalities Implications	None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R9	Service/Section Description	Parking Services Change in on-street bay suspension pricing structure. £42 per week change to £25 per day with one off admin fee of £25. This is consistent with the approach of other boroughs.	(215)	500			Low	High	SI1
		Service Implication Staffing Implications	Implement a daily charge for suspensions rather than a weekly one to benefit residents by ensuring suspensions are not in place for longer than necessary none							
		Business Plan implications Impact on other departments Equalities Implications	none change to charges for skip approval applications will impact on Traffic & Highways administration none							
sc raye ozr		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Parking Services Back office reorganisation Review the current back office structure Reduction in staff Improve efficiencies by reducing revenue expenditure None None	1,177	80			Low	Low	SS1
SC	E&R11	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Parking Services Enforcement of pavement parking This saving is as a result of regular complaints from the public. We are currently assessing all roads where this problem exists and adjusting our enforcement policy so that we enforce in roads where vehicles could safely park on the highway but instead choose to park on the pavement. None There will be an increase in PCN fines for contraventions but that will change as compliance by the motorist improves None This will improve as it is often the public with disabilities and children in buggies that are adversely affected by pavement parking	(5,446)	60			Medium	High	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R12	Service/Section Description Service Implication	Parking Services End lease of Wycliffe Road This location was an additional a base for the Civil Enforcement Officers a decision was made to make a saving by ending the lease with the officers using their main base at Civic Centre	14	14			Low	Low	SPROP
		Staffing Implications	None							
		Business Plan implications	reduction in expenditure							
		Impact on other departments	Reduction in the corporate maintenance and IT needs							
		Equalities Implications	None							
SC	E&R13	Service/Section Description	Regulatory Services Increase income from discretionary fees & charges; Charge for business advice including pre-application planning advice;	(344)	50			Medium	Medium	SI1
age ozo		Service Implication	Slight increase in time taken for provision of officer advice.							
	ა ა	Staffing Implications	None							
0	D	Business Plan implications	In line with Reg.Services TOM							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R14	Service/Section Description Service Implication	Regulatory Services Further expansion of the shared service. This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.	1,278	100			Medium	Low	SS1/ SNS1
		Staffing Implications Business Plan implications	None In line with Reg.Services TOM							
		Impact on other departments	None							
		Equalities Implications	None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R15	Service/Section Description	Regulatory Services Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered.	50	50			High	Medium	SS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R16	Service/Section	Waste Services - Joint procurement							
		Description	joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	8,037		1,500		Medium	Medium	SP1
		Service Implication	Potential harmonising of services across the Partnership							
a		Staffing Implications	TUPE arrangement to be in place to transfer staff to new contractor.							
raye oze	5	Business Plan implications	To be confirmed							
	200	Impact on other departments	Impact on Parks and Waste services.							
		Equalities Implications	to be confirmed prior to award of contract							
SC	E&R17	Service/Section	Street Cleansing							
		Description	To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a programmed way.	,	157			Low	Medium	SS2
		Service Implication	proposal alters how we deploy our resources allowing the mobile teams to be reactive , moving away from a routine schedule							
		Staffing Implications	7 staff reduction							
		Business Plan implications	This is consistent with the Transformation plan options							
		Impact on other departments	Possible impact on enforcement							
		Equalities Implications	None identified							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R18	Service/Section Description Service Implication	Waste Services - Caddy Liners Cease the distribution of food caddy liners Caddy liners will be procured by the service and available for collection by the residents	137	70			Low	Medium	SNS2
		Staffing Implications Business Plan	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM Impact on recycling target							
		implications								
		Impact on other departments Equalities Implications	Libraries may be able to provide a central collection point for liners. This may be a internal recharge. Residual waste may increase resulting in higher landfill cost. Impacts on the 52% of residents that partake in the service							
SC	E&R19	Service/Section Description	Waste Services Align income budget to levels of income being generated from the sale of Textiles.	N/A	50			Low	Low	SI2
	φ	Service Implication	None as collected by contractor DM Recycling							
raye oou		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R20	Service/Section Description	Waste Services To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. This follows on from the Pilot private enforcement and in advance of any decisions on future procurement. Litter dropping by residents remains a significant issue and a big factor in the level of cleanliness on our streets.	(242)	20	-3	-2	Low	Low	SI2
		Service Implication	Fluctuating resource availability for education and encouragement activities							
		Staffing Implications	Training and support to existing internal staff							
		Business Plan implications	Cleaner borough							
		Impact on other departments Equalities Implications	Legal services - cost of prosecution for non payment Full Qualities Impact assessment needs to be undertaken and approved							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R21	Description	Waste Services HRRC Site operations procured to external provider. Contractual savings . None - Continuation of externalised service - current procurement in progress	629	30			Low	Low	SP1
		Staffing Implications	TUPE and impact on transfer station.							
		Business Plan implications	None							
		departments	None							
SC	E&R22	Description Service Implication	Waste Services - Dog Waste Option 1 Removal of borough wide dog bins including Parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	42			Low	Medium	SNS2
		Staffing Implications	Reduction of 1 driver							
гаде		Business Plan implications	Impact on Cleaner borough							
ຍ ເບິດ ເບິດ	A 224	Impact on other departments Equalities Implications	Parks None							
SC	E&R23		Waste Services - Dog Waste Option 2							
		Service Implication	Removal of dog bins from the highway whilst retaining within parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	12			Low	Medium	SNS2
			None							
		Implications	Impact on Cleaner berough							
		Business Plan implications	Impact on Cleaner borough							
		•	Parks - How would this waste be collected							
			None							

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)
SC	E&R24	Service/Section Description Service Implication	Greenspaces Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams. Reduction in maintenance standards in some parks	1,723	130			Medium	High	SS2
		Staffing Implications Business Plan implications Impact on other departments Equalities	Reduction in staff by 4 FTEs Staff establishment is projected to decline over the period of the plan None directly All sections of the community affected							
SC	E&R25	Implications Service/Section Description Service Implication	Greenspaces Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton Potential harmonising of services.	3,689		160		Medium	Medium	SP1
Page 332		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	TUPE arrangement to be in place to transfer to new contractor. To be confirmed Impact on Parks and allied services To be confirmed prior to award of contract							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R26	Service/Section Description	Greenspaces Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking . This will require reprofiling of capital investment of £60k.		60			Medium	Medium	SI2
		Service Implication	Visitors will be required to pay to park in parks' car parks for some periods							
		Staffing Implications	None							
		Business Plan implications	consistent with Transformation plan / commercial approach							
		Impact on other departments	Impacts for Parking Services who will manage the controls/FPNs							
		Equalities Implications	Yes - possible adverse implications for park users on low incomes							
s rage		Service/Section Description Service Implication	Greenspaces Additional property rental income Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties.	(341)	44			Medium	Low	SI1
		Staffing Implications	No direct impact upon staff establishment							
აკა	5	Business Plan implications	Integral to commercialisation agenda							
		Impact on other departments	Possible impact upon Housing: local rehousing need for some existing tenants							
		Equalities Implications	Not in respect of front-lines services. Tenants affected are predominantly current or former LBM staff who have retired or are near retirement							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc raye oot		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other	Building and Development Control 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. 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 . Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements. consistent with Transformation Plan unknown at present	1575 (884)		157		Medium	•	SS2, SNS1, SNS2, SP1
		departments Equalities Implications	unknown at present							
SC	E&R29	Service/Section Description Service Implication	Building & Development Control Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process 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.	(56)	40			Low	High	SI2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	No changes although there will be additional pressure on existing staff to deliver. Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough. none							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC		Service/Section Description Service Implication Staffing Implications	Building & Development Control - Planning Enforcement Reduce staffing levels within the enforcement team by 2 FTE's There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop. Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer.	190	80			Low	High	SS2
		Business Plan implications	It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council							
		Impact on other departments Equalities Implications	Joint enforcement investigations will be severely hindered.							
SC	E&R31	Service/Section	Senior Management & Support							
		Description	Deletion of the 2 management support posts and absorption into existing resources.	755	70			Low	Low	SS1
age		Service Implication	Less resource available to support service managers.							
000		Staffing Implications Business Plan implications	Both posts are recently vacant and are delivering in year savings. Some of the budget will be used to deliver transformation projects in 15/16 None							
		Impact on other departments Equalities Implications	None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R32	Service/Section Description Service Implication	Wifi Concessionary Contract Income from wifi concessionary contract to be let from 2015/16 Pan London contract into which Merton have joined will deliver income from public wifi service operated by private contractor utilising LBM street assets [principally lamp columns in town centres]. Some guaranteed and some non-guaranteed income.	N/A	20	5		Medium	Low	SI2
		Staffing Implications Business Plan implications	None Consistent with transformation Plan							
		Impact on other departments	Traffic and highways will be required to asses structural integrity and this is factored in. The non-guaranteed income element would sit with Corporate Services (Communications).							
		Equalities Implications								
SC 7		Service/Section	Various Budgets - Increase in income from commercialisation of services							
age ooo		Description	Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed	N/A	250			High	Low	SI1/SI2
		Service Implication	Will work closely with Business managers in EandR and across Council							
		Staffing Implications Business Plan implications	2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan							
		Impact on other departments	Will work with other income generating staff across the council							
		Equalities Implications	None anticipated							
SC	E&R34	Service/Section Description Service Implication	Traffic & Highways Alternative delivery model of highway safety inspection service Further review of Highway Safety Inspection Service	99		30		Medium	Medium	SS2
		Staffing Implications	Review of JDs, working practices and working hours. Increased level of complaints and work load and may result in an increase in Insurance claims. Potential reduction of 1fte.							
		Business Plan implications	Reduction in Service Delivery with a focus on maintaining Statutory Duties.							
		Impact on other departments	Increase in Third Party insurance claims							
		Equalities Implications	May have an impact on vulnerable road users such as the elderly and the disabled.							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R35	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduce street lighting contract costs Development of Specification and preparation of Tender and Contract Documents. Reduced specification No in-house resource to develop specifications and tender documents. The new Contract will need to include all Council owned lighting (lighting in car parks, parks etc.) to stimulate a better response from the market. We will require input from Procurement Team None	335	25	25		Medium	Medium	SP1
sc r aye vyr		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduction in reactive work budget Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer. Increase in complaints against the Council Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council Increase in Third Party insurance claims None	650	60			High	High	SNS2
SC	E&R37	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	 Traffic & Highways Introduction of Lane rental appraoch to Highways works to assist in reducing congestion. Development of Lane Rental Scheme in Merton to manage street work activities and reduce impact of street work on congestion and traffic flows through Merton . Will require external support and advice to develop and implement the scheme Lane Rental would involve charging those working in the street for the time they occupy the Highway. Lane Rental has only operated as Pilot Scheme in London at present (except on TfL Road Network) Legal Services None	N/A		50		Medium	Medium	SI2

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R38	Service/Section Description	Traffic & Highways Income from Section 278/Developers agreements where traffc works are required as part of development . Charging for work currently not charged for	N/A	50			Medium	Medium	SI2
		Service Implication Staffing Implications Business Plan implications Impact on other departments	transition from Highway permitting to minimise duration and volume of highway openings. None - delivered within existing resources Increased income Will require close liaison with DC/BC team							
		Equalities Implications	None							
SC	E&R39	Service/Section Description	Traffic & Highways Pre-application income. This is in addition to any previous pre-app savings proposal.	N/A	50			Medium	Medium	SI2
rage soo		Service Implication	Charging for pre-application services inputted from the T&H service as part of the pre application service.							
	2 2 2 0	Staffing Implications Business Plan implications	Delivered within existing resources Increased income							
		Impact on other departments Equalities Implications	Will require close liaison with DC/BC team None							
SC	E&R40	Service/Section Description Service Implication Staffing Implications	Future Merton Consultancy income. This is in addition to any previous savings proposal. Limited capacity for staff to attract work to the team and b. to complete new work against pressures of an existing challenging work programme Capacity implications on other priorities	N/A	60			Medium	Medium	SI2
		Implications Business Plan implications Impact on other departments Equalities Implications	Impact on ability to deliver regeneration programme Housing supply and Planning support impacts							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Future Merton Staff restructure Restructure with T&H already underway - only deliverable with a cut in the work programme 2 FTEs Reduced capacity to deliver regeneration and growth Planning, Facilities, Highways, Building Control and Partnership groups	1,023		80		Medium	Medium	SS2
sc after and		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Future Merton Align Vestry Hall income budget with current levels of income being achieved. None None None	(211)	20			Low	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000		2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	E&R43	Service/Section	Safer Merton							
		Description	Reductions in staffing across Safer Merton	840		70		High	High	SS2
		Service Implication	Reduction of our Community Safety offer to a statutory minimum which would be ASB, Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.							
		Staffing Implications	2-3 FTEs to be deleted							
		Business Plan implications	This is in line with the team's TOM. Significant reductions in work on offenders and victims, neighbourhood watch and crime analysis.Partnership work would reduce including joint operations, LMAPs work, Neighbourhood Watch coordination.							
		Impact on other departments	Council wide							
Гc	ס	Equalities Implications	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .							
ЯŬ	2	Total Environment and Regen			4,196	810	-212			*

340

 Total Environment and Regeneration Savings Target
 4,333
 4,876

(SURPLUS)/ SHORTFALL 137 4,066

Savings Type

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

Panel

- O&S Overview & Scrutiny
- C&YP Children & Young People
- HC&OP Healthier Communities & Older People

2,302

2,514

SC Sustainable Communities

			TT AND HOUSING SAVINGS - BUDGET PRO	Baseline						Risk Analysis	Type of
Panel	Ref		Description of Saving	Budget 2015/16	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Reputational	Saving (see
				2015/16 £000	£000	£000	£000	£000	Deliverability	Impact	key)
			Adult Social Care	2000							
нс&ор	CH19	Service	Placements Income								
		Description	Realignment of Placements Income Budgets . Client and CCG								
			contribution income budgets are currently under-stated and will	(11,666)	220	0	0	0	L	м	SI2
			be adjusted to meet this income savings target.								
		Service Implication	None								
		Staffing Implications	None								
		Stanning implications	none								
		Business Plan	None								
		implications									
			None								
		departments									
			None								
нс&ор	CH20	Implications	Access and Assessment Employees								
neuor		<u>Service</u>									
		Description	Staff Savings - 12 FTE to be deleted in 2016/17, 12 FTE in 17/18, 12 FTE in 18/19 - These savings will come from across	6,200	0	511	500	483		н	SS2
Page			Access and Assessment, covering all service areas.	6,200	0	511	500	403	L	п	552
ΘĘ			Reduction in the ability to carry out assessments and reviews,								
e			social work support, safeguarding activities, DOLs								
			responsibilities and financial assessments.								
341		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
_		Business Plan	This will have an impact on the department's ability to meet it's								
		implications	statutory duties. Conceivable implications include longer waiting								
		Implications	lists, delays in assessments and other support and a potential								
			reduction in reviews which may in turn impact our finances.								
			Work will be done to mitigate this impact.								
		Impact on other	The primary impact is on service users and partners, such as								
			the NHS.								
		Equalities	These changes impact on staff. A detailed EA would be								
		Implications	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.								

			TT AND HOUSING SAVINGS - BUDGET FRO	Baseline							Tune of
Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH21	Service	Direct Provision Employees								
		Description	Staff Savings - 11 FTE to be deleted	1,706	0	274	0	0	L	н	SS2
		Service Implication	Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		Business Plan implications	Our business plan talks about working with people to promote independence. This model would reduce the ability to deliver that enhanced service. We will try to mitigate this by working closely with the voluntary sector and with volunteers.								
Pa		Impact on other departments	The primary impact is on service users.								
Page 342		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.								
нс&ор	CH22	Service	Commissioning Employees								
		Description	Staff Savings - 4 FTE to be deleted	996	0	156	0	0	L	н	SS2
		Service Implication	Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market.					-	_		
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		Business Plan implications	Would impact on our statutory duties under the Care Act - we would attempt to mitigate this by investigating alternative models of quality and performance monitoring.								
		Impact on other departments Equalities	None - main impact is on service users, carers and providers As staff would be at risk there is an equalities implication. A								
		Implications	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.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH23	<u>Service</u>	Directorate								
		Description	Staff Savings - 0.46 FTE to be deleted	657	0	21	0	0	L	L	SS2 / SNS1
		Service Implication	None, post now funded by Public Health								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Page	CH24	Service	Learning Disabilities - High Cost Packages								
		Service Implication	Review of High Cost Packages using the progression model This would be a holistic review of 17 identified high cost placements (those receiving packages of care of over £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 6% reduction in support for the identified	1,618	0	100	0	0	н	н	SNS2
343		Staffing Implications	client group. Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
			All reviews will be based around promoting independence using the progression model which is in line with the business plan.								
		departments Equalities Implications	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH25	Service Description	Learning Disabilities - Medium Cost Packages								
		Description	Review of Medium Cost Support Packages (£400 - £1,500 per	7,019	0	400	0	0	н	н	SNS2
		Comulas Inculiantian	week) using the progression model This would be a holistic review of identified medium cost								
		Service Implication	placements (those receiving packages of care of between £400 -								
			\pounds 1,500 per week and not health funded). We will use the								
			progression model as the basis of these reviews. We are								
			designing these figures based on a 10% reduction in support for								
			the relevant clients within the identified client group.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
		Business Plan	All reviews will be based around promoting independence using								
		implications	the progression model which is in line with the business plan.								
Page		Impact on other	None								
Q		departments									
Û		Equalities	There is an equalities implication in terms of service users. An								
34		Implications	EA would be undertaken and where appropriate work will be								
нсеод	CH26	Comico	done to mitigate the impact. Learning Disabilities - Direct Payments								
ncaq	CH20	Service Description	Review of all Direct Payments in Learning Disabilities using the								
		Description	progression model.	704	0	£50	£0	£0	н	н	SNS2
		Service Implication	We will review the Direct payments received by clients to								
			assess whether it is still set at the appropriate level for their								
			needs and whether the full payment is being utilised. We will								
			use the progression model as the basis of these reviews. We								
			anticipate this being a reduction of 7% for individual support								
			packages within this client group. There are currently 98								
			packages in this group.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
		Business Plan	way. All reviews will be based around promoting independence using								
		implications	the progression model which is in line with the business plan.								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
		-	done to mitigate the impact.								

			TT AND HOUSING SAVINGS - DODGETTING	Baseline							Turne of
Panel	Ref		Description of Saving	Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH27	Service	Mental Health - Care Packages								
		Description	Review of support packages within all areas of Mental Health services.	1,554	0	76	0	0	н	н	SNS2
			We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model.								
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan	All reviews will be based around promoting independence using								
		implications	the recovery model which is in line with the business plan.								
		Impact on other	None; the impact will primarily be on service users.								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
Pa		Implications	EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нс <i>s</i> ӨӨ		Service	Older People - Home Care								
Ð		Description	Review of Home Care within support packages	4,455	0	387	0	0	н	н	SNS2
		Service Implication	There are currently 596 Older People within Merton receiving								
345			home care within their support packages. This represents an								
ъ			average reduction of 9% in home care support packages.								
			Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
			All reviews will be based around promoting independence using								
		implications	the enablement model which is in line with the business plan.								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
			EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								

				Baseline						Risk Analysis	Type of
Panel	Ref		Description of Saving	Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Reputational Impact	Saving (see key)
нс&ор	CH29	<u>Service</u> Description	Older People - Managing Crisis Managing crisis (including hospital discharge) admissions to residential care.	5,267	0	125	0	0	н	н	SNS2
		Service Implication	This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence.								
		Staffing Implications	This would require more intensive work from staff.								
		Business Plan implications	Any new processes would be based around promoting independence using the enablement model which is in line with the business plan.								
		Impact on other departments Equalities	None; the impact will primarily be on service users There is an equalities implication in terms of service users. An								
Pa		Implications	EA would be undertaken and where appropriate work will be done to mitigate the impact.								
ge 346 ≞		Service Description Service Implication	Older People - Direct Payments Review of Direct Payments support packages Review of all Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages	2,338	0	345	0	0	н	н	SNS2
		Staffing Implications	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan implications	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
		Impact on other departments Equalities Implications	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор			Physical Disabilities - Direct Payments Review of all Direct Payments for clients with physical disabilities using the progression model.	1,414	0	134	0	0	н	н	SNS2
		Service Implication	We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 10% for individual support packages within this client group. There are currently 150 packages of this type.								
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
			All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
ס		departments	None								
age			There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
Page 347	CH32	Service Implication	Physical Disabilities - Home Care Review of Home Care within support packages The saving would be delivered through a review of home care provision within support packages. There are currently 89 Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents an average reduction of 8% in home care for this group.	595	0	48	0	0	н	н	SNS2
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
		departments Equalities Implications	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH33	Service Description	Physical Disabilities - High Cost Packages	856	0	£60	0	0	н	н	SNS2
		Description Service Implication	Review of PD Residential and 1-1 packages This saving would be delivered through a targeted review of a	000	0	£00	0	U			51152
		Service implication	small number of PD customers in residential care. These								
			reviews would look at renegotiating unit costs, transferring								
			users to other types of accommodation in the community and								
			reducing or removing 1-1 costs								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
		Business Plan	All reviews will be based around promoting independence using								
		implications	the enablement model which is in line with the business plan.								
		Impact on other	None								
		departments									
σ		Equalities	There is an equalities implication in terms of service users. An								
b		Implications	EA would be undertaken and where appropriate work will be								
Page HC&			done to mitigate the impact.								
		Service	Substance Misuse Placements				_				
ယ်		Description	Actively manage throughput in residential rehab placements	128	0	6	0	0	н	н	SNS2
348		Service Implication	A reduction in the placements available for Substance misuse clients								
			This would require more intensive work from staff.								
		Business Plan	This would have an impact on the services provided for this								
		implications	client group								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
		1	done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Saving (see key)
нс&ор	CH35	<u>Service</u>	CSF Supporting People contracts	162	0	0	100	0	н	н	SP2
			We would reduce funding for contracts within the Supporting								
			People area which support vulnerable young people								
		Service Implication	There would be reduced support available for young people -								
			both in terms of the numbers we could support and the range of support we would be able to offer to those we could								
			accommodate.								
		Staffing Implications									
		Business Plan	Less resources to be called off by those services which support								
		implications	vulnerable young people.								
		Impact on other	There is a potential impact on the CSF department.								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
			EA would be undertaken and where appropriate work will be done to mitigate the impact.								
HC&OP	CH36	Service	Single homeless contracts (YMCA, Spear, Grenfell)	734	0	£0	£56	£200	Н	н	SP2
			Reduce funding for contracts within the Supporting People area	704	Ů	~0	~00	~200			012
			which support single homeless people								
a v		Service Implication	Reduced support available for single homeless people - both in								
Page		-	terms of the numbers we could support and the range of								
Ð			support we could provide. In turn this would reduce their								
ω			housing options								
349		Staffing Implications	None								
0		Business Plan	The risk is that this could increase pressure on the Housing								
			Needs budget.								
			ő								
		Impact on other	There is a potential internal pressure within the department on								
		aoparanonito	the HNES								
		Equalities	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH37	Service	Direct Provision	1,266	0	0	£200		м	н	SS2
		Description	Residential and supported living management - staff reductions								
			We would expect to keep front line support staff but reduce management. This would mean less resource to provide outreach and the emphasis would be primarily on providing core								
		Staffing Implications	services. Redundancies - Some staff would be subject to redundancy. Fewer posts and potentially more responsibility for remaining staff.								
		Business Plan implications Impact on other departments	Emphasis is on providing core services as outlined in the business plan None								
På		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
Page 350	CH38	Service Description	Assessment and Commissioning Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)	34,392	0	£17	£720	£0	н	н	SNS2
0		Service Implication	We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan	We would continue to follow the appropriate model of promoting								
		implications Impact on other	independence for the client group. None								
		departments Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Service Implication Staffing Implications Business Plan	Extra Care Sheltered Housing A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. There would be potential redundancies within the in-house provision	753	0	£0	£0	£450			
Service Implication Staffing Implications Business Plan	provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. There would be potential redundancies within the in-house	753	0	£0	£0	£450			
Impact on other departments Equalities Implications	This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be						н	н	SP2/SS2
cial Care Savings	uone to mitigate the impact.		220	2,710	1,576	1,133			
<u>Service</u>	Housing Strategy								
Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people. Reduced monitoring of Equalities data in relation to the housing	94	0	43	0	0	L	м	SS2
	Impact on other departments Equalities Implications ial Care Savings Service Description Service Implications Staffing Implications Business Plan implications Impact on other departments Equalities	Impact on other departmentsNoneEqualities ImplicationsThere is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.ial Care SavingsHousing StrategyService DescriptionHousing Strategy officer - deletion of 1 FTE Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.EqualitiesReduced monitoring of Equalities data in relation to the housing	Impact on other departmentsNoneEqualities ImplicationsThere is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.ial Care SavingsHousing StrategyService DescriptionHousing Strategy officer - deletion of 1 FTEService ImplicationsDelays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014Business Plan implicationsDelayed production of statutory strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.EqualitiesReduced monitoring of Equalities data in relation to the housing	Impact on other departmentsNoneEqualities Equalities ImplicationsThere is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.220Service ServiceHousing Strategy220Service Implication Staffing ImplicationsHousing Strategy officer - deletion of 1 FTE940Service Implication Staffing ImplicationsDelays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies Impact on other departments940EqualitiesReduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.80EqualitiesReduced monitoring of Equalities data in relation to the housing94	Impact on other departmentsNoneEqualities Equalities ImplicationsThere is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.2202,710ial Care Savings2202,710Service DescriptionHousing Strategy Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.940EqualitiesReduced monitoring of Equalities data in relation to the housingReduced monitoring of Equalities data in relation to the housing1	Impact on other departmentsNoneNoneEqualities Equalities ImplicationsThere is an equalities implication in terms of service users. An 	Impact on other departmentsNoneEqualities Equalities ImplicationsThere is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.2202,7101,5761,133Service ImplicationHousing Strategy Description2202,7101,5761,133Service Implication Strategy officer - deletion of 1 FTE Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies implications Impact on other departments9404300EqualitiesReduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.Equalities data in relation to the housing111	Impact on other departmentsNoneNoneEqualities ImplicationsThere is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.2202,7101,5761,133ial Care Savings2202,7101,5761,133Service DescriptionHousing Strategy Housing Strategy officer - deletion of 1 FTE Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies Implications9404300LBusiness Plan implications Impact on other departmentsReduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.111	Impact on other departmentsNoneNoneEqualities ImplicationsThere is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.2202,7101,5761,133ial Care Savings2202,7101,5761,133Service DescriptionHousing Strategy Housing Strategy officer - deletion of 1 FTE Delays in completing key research that provide essential Staffing Implications9404300LMBusiness Plan implications Impact on other departmentsDelayed production of statutory strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.04300LM

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	
		<u>Service</u>	Environmental Health Housing								
HC&OP				218	0	33	0	0	L	H	SS2
P		Staffing Implications Increase in case loads for EHH officers and redundancy of line line line line line line line line									
Page 352		Equalities Implications	The service users approaching the Council for assistance with disrepair issues and Disabled Facility Grant requests are more likely to be from vulnerable backgrounds i.e. older people, disabled people. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	
HGA OD		Service	Housing Options		_			_			
нс&ор	CH42		Housing options adviser deletion of 1.5 FTE	543	0	53	0	0	м	н	SS2
		Service Implication	The loss of front line operational staff may affect the Council's								
			ability to respond to housing need particularly in its ability to								
			respond in a timely manner to prevent homelessness. The likely								
			outcome will be a reduction in homelessness preventions and								
			an increased use of temporary accommodation with a								
			corresponding increase in non-controllable general fund								
			expenditure.								
			This will lead to redundancy costs for the Council and possible								
			increases in caseloads for remaining staff.								
		Business Plan	Homelessness Preventions: Currently 550 households								
		implications	prevented from becoming homelessness each year, the								
			reduction of 1.5 officers would see a decrease in the number of								
			homeless preventions being achieved.								
		Impact on other	Increased homelessness has impacts in both CSF and adult								
			social care. Increased rough sleeping will impact on crime and								
			disorder.								
ິດັ		Equalities	BME communities are over represented nationally in homeless								
Page		•	statistics and this may lead to a further increase in episodes of								
<u>e</u>			homelessness for these groups. An EA would be undertaken								
			and where appropriate work will be done to mitigate the impact.								
35											
် မ	I	1			•						

			TT AND HOUSING SAVINGS - BUDGET PRO								Transf
Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH43	<u>Service</u>	Housing Needs and Enablement Service and Environmental Health Housing	1,102	0	0	100	62	н	н	SS2
		Description	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH.								
		Service Implication	The loss of front line operational staff will affect the Council's ability to respond to housing need, particularly in its ability to respond in a timely manner to prevent homelessness and sustain tenancies in the private rented sector.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy. This would also lead to an increased workload for the remaining staff.								
		Business Plan implications	This would impact services across the division - impacting our ability to prevent homelessness, maintain standards in private sector accommodation and maintain our statutory housing strategies.								
Page		Impact on other departments	Increased homelessness has impacts in both children and adult social care. Increased rough sleeping will impact on crime and disorder.								
je 354		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. There would also be an equalities implication in terms of the staff who would be impacted by any								
			redundancies.								
Total H		General Fund Savings				129	100	62			
НС&ОР	CH44	<u>Service</u> Description Service Implication	Library & Heritage Service Deletion of all administrative support All admin functions will be undertaken by managers and staff. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library.	59	0	26	0	0	м	м	SS2
		Staffing Implications	Deletion of 1xFTE								
		Business Plan implications	None identified provided that new online hall booking system is installed correctly and does not impact on current income levels.								
		Impact on other departments Equalities Implications	Single point of contact for Bookstart enquiries will be dispersed to a library team with a lead contact. Support will be provided in libraries and by telephone for customers who cannot make online bookings.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH45	Staffing Implications Business Plan implications Impact on other departments	Library & Heritage Service Reduction in activities programme Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes. None identified. None identified. All schemes will continue but delivered in more cost effective ways. None identified.	2	0	2	0	0	L	М	SNS1
нс&ор	CH46	<u>Service</u> Description	Library & Heritage Service Withdrawal from annual CIPFA public library user survey (PLUS)	3	0	3	0	0	L	м	SNS1
Page 3		Service Implication	The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner.								
355		Impact on other departments Equalities	Some impact on benchmarking and ability to measure customer satisfaction but nothing specific. None identified. Reduced information on customer satisfaction although some information can be retrieved through other sources.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
				£000						inipact	
нс&ор	CH47	Service Description	Library & Heritage Service	20	0						SNS1
neuor	01147	Description Service Implication	Reduction in volunteering contract A reduction in the contract to the voluntary sector to provide this	38	0	20	U	0	M	М	51151
		Service implication	service. The proposal will have no effect on the Home Visits								
			Library Service but will mean that the recruitment of volunteers								
			will be fully managed by the library service. The proposal should								
			streamline the volunteer recruitment process but will increase								
			capacity constraints.								
		Staffing Implications	Some impact on staff meaning that they will have to undertake								
			more administrative processes in the volunteer recruitment								
			process.								
		Business Plan	Volunteering recruitment and retention are key service								
		implications	priorities. It is felt that the changes being proposed would lead								
			to improved recruitment time for volunteers but will increase								
			capacity challenges.								
		Impact on other	None identified.								
D		departments	None identified.								
) a		Equalities Implications	None identified.								
age		Service	Library & Heritage Service								
HC&OD	CH48	Description	Reduction in media fund	239	0	45	0	0	м	м	SNS1
ι Ω		Service Implication	The reduction will lead to less stock being procured. Some of	200	Ŭ		Ŭ		141		ONOT
50			this will be managed through improved procurement systems,								
•••			availability of stock through the wider London network of								
			libraries and the likely transfer of more customers to using e-								
			book services.								
		Staffing Implications	None identified.								
		Business Plan	Stock borrowing and active usage are key service objectives.								
		implications	These reductions will likely lead to less choice and could lead to								
			a reduction in usage and customer satisfaction.								
		Impact on other	None identified.								
		departments									
		Equalities	Reduced customer choice will be mitigated somewhat by								
		Implications	improving procurement methods.								

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

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH49	<u>Service</u> Description	Library & Heritage Service Additional staff savings	1,070	0		38		м	м	SS2
licator	01143	Service Implication	Savings to be delivered through process re-engineering and	1,070	0	0	30	U	141	IVI	552
			redistributing responsibilities across service structure.								
		Staffing Implications									
		Business Plan	No specific implications but could have an effect on usage,								
		implications	customer satisfaction and income.								
		Impact on other	None identified.								
		departments									
		Equalities	More customer support will be provided online and via self-								
		Implications	service. Recruitment of additional volunteers will attempt to mitigate any service reductions.								
		Service	Library & Heritage Service								
нс&ор	CH50	Description	Deletion of Projects & Procurement Manager post	184	0	0	22	0	м	м	SS2
		Service Implication	The Projects & Procurement Manager post is a fixed term post								
			in place to ensure the smooth rollout of new self-service technology and to progress library redevelopments along with								
_			managing efficiency savings already agreed. The contract ends								
0			in March 2017 and the post has been put forward for savings								
Θt			upon its expiry.								
Page		Staffing Implications	Deletion of 0.6xFTE								
35		Business Plan	The post is crucial to ensuring that efficiency savings are								
2		implications	delivered but is proposed to be deleted upon completion of								
7		Implicatione	these works.								
		Impact on other	None identified.								
		departments									
		Equalities	None identified.								
		Implications									
	ibraries	W			000	96					
I otal C	ommuni	ty & Housing Savings			220	2,935	1,736	1,195			

<u>Savin</u>	gs Type	Panel	
SS2	Staffing: reduction in costs due to deletion/reduction in service	C&YP	Children & Young People
SNS1	Non - Staffing: reduction in costs due to efficiency	O&S	Overview and Scrutiny
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	HC&OP	Healthier Communities & Older People
SP1	Procurement / Third Party arrangements - efficiency	SC	Sustainable Communities
C DO			

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

SG1 Grants: Existing service funded by new grant

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

SPROP Reduction in Property related costs

SI1 Income - increase in current level of charges

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

SAVINGS REJECTED BY CABINET 2013/14

SUMMARY

	2013/14	2014/15	2015/16	2016/17	TOTAL
	£000	£000	£000	£000	£000
Service Area					
Corporate Services	0	0	0	0	0
Children, Schools and Families	0	25	0	0	25
Environment and Regeneration	0	122	120	80	322
Community and Housing	0	0	0	0	0
Rejected by Cabinet	0	147	120	80	
Cumulative	0	147	267	347	

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

	Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
	C&YP	CSF06	<u>Service</u>	CSF Children Social Care & Youth Inclusion								
			Description	Duke of Edinburgh reprovide via schools funding	53		25			L	L	SI2
			Service Implication	Seek new partnership with schools to fund DofE work with pupils.								
			Staffing	None if income target met.								
			Business Plan implications	Expansion of sixth forms and RPA could mean more potential GOLD groups and more income required from schools.								
			Impact on other departments	None								
			Equalities Implications	None								
Pa	Sub-total:	Children	, Schools and Fai	milies Rejected Savings 2013/14		0	25	0	0			

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DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

	Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
	SC	EN38	Service/Section	Leisure & Culture Development Team							
			Description	Reduction of Core Arts Grants to Attic Theatre - Proposal to further reduce Attic by £1k per annum in each of 2015/16 & 2016/17 financial years	120		1	1	Low	Medium	SNS2
			Service Implication	There are already reductions year on year on this grant and this would continue the reductions for two further years requiring the organisations to generate this shorfall through alternative funding sources and income generation							
			Staffing Implications	None							
Page			Business Plan	None							
<u></u> <u></u> <u></u> <u></u>			implications Impact on other	None							
Ð			departments								
360			Equalities Implications	None							
ő	SC	EN44	Service/Section	Parks, Greenspaces & Cemetries							
			Description	Undertake Public Value Review to drive out savings in parks and green spaces.	1,565	78	119	79	Low	High	SS2
			Service Implication	Potentially a significant reduction of core in-house service establishment. Greater community and voluntary sector inputs to front line service delivery. Has potential to result in reduction of direct local authority control of policy, strategy and quality standards within affected sites however.							
			Staffing	Depending on the outcome of the PVR, staff losses of 10-12FTE							
			Implications	could be anticipated.							
			Business Plan	Yes. Integral to current service plan projects							
			implications Impact on other	No significant impact							
			departments								
			Equalities	Yes							
			Implications								

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

	Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility		
Γ	SC	EN46	Service/Section	Parks, Greenspaces & Cemetries								
Pa			Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks).(Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydons Road RG and Joseph Hood RG) Increased revenue from parking fees.Could however lead to a reduction in park usage and non parking income. No Yes. Integral to current service plan projects Yes, especially Parking Services Yes	1,565		44			Medium	Medium	SI2
ū	-	_										
age	Sub-total:	Environn	nent and Regener	ation Rejected Savings 2013/14		0	122	120	80			
36				Total		0	147	120	80			
Ő				Total - Cumulative		0	147	267	347			

SAVINGS REJECTED BY CABINET 17 February 2014

SUMMARY

	2015-16	2016-17	2017-18	Total
Service Area	£000	£000	£000	£000
Corporate Services	0	5	0	5
Children, Schools and Families	0	0	239	239
Environment and Regeneration	400	100	0	500
Community and Housing	0	0	0	0
Rejected by Cabinet	400	105	239	744
Cumulative	400	505	744	

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014 DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

	P a n e I	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	O&S		Infrastructure &Tra Description	nsactions Cease Councillors courier service and send items electronically or via the standard postal system.			5		Low	Low	SNS2
			Service Implication Staffing Implications Business Plan implications Impact on other	None None None							
Page 3	Total C		departments Equalities Implications Services Savings	None		0	5	0			

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SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2014/18

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF03	<u>Service</u> Description Service Implication	<u>All Divisions</u> Further reductions in staffing across CSF. Detailed proposals will need to be determined nearer the time in the context of statutory requirements and regulatory arrangements, demographic changes in overall numbers and the profile of the population. Will involve reduced thresholds and management of increased risks in relation to safeguarding. May require us to challenge regulatory staffing ratios.	22,661				239	High	High	SS2
000000000000000000000000000000000000000		Staffing Implications Business Plan implications Impact on other departments Equalities	Approximately 8 staff FTE redundant. Reduced service offering. Significantly increased risk. Unlikely to be significant but will need to be assessed in light of detailed proposals at the time. Will lead to a reduction in service to disadvantaged								
Total C	hildren, Sc	Implications hools and Families S	groups within the community. avings		0	0	0	239			

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014 DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

	Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	SC	EV03		Building & Development Control Deletion of two enforcement officer posts	184	80			Low	High	SS2
				Although a non-statutory service, this will lead to a sharp decrease in the sections ability to respond to enforcement complaints.	104	00			LOW	nign	332
			Staffing Implications	Loss of 2 FTE's.							
			Business Plan implications	Significantly reduced ability to respond to enforcement complaints and resulting inability to support built environment objectives. Complaints will not cease so significant impact on DC sections ability to operate and generate income.							
			Impact on other departments	Ability to progress joint actions to improve areas will be reduced.							
σ			Equalities Implications	None							
ອັ	SC	EV04	Service/Section	Building & Development Control							
Page 365			Service Implication	Outsourcing of certain administrative functions It is not entirely proven that outsourcing (scanning) will be more efficient as the team works very well. Other authorities have had issues with loss of control. Further analysis will be needed	204	30			Medium	Medium	SS2
			Staffing Implications	1FTE although depends on which functions are outsourced and the cost of those services							
			Business Plan	Loss of control of functions could lead to a slow down in business							
				processes.							
			Impact on other departments	None envisaged if successful							
			Equalities								
			Implications	None							

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014 DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV05	Service/Section	Building & Development Control							
		Description	Development of shared service for Planning and Building Control admin	204	30			Medium	Medium	SS1
		Service Implication	The admin service has already been reduced to a point where it is not possible to progress work on time resulting in reduced service performance. Conjoining the admin teams may provide resilience but efficiencies are unlikely							
		Staffing Implications	Loss of one FTE							
		Business Plan implications	Reduced ability to progress cases to professional officers on time resulting in further reduced performance, more complaints and downward spiral in service provision							
		departments Equalities	Reduced performance will slow respond times for other council projects i.e. Schools None							
		Implications								
SC	EV06	Service/Section Description	Building & Development Control Deletion of two planning officer posts	217	80			Low	High	SS2
		Service Implication	This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service.	217				Low	riigii	002
		Staffing Implications	Loss of 2 professionally qualified planners							
		Business Plan implications	Significantly reduced ability to determine planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Government intervention. HPDG (The Housing & Planning Delivery Grant)has historically funded 2 posts. This grant aid will expire in June 2014 in any event. This will significantly exacerbate the impact of these savings proposals.							
		•	Reduced ability to progress councils own developments on time e.g.							
		departments	Schools expansion programme ,Future Merton regeneration initiatives.							
		Equalities	None							
		Implications								

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014 DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV07	Service/Section	Building & Development Control							
		Description	Deletion of one planning area team leader post	126	50			Low	High	SS2
		Service Implication	This will lead to a sharp decrease in the sections ability to respond to and							
			provide an acceptable level of service. Loss of one professionally qualified team leader.							
		Business Plan	Significantly reduced ability to progress planning applications on time,							
			with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Gov't intervention							
			Reduced ability to progress councils own developments on time e.g. Schools expansion programme ,Future Merton regeneration initiatives.							
		Equalities Implications	None							
	EV10	Service/Section	Greenspaces							
		Description	To be determined through TOM, which will generate a series of business cases for volunteering channel shift and commercialisation of service.	2,763	130	100		Medium	High	SP1
			To be determined through TOM; working with volunteering channel shift to mitigate impact and maintain current level of service delivery; increase income through further commercialisation to offset budget reduction.							
		Staffing Implications	To be determined through TOM							
		Business Plan implications	To be determined through TOM							
		Impact on other departments	To be determined through TOM							
		Equalities Implications	To be determined through TOM							
		1	L avings: REJECTED/DEFERRED SAVINGS		400	100	0			

Council Tax Base 2015/16

1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16.The Council is required to determine its Council Tax Base by 31 January 2015.
- 1.2 In 2013/14 the Council Tax Base calculation was affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensured that new local council tax support schemes, implemented under the Local Government Finance Act 2012, were fully reflected in the council tax base for all authorities.
- 1.3 At its meeting on 10 November 2014, Cabinet considered two reports which have implications for the Council Tax being, being Council Tax Empty Homes Premium, and the Council Tax Support Scheme 2015/16. At the meeting it was resolved that:-
 - That Cabinet agrees that the Council will implement the council tax empty home premium of an additional charge of 50% on the council tax for long term empty properties (over two years empty) from 1st April 2015.
 - That Cabinet agree to the uprating changes for the 2015/16 council tax support scheme, detailed in the report, in order to maintain low council tax charges for those on lower incomes and other vulnerable residents.
- 1.4 The calculation of the Council Tax Base reflects the changes agreed by Cabinet.

2. CALCULATING THE COUNCIL TAX BASE FOR 2015/16

- 2.1 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 2.2 The relevant amounts are calculated as
 - number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
 - adjusted for the number of exemptions, discounts, reductions for disability, and premiums that apply to those dwellings.

- 2.3 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 17 October 2014 and Merton met this deadline.
- 2.4 The CTB form for 2015/16 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 2.5 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year. There is currently a review of the WPCC boundaries which may have an impact on the final calculation of the WPCC Council Tax Base.

2.6 Assumptions in the MTFS

- 2.6.1 Other than changes in the actual council tax rates levied, in producing a forecast of council tax yield in future years, there are two key variables to be considered:-
 - the year on year change in Council Tax Base
 - the council tax collection rate
- 2.6.2 The draft MTFS reported to Cabinet on 20 October assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.
- 2.6.3 The assumptions used in paragraph 2.6.2 will be applied to the latest Council Tax Base information included on the CTB return completed on 17 October 2014.
- 2.7 Information from the October 2013 Council Tax Base Return
- 2.7.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.
- 2.7.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2013/14:-

Council Tax Base	2014/15	2015/16	Change
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common	10,708.8	10,880.0	1.6%
Conservators			

3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

3.1 Assuming that council tax charges remain as for 2014/15 the estimated income compared to 2014/15 and the current assumption in the MTFS are summarised in the following table:-

Council Tax: Whole area	2014/15	2015/16 MTFS Council 5/3/14	2015/16 MTFS Cabinet 20/10/14	2015/16 Based on CTB Return
Tax Base	68,087.4	68,427.8	68,604.2	69,638.0
Band D Council Tax	£1,102.25	£1,102.25	£1,102.25	£1,102.25
Estimated Yield	£75.05m	£75.43m	£75.62m	£76.76m
Change: 14/15 – latest 15/16				+ £1.71m
Change: Council–latest 15/16				+ £1.33m
Change: Cabinet-latest 15/16				+ £1.14m

- 3.2 Analysis of changes in yield 2014/15 to latest 2015/16
- 3.2.1 There are a number of reasons for the change in estimated yield between 2014/15 and the latest estimate based on the CTB data.
- 3.2.2 Over this period the Council Tax Base increased by 1,550.6 from 68,087.4 to 69,638 which multiplied by the Band D Council Tax of £1,102.55 results in additional yield of £1.709m.
- 3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits between years varies and the methodology used in each year is different. However, broadly the changes can be analysed as follows:-
 - a) <u>Change in collection rate from 97% to 97.25%</u> This increases the Council Tax Base by about 170 per year and equates to additional yield of approximately £0.187m.
 - b) <u>Number of Chargeable Dwellings and Exempt Dwellings</u> Between years the number of properties increased by 348 from 82,241 to 82,589 and the number of exempt dwellings reduced by 89 from 949 to 860. This means that the number of chargeable dwellings increased by 437 between years. Based on a full charge, this equates to additional council tax of £0.482m.
 - c) <u>Amount of Council Tax Support Reduction</u> In 2014/15 there was a reduction of 10,309.31 to the Council Tax Base for the council tax support reduction. This has reduced to 9,686.64 in 2015/16 which is a change of 622.67 and equates additional council tax of about £0.686m.

d) Changes in Discounts and Exemptions

Overall, the level of discounts and exemptions in the 2015/16 calculation is less than that included in 2014/15 resulting in an increase of about 353 in the council tax base which increases yield by around £0.389m

e) <u>Summary</u>

The following puts the individual elements together to show how the potential council tax yield changes between 2014/15 and 2015/16:-

	Approx.	Approx.
	Change in	Change
	Council	in Council
	Tax Base	Tax yield
		£m
Increase Collection Rate: 97% to 97.25%	170	0.187
Increase in number of chargeable dwellings	437	0.482
Change in Council Tax Support Reductions	623	0.686
Change in discounts and exemptions	353	0.389
Balance due to changes in distribution etc.	(32)	(0.035)
Total	1,551	1.709

Approved and Indicative Programme a	s at October 20	14 Monitori	ng with Prop	osed Change	S					IDIX 4
	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Úpdated
Merton	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Iotal Corporate Services	5,935,910					1,500,000			1,435,000	
Total Community and Housing	3,019,110			-	-	340,000	340,000	340,000	340,000	-
Total Children, Schools and Families		18,263,560			20,103,800	3,265,600			658,800	-
Total Environment and Regeneration		17,470,560				4,873,000	4,654,000		4,654,000	
	47,317,970	44,041,560	46,259,640	29,595,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,80
	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Update
Merton	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Total Corporate Budgets	1,782,500	2,007,000	1,000,000	0	0	0	0	0	0	
Total Buisness Improvement	1,293,840	1,496,000		0	-	0	-	0	0	
tal Corporate Governance	9,920			0	-	0		0	0	
tal Corporate Governance	333,450		ů	0	0	0	0	0	0	
Total Information Technology	1,105,280			1,881,000	1,007,000	575,000	860,000	770,000	560,000	
total Facilities Management	1,103,280					925,000		-	875,000	
Total Corporate Services	5,935,910	6,500,550		2,881,000		1,500,000	1,760,000	1,645,000	1,435,000	
Total corporate services	3,933,910	0,300,330	3,802,000	2,001,000	2,737,000	1,300,000	1,700,000	1,045,000	1,433,000	1,430,00
Community and Housing										
Total Adult Social Care	340,980	0	0	0	0	0	0	0	0	
Total Merton Adult Education	1,980	0	0	0	0	0	0	0	0	
Housing										
The Gables Mitcham	577,300	0	0	0	0	0	0	0	0	
8 Wilton Road	489,240	0	0	0	0	0	0	0	0	
Western Road	760,000	115,000	0	0	0	0	0	0	0	
Disabled Facilities	839,610	1,341,890	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,0
Other Housing	10,000	0	0	0	0	0	0	0	0	
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	
Total Community and Housing	3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,0

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Üpdated Budget 23/24
Children, Schools and Families										
Total Primary School Expansions	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	
Total Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	
Total Other	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,80
Total Children, Schools and Families	25,265,200	18,263,560	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,80
Environment and Regeneration										
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,00
Total Greenspaces	998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,00
Total Highways General Planned Works	714,630	434,600	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,00
🕁 tal Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,00
Dotal Leisure Centres	734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,00
F otal Other E&R	234,340	300,000	0	0	0	0	0	0	0	
Total On and Off Street Parking	1,342,910	0	0	0	0	0	0	0	0	
tal Regeneration Partnerships	2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	
Total Plans and Projects	70,000	0	0	0	0	0	0	0	0	
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,00
Total Street Scene	80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,00
Total Transport for London	2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	
Total Traffic and Parking Management	216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,00
Total Transport and Plant	620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,00
Total Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	
Total Waste Operations	215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,00
Total Environment and Regeneration	13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Corporate Services	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Corporate Budgets												
Acquisitions Budget	CA003MA	OSC	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	CT012EAZ	OSC	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	CA004MA	OSC	500,000	1,000,000	500,000	0	0	0	0	0	0	0
Total Corporate Budgets			1,782,500	2,007,000	1,000,000	0	0	0	0	0	0	0
Business Improvements												
Replace doc management system	CT012EM	OSC	300,000	440,000	0	0	0	0	0	0	0	0
Customer Contact Programme	CT021EA	OSC	300,000	485,000	0	0	0	0	0	0	0	0
Data Labling	CT023NA	OSC	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	CT007EA	OSC	400,000	571,000	0	0	0	0	0	0	0	0
Total Buisness Improvement			1,293,840	1,496,000	0	0	0	0	0	0	0	0
Corporate Governance												
IER Capital Hardware	CT019NC	OSC	9,920	0	0	0	0	0	0	0	0	0
Total Corporate Governance			9,920	0	0	0	0	0	0	0	0	0
Resources												
Improving Information Systems	CT020NB	OSC	333,450	228,250	0	0	0	0	0	0	0	0
Total Resources			333,450	228,250	0	0	0	0	0	0	0	0
Information Technology												
Disaster recovery	CT003EA	OSC	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	CT006EA	OSC	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	CT012ED	OSC	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	CT022EA	OSC	125,000	200,000	200,000	75,000	0	0	0	0	0	0
Room and Space Management	CT007EX	OSC	66,500	0	0	0	0	0	0	0	0	0
Total Information Technology			1,105,280	584,000	1,862,000	1,881,000	1,007,000	575,000	860,000	770,000	560,000	575,000
Facilities Management												
Civic Centre refurbishment	CF001AB	OSC	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	CF002SA	OSC	500,000	1,800,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	CF011FA	OSC	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	CF011FB	OSC	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	CF004SA	OSC	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	CF001AL	OSC	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers		OSC	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment		OSC	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improveme	nts	OSC	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	CF001AK	OSC	145,920	0	0	0	0	0	0	0	0	0
Total Facilities Management					1,000,000			-		875,000	875,000	875,000
TOTAL			5,935,910	6,500,550	3,862,000	2,881,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000

Community and Housing	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Adult Social Care												
Laptops for Other Staff	CC018EB	HCOP	61,880	0	0	0	0	0	0		0	0
CareFirst report Development	CC018FA	HCOP	14,000	0	0	0	0	0	0	0	0	0
Excel Add-Ins	CC018FB	HCOP	3,000	0	0	0	0	0	0	0	0	0
Captive E-Learning CareFirst	CC018FC	HCOP	8,350	0	0	0	0	0	0	0	0	0
Adult Social care Collections	CC018MA	HCOP	10,000	0	0	0	0	0	0	0	0	0
Telehealth	CC018MB	HCOP	43,750	0	0	0	0	0	0	0	0	0
JMC Extension	CC018MD	HCOP	200,000	0	0	0	0	0	0	0	0	0
Total Adult Social Care			340,980	0	0	0	0	0	0	0	0	0
Merton Adult Education												
MAE Finance Lease		SC	1,980	0	0	0	0	0	0	0	0	0
Total-Merton Adult Education			1,980	0	0	0	0	0	0	0	0	0
Houging												
Birones Close	CC014RA	SC	10,000	0	0	0	0	0	0	0	0	0
The Cables Mitcham		SC	577,300	0	0	0	0	0	0	0	0	0
8 Wilten Road	CC017AA	SC	489,240	0	0	0	0	0	0	0	0	0
191-193 Western Road		SC	0	115,000	0	0	0	0	0	0	0	0
Western Road *	CC020RA	SC	760,000	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	CC022RA	SC	800,000	1,269,470	724,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Universal Coldbusters		SC	19,610	0	0	0	0	0	0	0	0	
Small Repairs Grant	CC023RA	SC	20,000	72,420	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Housing			2,676,150	1,456,890	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Libraries												
Relocation of Colliers Wood Library	CC011AA	SC	0	0	550,000	0	0	0	0	0	0	0
Library Self Service	CC011AB	SC	0	350,000	0	0	0	0	0	0	0	0
Total Libraries			0	350,000	550,000	0	0	0	0	0	0	0
TOTAL			3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Primary School Expansions										
All Saints/ South Wim YCC exp	14,250	0	0	0	0	0	0	0	0	0
Cranmer expansion	2,051,770	0	0	0	0	0	0	0	0	0
Dundonald expansion	788,000	4,218,860	1,117,000	0	0	0	0	0	0	0
Gorringe Park expansion	9,620	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	3,216,520	1,623,830	0	0	0	0	0	0	0	0
Holy Trinity Expansion	61,000	0	0	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	83,350	0	0	0	0	0	0	0	0	0
Liberty expansion	2,620	0	0	0	0	0	0	0	0	0
Merton Abbey	3,621,050	889,710	0	0	0	0	0	0	0	0
Pelham School Expansion	2,992,220	2,523,340	0	0	0	0	0	0	0	0
Poger Permanent Expansion	3,586,740	410,730	0	0	0	0	0	0	0	0
St Mary's expansion	2,786,850	159,190	0	0	0	0	0	0	0	0
Singlegate expansion	2,915,000	2,493,830	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	3,580	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	429,380	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	95,000	2,575,000	2,075,000	0	0	0	0	0	0
23 FE School Expansion	0	0	100,000	555,000	2,575,000	1,600,000	0	0	0	0
26 FE School Expansion	0	0	0	618,780	0	0	0	0	0	0
27 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
28 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
Total Primary School Expansions	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
Scheme 1 Phased Extra 4fe	20,000	180,000	2,800,000	0	3,677,560	0	0	0	0	0
Scheme 2 Phased Extra 4fe	20,000	180,000	2,800,000	0	2,270,120	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	20,000	180,000	2,800,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	0	95,000	1,500,000	1,527,640	0	0	0	0	0
Scheme 6 Phased Extra 2fe	20,000	30,000	1,900,000	3,000,000	2,000,000	0	0	0	0	0
Scheme 4 New School Extra 6fe	20,000	1,080,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0

APPENDI	X 3
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	Updated									
Children, Schools and Families	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22	Budget 22/23	Budget 23/24
Cricket Green	20,000	130,050	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	179,110	836,290	0	0	0	0	0	0	0	0
Perseid	335,670	1,150,270	0	0	850,000	850,000	0	0	0	0
Perseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	40,000	1,160,000	0	0	0	0	0	0	0	0
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Other										
Feasibility										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Devolved Formula Capital	408,830	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	666,170	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Merter Pk- Entrance adaptation	630	0	0	0	0	0	0	0	0	0
Rages Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Free School Meals	575,270	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	372,800	0	0	0	0	0	0	0	0	0
TotaOther	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
TOTAL	25,265,200	18,263,560	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Footways Planned Works												
Repairs to Footways	CE029FA	SC	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Footways Planned Works			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces												
Play Space Pollards Hill - S106	CE013EB	SC	5,000	0	0	0	0	0	0	0	0	0
Parks Investment	CE013SA	SC	216,000	216,000	331,000	216,000	322,500	350,000	350,000	350,000	350,000	350,000
Pay and Display Machines			0	60,000	0	0	0	0	0	0	0	0
Parks Bins - Finance Lease	CE003EA	SC	34,000	34,000	34,000	34,000	27,500	0	0	0	0	0
King George Rec Play Area	CE110CB	SC	9,990	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surf aci ng	CE110CE	SC	4,420	0	0	0	0	0	0	0	0	0
Sir Abeph Hood Crazy Golf	CE110CF	SC	4,670	0	0	0	0	0	0	0	0	0
Win edon Park Crazy Golf	CE110CG	SC	30,000	0	0	0	0	0	0	0	0	0
All Sai ts Play Area	CE110CH	SC	2,970	0	0	0	0	0	0	0	0	0
Nelso Gardens Community Space	CE110CJ	SC	14,700	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	CE110CK	SC	9,570	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	CE009CA	SC	870	0	0	0	0	0	0	0	0	0
B619 Ravensbury Park entrance	CE009CC	SC	5,000	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	15,170	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	3,500	2,440	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	25,000	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	CE016CA	SC	12,000	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	CE017CD	SC	9,430	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	2,490	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	11,230	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	5,000	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	CE022CC	SC	6,470	0	0	0	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	CE026CA	SC	2,960	0	0	0	0	0	0	0	0	0
B683 Cannizaro Park			9,850	0	0	0	0	0	0	0	0	
B521 - Morden Park	CE027CA	SC	0	29,780	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	CE110SE	SC	21,000	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	CE110SG	SC	0	28,000	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B651 South Park Gardens Pavil	CE015CD	SC	17,000	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	CE019CA	SC	2,000	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	CE023CB	SC	3,060	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	CE022AB	SC	150,000	0	0	0	0	0	0	0	0	0
Tamworth Paddling Pool	CE110CL	SC	160,000	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	CE011CA	SC	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	CE009CF	SC	0	76,200								
Pollution	CE052MA	SC	45,000	15,000	0	0	0	0	0	0	0	0
Outdoor Gyms		SC	60,000									
Total Greenspaces			998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Highways General Planned Works												
Surface Water Drainage	CE024FA	SC	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
High ays bridges & structures	CE025FA	SC	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Main AntiSkid and Coloured	CE027FA	SC	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
River andle Footbridge	CE036FA	SC	43,320	0	0	0	0	0	0	0	0	0
B6460 Lombard Industrial Estat	CE137FB	SC	23,970	0	0	0	0	0	0	0	0	0
B639a Fair Green	CE137FD	SC	20,000	22,600	0	0	0	0	0	0	0	0
B642 Streatham Rd	CE144FA	SC	4,140	0	0	0	0	0	0	0	0	0
B671 Victoria Road	CE137FE	SC	30,280	0	0	0	0	0	0	0	0	0
B662 Brenley Close			13,940	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	CE007CC	SC	31,910	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	CE007CD	SC	25,000	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works			714,630	434,600	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Highways Planned Road Works												
Borough Roads Maintenance	CE026FA	SC	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Severe Weather Maintenance		SC	283,100	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works			1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Leisure Centres												
Leisure Centre Plant & Machine	CE038MA	SC	280,960	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	CE045AA	SC	100,000	900,000	9,000,000	1,000,000	0	0	0	0	0	0
Multi use Games Area at Canons	CE055CA	SC	215,000	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	CE056CA	SC	93,330	0	0	0	0	0	0	0	0	0
Public Halls	CE149AA	SC	20,000	0	0	0	0	0	0	0	0	0
GLL Football		SC	25,000									
Wimbledon Park Lake De-Silting			0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres			734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Other E&R												
Big Lottery Play Areas	CE044MA	SC	27,160	0	0	0	0	0	0	0	0	0
Priests House			0	300,000	0	0	0	0	0	0	0	0
Moto Working Initiative	CE095EA	SC	65,500	0	0	0	0	0	0	0	0	0
WH Smith Dilapidations	CE129SA	SC	86,680	0	0	0	0	0	0	0	0	0
Reb 000 Wall	CE129SA	SC	55,000	0	0	0	0	0	0	0	0	0
Total Other E&R			234,340	300,000	0	0	0	0	0	0	0	0
On and Off Street Parking												
Tackling Traffic Congestion			1,300,000	0	0	0	0	0	0	0	0	0
Improved parking- shop parades	CE132FA	SC	42,910	0	0	0	0	0	0	0	0	0
Total On and Off Street Parking			1,342,910	0	0	0	0	0	0	0	0	0
Regeneration Partnerships												
Industrial Estate Investment	CE059FA	SC	0	750,000	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	CE006FB	SC	1,336,420	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	CE006FC	SC	78,660	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	CE006FD	SC	200,000	1,800,000	885,000	0	0	0	0	0	0	0
Restoration of South Park Gdns	CE015CA	SC	169,890	0	0	0	0	0	0	0	0	0
Sect106 Bottleneck Skills Grnt	CE060RA	SC	14,070	0	0	0	0	0	0	0	0	0
B678 Commonside East	CE001FA	SC	55,010	0	0	0	0	0	0	0	0	0
S106 Wim broadwy CA	CE061FA	SC	0	46,480	0	0	0	0	0	0	0	0
Town Centre Investment	CE061FB	SC	0	1,688,000		0	0	0	0	0	0	0
Mitcham Town Centre Improvements	CE061FE	SC	400,000	301,630	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	CE061FF	SC	90,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B550 Mitcham means Business	CE064FA	SC	38,900	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	CE049CA	SC	0	72,350	0	0	0	0	0	0	0	0
Total Regeneration Partnerships			2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Plans and Projects												
Climate Change Initiatives	CE052MA	SC	70,000	0	0	0	0	0	0	0	0	0
Total Plans and Projects			70,000	0	0	0	0	0	0	0	0	0
Street Lighting												
Street Lighting Replacement Pr	CE068FA	SC	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Lighting			410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Street Scene												
Street scene enhancements	CE066FE	SC	15,000	250,000	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	CE066FG	SC	0	42,510	0	0	0	0	0	0	0	0
B5913 Street Scene Improvement	CE066FH	SC	0	17,680	0	0	0	0	0	0	0	0
Stree Programme	CE067FA	SC	65,000	65,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Street Scene			80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Tral 🕰 ort for London												
Accesibility Programme	CE104FD	SC	120,000	0	0	0	0	0	0	0	0	0
Cycle access/parking	CE104FG	SC	184,000	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	CE104FL	SC	18,400	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	CE104FN	SC	22,000	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	CE104RA	SC	184,000	0	0	0	0	0	0	0	0	0
Unallocated	CE104MA	SC	0	1,310,000	1,271,000	0	0	0	0	0	0	0
TFL Projected Slippage	CE026SA	SC	319,010	0	0	0	0	0	0	0	0	0
Biking Borough Programme	CE128RA	SC	27,600	0	0	0	0	0	0	0	0	0
Cycle Improvements	CE104RM	SC	90,000	0	0	0	0	0	0	0	0	0
Central Road			342,000	0	0	0	0	0	0	0	0	0
Bewley Bridge	CE111FG	SC	25,540	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	CE105FO	SC	109,250	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	CE105FR	SC	128,800	0	0	0	0	0	0	0	0	0
Coombe Lane			85,500	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	CE105FQ	SC	57,950	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	CE104FP	SC	290,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
A298/A238 Strategic Corridor	CE104FQ	SC	291,000	0	0	0	0	0	0	0	0	0
Total Transport for London			2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Traffic and Parking Management												
Traffic Schemes	CE142FA	SC	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	CE150NA	SC	37,500	0	0	0	0	0	0	0	0	0
S106 Cycle Imp Beverley Rounda		SC	43,500	0	0	0	0	0	0	0	0	0
Total Traffic and Parking Management			216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant												
Replacement of Fleet Vehicles	CE082EA	SC	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	CE085FA	SC	0	9,400	0	0	0	0	0	0	0	0
Sha rqd Space	CE085FF	SC	0	20,000	0	0	0	0	0	0	0	0
B60 Wim Town Centre trans imp	CE085FR	SC	0	5,000	0	0	0	0	0	0	0	0
B61	CE085FS	SC	30,000	12,490	0	0	0	0	0	0	0	0
Transportation Enhancements	CE085FW	SC	0	5,000,000	0	0	0	0	0	0	0	0
Tota Transport and Plant			620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Safer Merton - CCTV & ASB												
CCTV (match funding)	CE002EA	SC	0	300,000	300,000	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB			0	300,000	300,000	0	0	0	0	0	0	0
Waste Operations												
Alley Gating Scheme - Fly Tip	CE087FA	SC	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	CE090SA	SC	29,000	23,500	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	CE001EC	SC	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	CE092EA	SC	30,900	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	CE148EA	SC	130,000	0	0	0	0	0	0	0	0	0
Total Waste Operations			215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,000
TOTAL			13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref		Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
2014/17	EN14	Service/Section	Waste and Street Cleansing Operations			
		Description	Mobile technology including GPS and in cab monitors.Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency.	100		
		Service Implication	None			
		Staffing	3fte			
		Business Plan implications	None			
		Impact on other departments	Call centre			
		Equalities Implications	None			
			Total Environment and Regeneration Savings	100	0	0

Deferred Savings proposals

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

	Budget Process	Ref		Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
	2014/17	EN14	Service/Section	Waste and Street Cleansing Operations			
			Description	Mobile technology including GPS and in cab monitors.Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency.	-100	100	
			Service Implication	None			
			Staffing Implications	3fte			
Page			Business Plan implications	None			
			Impact on other departments	Call centre			
384			Equalities	None			
4				Total Environment and Regeneration Savings	-100	100	0

DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD

DRAFT MITS 2015-19: RE-PRICED AND ROLLEI	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Departmental Base Budget 2014/15	144,420	144,420	144,420	144,420
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	Ó	Ó	0
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(334)	(436)	(436)	(436)
Taxi card/Concessionary Fares	158	608	1,058	1,508
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	610	986	1,056	1,129
Re-Priced Departmental Budget	145,675	145,761	149,456	153,578
Treasury/Capital financing	13,685	14,386	15,782	17,180
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,769)	(12,474)	(12,473)	(12,473)
Levies	637	637	637	637
Sub-total: Corporate provisions	6,758	6,944	8,538	10,143
BUDGET REQUIREMENT	152,433	152,705	157,994	163,722
Funded by:	(00,400)	(04407)	(45.000)	(44,000)
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(35,155)	(36,515)
C. Tax Freeze Grant 2015/16	(868)	0		
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus				
	(2,487)	(2,000)	(2,000)	(2,000)
Council Tax inc. WPCC	(77,051)	(77,435)	(77,821)	(2,000) (78,208)
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(77,051) 421	(77,435) 0	(77,821) 0	(78,208) 0
Council Tax inc. WPCC	(77,051)	(77,435)	(77,821)	
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING	(77,051) 421 (148,879)	(77,435) 0 (142,270)	(77,821) 0 (135,706)	(78,208) 0 (133,508)
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(77,051) 421	(77,435) 0	(77,821) 0	(78,208) 0
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative)	(77,051) 421 (148,879) 3,554	(77,435) 0 (142,270) 10,435	(77,821) 0 (135,706) 22,289	(78,208) 0 (133,508) 30,214
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING	(77,051) 421 (148,879)	(77,435) 0 (142,270)	(77,821) 0 (135,706)	(78,208) 0 (133,508)
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative) - Use of Reserves	(77,051) 421 (148,879) 3,554 (2,841)	(77,435) 0 (142,270) 10,435 1,003	(77,821) 0 (135,706) 22,289 (3,914)	(78,208) 0 (133,508) 30,214 0
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative)	(77,051) 421 (148,879) 3,554	(77,435) 0 (142,270) 10,435	(77,821) 0 (135,706) 22,289	(78,208) 0 (133,508) 30,214
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative) - Use of Reserves	(77,051) 421 (148,879) 3,554 (2,841)	(77,435) 0 (142,270) 10,435 1,003	(77,821) 0 (135,706) 22,289 (3,914)	(78,208) 0 (133,508) 30,214 0
Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative)	(77,051) 421 (148,879) 3,554 (2,841) 713	(77,435) 0 (142,270) 10,435 1,003 11,438	(77,821) 0 (135,706) 22,289 (3,914) 18,375	(78,208) 0 (133,508) 30,214 0 30,214

Draft Departmental Budget Summaries 2015-16

FULL TIME EQUIVALENTS			2014/15	2015/1
Total FTE Staff			2,200.5	2,176.
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Estimate £000	Inflation £000	Variations £000	Estimate £000
Expenditure	2000	2000	2000	2000
Employees	90,272	1,085	608	91,96
Premises	8,808	87	(367)	8,52
Transport	12,824	106	678	13,60
Supplies and Services	159,257	853	3,709	163,81
Third Party Payments	79,750	1,005	481	81,23
Transfer Payments	108,354	0	(4,419)	103,93
Support Services	30,821	0	1,489	32,31
Depreciation and Impairment Losses	15,226	0	1,280	16,50
GROSS EXPENDITURE	505,312	3,136	3,459	511,90
Income				
Government Grants	(250,308)	0	452	(249,856
Other Reimbursements and Contributions	(22,368)	0	(1,224)	(23,592
Customer and Client Receipts	(55,874)	0	(3,369)	(59,243
Interest	(44)	0	0	(44
Recharges	(31,372)	0	(1,646)	(33,018
Reserves	(929)	0	1,203	27
GROSS INCOME	(360,894)	0	(4,585)	(365,480
NET EXPENDITURE	144,417	3,136	(1,126)	146,42
Corporate Provisions	18,125	(0)	(15,671)	2,45
NET EXPENDITURE	162,542	3,136	(16,798)	148,87
Funded by:	(00.700)	0	0.000	(00.40)
Revenue Support Grant	(39,738)	0	9,602	(30,136
Business Rates	(34,371)	0	410	(33,961
New Homes Bonus	(3,199)	0	712	(2,487
Council Tax	(75,049)	0	(1,709)	(76,758
Council Tax Freeze Grant 2015/16	0	0	(868)	(868)
Council Tax Freeze Grant 2014/15	(858)	0	858	
WPCC Levy	(293)	0	0	(293
Collection Fund	(4,236)	0	4,657	42
PFI Grant	(4,797)	0	0	(4,797
	(162,542)	0	13,663	(148,879
	0	3,136	(3,136)	
Other Variations: Contingency/Other				
Major Items: Corporate Provisions			£000	fte
Corporate borrowing and Investment			104	0.
Further provision for revenuisation/RCCO			(2,101)	0.
Pension Fund and Auto-enrolment			(9,392)	0. 0.
Contingency and centrally held provisions			(9,392)	0. 0.
Commychely and centrally held provisions			(90)	0.

	30	MMARY			
FULL TIME EQUIVALENTS				2014/15	2015/16
Total FTE Staff			ĺ	2,200.5	2,176.1
SERVICE AREA ANALYSIS		2014/15	[]	Other	2015/16
		Estimate	Inflation	Variations	Estimate
		£000	£000	£000	£000
Corporate Services		11,285	251	(306)	11,229
Education Services]] CSF	48,040	853	(4)	48,889
Children's Services]	40,040	000	(4)	40,003
Environment and Regeneration		22,853	363	(371)	22,84
Adult Social Care]				
Cultural Services Housing General Fund] C&H]	61,333	832	(445)	61,720
Public Health	-	0	0	0	(
		0	0	0	
Single Status		100	0	0	100
Pay Award		807	837	0	1,644
TOTAL NET SERVICE EXPENDITURE		144,417	3,136	(1,126)	146,427
Corporate Provisions/Appropriatio	ons	18,125	0	(15,671)	2,453
NET EXPENDITURE		162,542	3,136	(16,798)	148,879
Funded by:		(00,700)	0	0.000	(00.400
Revenue Support Grant Business Rates		(39,738) (34,371)	0 0	9,602 410	(30,136 (33,961
New Homes Bonus		(3,199)	0	712	(2,487
Council Tax		(75,049)	0	(1,709)	(76,758
Council Tax Freeze Grant 2015/16		0	0	(868)	(868
Council Tax Freeze Grant 2014/15		(858)	0	858	(000)
WPCC Levy		(293)	0	0	(293
Collection Fund		(4,236)	0	4,657	42 [,]
PFI Grant		(4,797)	0	0	(4,797
		(162,542)	0	13,663	(148,879
		0	3,136	(3,136)	(
Other Variations: Contingency/Other Major Items: Corporate Provisions				£000	fte
					110
Corporate borrowing and Investment				104	0.0
Further provision for revenuisation/RC	000			(2,101)	0.0
Pension Fund and Auto-enrolment				(9,392)	0.0
Contingency and centrally held provis	ions			(98)	0.0
Change in Grants				110	0.0
Appropriation to/from Reserves				(2,841)	0.0
Depreciation and impairment				(1,279)	0.0
CHAS - dividend				(174)	0.0
Levies				0	0.0

CORPORATE ITEMS ANALYSIS

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure	2000	2000	2000	2000
Cost of Borrowing including Minimum Revenue Provision	14,103	0	117	14,220
Further provision for revenuisation/RCCO	2,165	0	(2,101)	64
Pension Fund	13,134	0	(9,392)	3,742
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	300	0	(200)	100
Adjustment re Income re P3/P4	400	0) Ú	400
Provision for excess inflation	585	0	102	687
Bad Debt Provision	500	0	0	500
Contingency	1,500	0	0	1,500
Change in Corporate Specific and Special Grants	(47)	0	110	63
_evies:-				
_ee Valley	214		0	214
_ondon Pensions Fund	266		0	266
Environment Agency	157		0	157
NPCC	293		0	293
GROSS EXPENDITURE	33,871	0	(11,365)	22,507
ncome				
nvestment Income	(522)		(13)	(535
Depreciation & Impairment	(15,227)		(1,279)	(16,505)
Jse of Reserves - Closing the Gap Reserve	(10,221)		(2,841)	(2,841)
CHAS Dividend	0		(174)	(174)
GROSS INCOME	(15,749)	0	(4,307)	(20,055)
NET EXPENDITURE	18,123	0	(15,671)	2,451



SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)			2014/15	2015/16
Number of Permanent Staff			457.5	453.3
Number of Fixed term contracts			14.0	45.0
Number of FTE Sutton TUPE staff			40.6	39.0
Total FTE			512.1	537.3
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	23,220	22	(306)	22,936
Premises	2,882	35	(130)	2,787
Transport	143	2	(5)	139
Supplies and Services	11,078	172	235	11,48
Third Party Payments	1,333	20	(10)	1,343
Transfer Payments	98,188	0	(4,478)	93,710
Support Services	9,259	0	0	9,259
Depreciation and Impairment Losses	1,919	0	125	2,048
GROSS EXPENDITURE	148,022	251	(4,569)	143,704
Income				
Government Grants	(99,909)	0	4,743	(95,165
Other Reimbursements and Contributions	(5,393)	0	10	(5,383
Customer and Client Receipts	(6,183)	0	(343)	(6,526
Interest	0	0	0	(
Recharges	(25,253)	0	(147)	(25,400
Reserves	0	0	0	(
GROSS INCOME	(136,738)	0	4,263	(132,475
NET EXPENDITURE	11,285	251	(306)	11,229

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE) Number of Permanent Staff Number of Fixed term contracts Number of FTE Sutton TUPE staff Total FTE

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
512.1	537.3

	C	HANGE BET		S
SERVICE AREA ANALYSIS	2014/15		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Customer Services	2,465	30	(52)	2,443 0
Infrastructure & Transactions	(0)	77	(172)	(95) 0
Business Improvement	69	14	51	134
Corporate Governance	1,610	18	(268)	0 1,361
Resources	1,942	73	178	0 2,194
HR	4	13	(44)	0 (27)
Corporate Items	5,195	24	0	0 5,219
TOTAL EXPENDITURE	11,285	251	(306)	11,229
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	11,285	251	(306)	11,229

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services. Safety services was transferred to Infrastructure and Transactions in December 2014.

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

2014/15	2015/16
82.7	89.7
0.0	5.0
82.7	94.7

SUBJECTIVE ANALYSIS OF ESTIMATES 2014/15 Other 2015/16 Original Inflation Estimate Variations Estimate £000 £000 £000 £000 Expenditure 3,365 3,579 Employees 0 214 Premises 2,733 33 (121) 2,645 Transport 33 36 1 3 Supplies and Services 2,688 41 84 2,812 Third Party Payments 207 0 210 3 **Transfer Payments** 0 0 0 0 875 0 101 976 Support Services 0 1,916 128 2,045 Depreciation and Impairment Losses 77 409 12,302 **GROSS EXPENDITURE** 11,815 Income **Government Grants** 0 0 0 0 Other Reimbursements and Contributions 0 0 0 0 **Customer and Client Receipts** (2,063)0 (343) (2,406)0 Interest n ſ ſ (9,752) 0 (9,990)Recharges (238)Reserves 0 0 0 0 (12,396) **GROSS INCOME** (11,815) 0 (581) NET EXPENDITURE (0) 77 (172)(95)

Major Items	£000	fte
Previous years savings	(462)	(3.2)
New savings	(31)	
Transfer between departments	169	9.3
Technical adjustments	24	5.9
Depreciation adjustments	128	
Overheads adjustments		
TOTAL	(172)	12.0

CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

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

2014/15	2015/16
137.4	136.4
2.0	7.0
139.4	143.4

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,038	0	(90)	4,947
Premises	20	0	0	20
Transport	63	1	0	64
Supplies and Services	1,447	22	(44)	1,425
Third Party Payments	461	7	(10)	458
Transfer Payments	367	0	(367)	0
Support Services	2,465	0	0	2,465
Depreciation and Impairment Losses	3	0	(3)	0
GROSS EXPENDITURE	9,865	30	(514)	9,381
lu como				
Income Government Grants	(1.001)	0	400	(1 510)
Other Reimbursements and Contributions	(1,981)	0	462 0	(1,519)
	(930) (2,184)	0	0	(930) (2.184)
Customer and Client Receipts	(2,184)	0	0	(2,184)
Recharges	(2,305)	0	0	(2,305)
Reserves	(2,303)	0	0	(2,303)
1/2321/23	0	0	0	0
GROSS INCOME	(7,400)	0	462	(6,938)
NET EXPENDITURE	2,465	30	(52)	2,443

Major Items	£000	fte
Previous years savings	(40)	(1.0)
New savings	(33)	
Transfer between departments		
Technical adjustments	24	5.0
Depreciation adjustments		
Overhead adjustments	(3)	
TOTAL	(52)	4.0

BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Reengineering, Business Improvement and Programme Office.

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

2014/15	2015/16
30.9	31.5
11.0	21.0
41.9	52.5

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,541	0	(60)	1,481
Premises	0	0		0
Transport	3	0		3
Supplies and Services	928	14	111	1,054
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	318	0	0	318
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,791	14	51	2,856
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(84)	0	0	(84)
Interest	0	0	0	0
Recharges	(2,638)	0	0	(2,638)
Reserves	0	0	0	0
GROSS INCOME	(2,722)	0	0	(2,722)
NET EXPENDITURE	69	14	51	134

Major Items	£000	fte
Previous years savings	(81.0)	(1.0)
New savings	(10.0)	
Transfer between departments		
Technical adjustments	142.0	1.5
Depreciation adjustments		
Overheads adjustments		
TOTAL	51.0	0.5

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Safety Services was transferred to Infrastructure and Transactions in December 2014.

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

2014/15	2015/16
134.5	123.8
0.0	7.0
134.5	130.8

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 2014/15 £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
Employees	6,599	0	(332)	6,267
Premises	10	0	(3)	7
Transport	35	0	(3)	32
Supplies and Services	1,654	18	(122)	1,550
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	509	0	(101)	408
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,807	18	(561)	8,264
GROSS EXPENDITURE	8,807	18	(561)	8,264
Income	,	18		8,264
	(170)	18 0	(561) 170	8,264 0
Income	,			
Income Government Grants	(170)	0	170	0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest	(170) (4,412) (530) 0	0	170 33 0 0	0 (4,379) (530) 0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	(170) (4,412) (530)	0 0 0 0 0	170 33 0	0 (4,379) (530)
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest	(170) (4,412) (530) 0	0 0 0 0	170 33 0 0	0 (4,379) (530) 0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	(170) (4,412) (530) 0 (2,085)	0 0 0 0 0	170 33 0 0	0 (4,379) (530) 0 (1,994) 0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	(170) (4,412) (530) 0 (2,085)	0 0 0 0 0	170 33 0 0	0 (4,379) (530) 0 (1,994)

Major Items	£000	fte
Previous years savings	(156)	(1.0)
New savings	, ,	()
Transfer between departments	(181)	(5.5)
Technical adjustments	69	2.8
Depreciation adjustments		
Overhead adjustments		
TOTAL	(268)	(3.7)

RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth.

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

2014/15	2015/16
67.2	67.4
1.0	5.0
68.2	72.4

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure	2000	2000	2000	2000
Employees	3,821	0	(19)	3,802
Premises	105	2	(13)	100
Transport	4	2	(0)	4
Supplies and Services	3,834	69	207	4,110
Third Party Payments	169	3	207	4,110
Transfer Payments	9	0	0	9
Support Services	9 718	0	0	9 718
	0	-	0	-
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,660	73	182	8,915
lu se une				
	0	0	0	0
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(50)	0	(4)	(54)
Customer and Client Receipts	(753)	0	0	(753)
Interest	0	0	0	0
Recharges	(5,914)	0	0	(5,914)
Reserves	0	0	0	0
GROSS INCOME	(6,718)	0	(4)	(6,721)
NET EXPENDITURE	1,942	73	178	2,194

Major Items	£000	fte
Previous years savings	(5)	
New savings	(17)	
Transfer between departments		
Technical adjustments	200	4.2
Depreciation adjustments	0	
Overhead adjustments		
TOTAL	178	4.2

The HR division consists of: Strategic HR, Development, Diversity, iTrent Client team, Team. The function also interfaces with Sta Sutton. The payroll service is shared with L	Recruitment 8 aff Side. The H	Resourcin R service is	g, Central C shared with	perations the LB of
FULL TIME EQUIVALENTS (FTE)			2014/15	2015/16
Number of Permanent Staff			4.8	4.5
Number of Fixed term contracts			0.0	0.0
Number of FTE Sutton TUPE staff			40.6	39.0
Total FTE		<u>.</u>	45.4	43.5
SUBJECTIVE ANALYSIS OF ESTIMATES	2013/14		Other	2015/16
	Original		••	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	2,185	6	(19)	2,172
Premises	15	0		15
Transport	5	0	(5)	(0)
Supplies and Services	218 259	3 4	0	221 263
Third Party Payments Transfer Payments	259	4	0 0	263
Support Services	451	0	0	451
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,132	13	(24)	3,121
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(20)	(20)
Customer and Client Receipts	(569)	0	0	(569)
Interest	0	0	0	0
Recharges Reserves	(2,559)	0 0	0 0	(2,559) 0
Reserves	0	0	0	0
GROSS INCOME	(3,128)	0	(20)	(3,148)
NET EXPENDITURE	4	13	(44)	(27)
Other Variations are analysed as follows:				
Major Items			£000	fte
Previous years savings New savings			(5) (39)	
Transfer between departments			(39)	
Technical adjustments				(1.9)
Depreciation adjustments				(1.5)
Overheads adjustments				
TOTAL			(44)	(1.9)

CORPORATE ITEMS

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments.

FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2014/15	2015/16
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees*	672	16	0	688
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	308	5	0	313
Third Party Payments	238	4	0	242
Transfer Payments	97,812	0	(4,112)	93,700
Support Services	3,923	0	0	3,923
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	102,953	24	(4,112)	98,866
Income				
Government Grants	(97,758)		4,112	(93,647)
Other Reimbursements and Contributions	(97,758)		4,112	(93,047)
Customer and Client Receipts	0		0	0
Interest	0		0	0
Recharges	(0)		0	(0)
Reserves	(0)		0	(0)
Reserves	0		0	0
GROSS INCOME	(97,758)	0	4,112	(93,647)
NET EXPENDITURE	5,195	24	0	5,219

Other Variations are analysed as follows:

Major Items	£000	fte
Technical adjustments	(80)	
Overheads adjustments	(34)	
TOTAL	(114)	0.0

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

APPENDIX 3



2015/2016 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

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

2014/15	2015/16
445.5	461.8
75.4	73.7
0.0	0.0
520.9	535.6

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	25,140	22	740	25,902	4,136	21,766
Premises	1,426	6	132	1,564	309	1,255
Transport	3,340	47	(6)	3,381	65	3,316
Supplies and Services	138,679	570	3,388	142,637	134,649	7,988
Third Party Payments	27,129	208	20	27,357	10,191	17,166
Transfer Payments	417	0	(57)	360	0	360
Support Services	4,570	0	0	4,570	138	4,432
Depreciation and Impairment Losses	5,235	0	2	5,237	0	5,237
GROSS EXPENDITURE	205,936	853	4,219	211,008	149,488	61,520
Income						
Government Grants	(147,012)	0	(3,708)	(150,720)	(146,253)	(4,467)
Other Reimbursements and Contributions	(147,012) (6,507)	0	(3,700) (752)	(130,720)	(1,015)	(6,244)
	(0,307)	0	(152)	(1,203)	(1,010)	(0,244)
	(4 421)	0	51	(4 370)	(2 220)	(2 150)
Customer and Client Receipts	(4,421)	0	51	(4,370)	(2,220)	(2,150)
Customer and Client Receipts Interest	(44)	0	0	(44)	(2,220)	(44)
Customer and Client Receipts Interest Recharges Reserves	· · · ·	-	-	()	,	,
Customer and Client Receipts Interest Recharges	(44)	0	0 0	(44) 0	0	(44) 0

Major Items	£000	fte
Savings	(781)	-6.5
Overhead adjustments	0	
Depreciation adjustments	38	
Technical adjustments	739	
Revenuisation	0	
Transfers between departments	0	
TOTAL	(4)	(6.5

SERVICE AREA ANALYSIS	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Senior Management	1,296	11	38	1,345	о	1,34
Childrens Social Care	13,128	33	(685)	12,476	96	12,38
Commissioning, Strategy and Performance	13,260	94	168	13,522	4,266	9,25
Education	34,728	124	96	34,948	21,833	13,11
Schools	(21,200)	0	59	(21,141)	(26,195)	5,05
Other Childrens, Schools and Families	6,828	591	320	7,739	о	7,73
TOTAL NET EXPENDITURE	48,040	853	(4)	48,889	0	48,88

Γ

Senior Management

This budget contains provision for the Senior Management of Children, Schools and Familes Department.

FULL TIME EQUIVALENTS				[2014/15	2015/16
Number of Permanent Staff					4.0	4.(
Number of DSG Staff					0.0	0.0
Number of Fixed term contracts					0.0	0.0
Total FTE				l	4.0	4.0
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate £000	Inflation £000	Variations £000	Estimate £000	Estimate £000	Estimate £000
Expenditure						
Employees	494	0	29	523	0	52
Premises	0	0	0	0	0	(
Transport	1	0	0	1	0	1
Supplies and Services	743	11	9	763	0	763
Third Party Payments	0	0	0	0	0	(
Transfer Payments	0	0	0	0	0	(
Support Services	58	0	0	58	0	5
Depreciation and Impairment Losses	0	0	0	0	0	
GROSS EXPENDITURE	1,296	11	38	1,345	0	1,34
ncome						
Government Grants	0	0	0	0	0	
Other Reimbursements and Contributions	0	0	0	0	0	
Customer and Client Receipts	0	0	0	0	0	
nterest	0	0	0	0	0	
Recharges	0	0	0	0	0	
Reserves	0	0	0	0	0	
GROSS INCOME	0	0	0	0	0	
NET EXPENDITURE	1,296	11	38	1,345	0	1,34
Other Variations are analysed as follows:						
Major Items Overhead adjustments			£000	fte		
			0			
Transfer between departments			0			
Shared legal services devolved budgets			0			
Technical adjustments			38 38	0.0		
TOTAL						

Children's Social Care

This budget contains the funding for central sosial work; family and adolescent servicee; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

FULL TIME EQUIVALENTS				Γ	2014/15	2015/16
Number of Permanent Staff					205.2	207.
Number of DSG Staff					2.0	2.0
Number of Fixed term contracts					0.0	0.0
Total FTE					207.2	209.
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate £000	Inflation £000	Variations £000	Estimate £000	Estimate £000	Estimate £000
Expenditure	2000	2000	2000	2000	2000	2000
Employees	9,503	3	109	9,615	89	9,52
Premises	9,505 125	2	(33)	94	0	9,52
Fransport	123	3	(33)	192	1	19
Supplies and Services	1,160	12	(73)	1,099	6	1,09
Third Party Payments	1,781	12	(73)	1,099	0	1,09
Fransfer Payments	398	0	(552)	341	0	34
Support Services	598 1,745	0	(57)	1,745	0	1,74
Depreciation and Impairment Losses	1,745	0	0	1,745	0	1,74
Depreciation and impairment cosses		0	0	11	0	
GROSS EXPENDITURE	14,910	33	(604)	14,339	96	14,24
ncome						
Government Grants	(982)	0	(296)	(1,278)	0	(1,27
Other Reimbursements and Contributions	(609)	0	24	(585)	0	(58
Customer and Client Receipts	(5)	0	5	0	0	
nterest	0	0	0	0	0	
Recharges	0	0	0	0	0	
Reserves	(186)	0	186	0	0	
GROSS INCOME	(1,782)	0	(81)	(1,863)	0	(1,86
NET EXPENDITURE	13,128	33	(685)	12,476	96	12,38
Other Variations are analysed as follows:	13,120		(003)	12,470	90ļ	12,3
Major Items			£000	fte		
Savings			(220)	(4.5)		
Overhead adjustments			0			
Depreciation adjustments			0			
Transfer between departments			0			
Technical adjustments			(465)			
TOTAL			(685)	(4.5)		

Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

FULL TIME EQUIVALENTS]	2014/15	2015/16
Number of Permanent Staff					50.4	46.2
Number of DSG Staff					5.9	5.9
Number of Fixed term contracts					0.0	0.0
Total FTE				l	56.3	52.0
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16	2015/16
					DSG	LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	2,258	0	14	2,272	203	2,06
Premises	532	2	(11)	523	125	39
Fransport	40	0	(3)	37	5	3
Supplies and Services	6,349	64	(145)	6,268	2,030	4,23
Third Party Payments	5,862	28	372	6,262	3,752	2,51
Transfer Payments	0	0	0	0	0	
Support Services	595	0	0	595	32	56
Depreciation and Impairment Losses	0	0	0	0	0	
GROSS EXPENDITURE	15,636	94	227	15,957	6,147	9,81
ncome						
Government Grants	(106)	0	32	(74)	0	(74
Other Reimbursements and Contributions	(310)	0	27	(283)	(28)	(255
Customer and Client Receipts	(1,960)	0	(118)	(2,078)	(1,853)	(225
nterest	0	0	0	0	0	
Recharges	0	0	0	0	0	
Reserves	0	0	0	0	0	
GROSS INCOME	(2,376)	0	(59)	(2,435)	(1,881)	(55-
NET EXPENDITURE	13,260	94	168	13,522	4,266	9,25
Other Variations are analysed as follows:						
Major Items			£000	fte		
Savings			(321)	0.0		
Overhead adjustments			Ó			
Transfer between departments			0			
Revenuisation			0			
Technical adjustments			489			

Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

FULL TIME EQUIVALENTS				ſ	2014/15	2015/16
Number of Permanent Staff					183.7	201.8
Number of DSG Staff					67.5	65.9
Number of Fixed term contracts					0.0	0.0
Total FTE				L	251.2	267.6
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate £000	Inflation £000	Variations £000	Estimate £000	Estimate £000	Estimate £000
Expenditure						
Employees	10,106	0	598	10,704	3,206	7,498
Premises	734	3	176	913	150	763
Transport	3,112	44	(5)	3,151	58	3,093
Supplies and Services	13,956	58	162	14,176	12,465	1,711
Third Party Payments	9,435	19	97	9,551	6,440	3,111
Transfer Payments	19	0	0	19	0	19
Support Services	2,156	0	0	2,156	106	2,050
Depreciation and Impairment Losses	191	0	(19)	172	0	172
GROSS EXPENDITURE	39,709	124	1,009	40,842	22,425	18,41
Income						
Government Grants	(250)	0	(66)	(316)	(146)	(170
Other Reimbursements and Contributions	(2,337)	0	(949)	(3,286)	(79)	(3,207
Customer and Client Receipts	(2,394)	0	102	(2,292)	(367)	(1,925
Interest	0	0	0	0	0	(
Recharges	0	0	0	0	0	(
Reserves	0	0	0	0	0	(
GROSS INCOME	(4,981)	0	(913)	(5,894)	(592)	(5,302
NET EXPENDITURE	34,728	124	96	34,948	21,833	13,115
Other Variations are analysed as follows:						
Major Items			£000	fte		
Savings			(240)	(2.0)		
Overhead adjustments			0			
Transfer between departments			0			
Depreciation adjustments			17			
Technical adjustments			319			
TOTAL			96	(2.0)		

Schools

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

FULL TIME EQUIVALENTS]	2014/15	2015/16
Number of Permanent Staff					0.0	0.0
Number of DSG Staff				-	0.0	0.0
Number of Fixed term contracts				-	0.0	0.0
Total FTE					0.0	0.0
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate £000	Inflation £000	Variations £000	Estimate £000	Estimate £000	Estimate £000
Expenditure	2000	2000	2000	2000	2000	2000
Employees	639	0	(1)	638	638	(
Premises	34	0	Ó	34	34	(
Transport	0	0	0	0	0	(
Supplies and Services	116,251	0	3,897	120,148	120,148	(
Third Party Payments	0	0	0	0	0	(
Transfer Payments	0	0	0	0	0	(
Support Services	0	0	0	0	0	(
Depreciation and Impairment Losses	5,033	0	21	5,054	0	5,054
GROSS EXPENDITURE	121,957	0	3,917	125,874	120,820	5,05
Income						
Government Grants	(142,104)	0	(4,003)	(146,107)	(146,107)	(
Other Reimbursements and Contributions	(1,053)	0	145	(908)	(908)	(
Customer and Client Receipts	0	0	0	0	0	(
Interest	0	0	0	0	0	(
Recharges	0	0	0	0	0	(
Reserves	0	0	0	0	0	(
GROSS INCOME	(143,157)	0	(3,858)	(147,015)	(147,015)	
NET EXPENDITURE	(21,200)	0	59	(21,141)	(26,195)	5,054
Other Variations are analysed as follows:						
Major Items			£000	fte		
Depreciation adjustments			21			
Technical adjustments			38			
TOTAL			59	0.0		

Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Fotal FTE					2014/15	2015/16
Number of Fixed term contracts					2.2	2.2
					0.0	0.0
otal ETE					0.0	0.0
OTATITE				l	2.2	2.2
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate £000	Inflation £000	Variations £000	Estimate £000	Estimate £000	Estimate £000
Expenditure	2000	2000	2000	2000	2000	2000
mployees	2,140	18	(7)	2.151	0	2,151
Premises	_,0	0	0	_,01	0	, .
ransport	0	0	0	0	0	(
Supplies and Services	221	425	(462)	184	0	184
Third Party Payments	10,050	148	103	10,301	0	10,301
ransfer Payments	0	0	0	0	0	(
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	(
GROSS EXPENDITURE	12,427	591	(366)	12,652	0	12,65
ncome						
Government Grants	(3,570)	0	625	(2,945)	0	(2,945
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198
Customer and Client Receipts	(61)	0	61	0	0	(
nterest	(44)	0	0	(44)	0	(44
Recharges	0	0	0	0	0	(
Reserves	274	0	0	274	0	274
GROSS INCOME	(5,599)	0	686	(4,913)	0	(4,913
IET EXPENDITURE	6,828	591	320	7,739	0	7,739

APPENDIX 3



2015/2016 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract TUPE Staff Total FTE

2014/15	2015/16		
636	637		

	CHANGE BETWEEN YEARS				
SERVICE AREA ANALYSIS	2014/2015		Other	2015/2016	
	Original Estimate	Inflation	Variations	Estimate	
	£000	£000	£000	£000	
Street Scene and Waste	25,561	242	(8,754)	17,049	
Public Protection and Development	(5,741)	25	(2,095)	(7,811)	
Sustainable Communities	1,785	93	11,703	13,581	
Safer Merton	1,248	0	(1,248)	0	
Senior Management and Support	0	3	23	26	
TOTAL EXPENDITURE	22,853	363	(371)	22,845	

Departmental Summary

FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract TUPE Staff Total FTE

2014/15	2015/16
636	637

Other 2015/2016

SUBJECTIVE ANALYSIS OF ESTIMATES

	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	21,896	103	694	22,693
Premises	3,406	29	(347)	3,088
Transport	8,140	39	687	8,866
Supplies and Services	4,325	46	220	4,591
Third Party Payments	9,504	146	739	10,390
Transfer Payments	16	0	(7)	9
Support Services	8,635	0	1,343	9,979
Depreciation and Impairment Losses	7,333	0	1,250	8,583
GROSS EXPENDITURE	63,255	363	4,581	68,199
Income				
Government Grants	(410)	0	(358)	(768)
Other Reimbursements and Contributions	(2,413)	0	(1,181)	(3,593)
Customer and Client Receipts	(33,618)	0	(3,021)	(36,639)
Interest	(33,018)	0	(3,021)	(30,039)
Recharges	(3,010)	0	(1,343)	(4,353)
Reserves	(3,010) (950)	0	(1,343) 950	
Reserves	(950)	0	950	(0)
GROSS INCOME	(40,402)	0	(4,952)	(45,354)
NET EXPENDITURE	22,853	363	(371)	22,845

2014/2015

Major Items	£000	fte
Savings	(1,591)	
Depreciation adjustments	1,250	
Overheads adjustments	0	
Transfer between departments	(77)	
Technical adjustments	(146)	
Use of Reserves adjustments	193	
TOTAL	(371)	(

Street Scene and Waste: Transport Services, Waste Management and Operations.

FULL TIME EQUIVALENTS (FTE)	2
Permanent Staff	
Fixed Term Contract	
TUPE Staff	
Total FTE	
	· · · · · ·

2014/15	2015/16
351	316

Other 2015/2016

SUBJECTIVE ANALYSIS OF ESTIMATES

	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	10,868	101	(1,665)	9,304
Premises	1,437	1	(1,162)	276
Transport	7,627	30	576	8,233
Supplies and Services	1,532	12	(406)	1,138
Third Party Payments	8,270	98	(1,694)	6,674
Transfer Payments	2	0	0	2
Support Services	4,073	0	(621)	3,452
Depreciation and Impairment Losses	6,436	0	(5,243)	1,193
GROSS EXPENDITURE	40,245	242	(10,215)	30,272
Income	(()
Government Grants	(288)	0	11	(277)
Other Reimbursements and Contributions	(1,894)	0	878	(1,016)
Customer and Client Receipts	(12,005)	0	713	(11,292)
Recharges	(497)	0	(141)	(638)
Reserves	0	0		0
GROSS INCOME	(14,684)	0	1,461	(13,223)
NET EXPENDITURE	25,561	242	(8,754)	17,049

2014/2015

Major Items	£000	fte
Savings	(443)	
Depreciation adjustments	141	
Overheads adjustments	0	
Transfer between departments	(7)	
Technical adjustments	(8,445)	(36.6
TOTAL	(8,754)	(36.6

Public Protection: Regulatory Services Partnership, Parking Control.

FULL TIME EQUIVALENTS (FTE)		2014/15	2015/16
Permanent Staff			
Fixed Term Contract			
TUPE Staff			
Total FTE		136	130
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015	Other	2015/2016

	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,226	0	(109)	5,117
Premises	691	1	(49)	643
Transport	226	3	(44)	185
Supplies and Services	670	12	95	777
Third Party Payments	326	9	337	672
Transfer Payments	2	0	(2)	(0)
Support Services	1,635	0	(201)	1,434
Depreciation and Impairment Losses	76	0	136	212
GROSS EXPENDITURE	8,852	25	163	9,040
Income				
Government Grants	(0)	0	(108)	(108)
Other Reimbursements and Contributions	(99)	0	(1,116)	(1,215)
Customer and Client Receipts	(14,387)	0	(1,140)	(15,527)
Recharges	0	0	0	0
Reserves	(106)	0	106	(0)
GROSS INCOME	(14,592)	0	(2,258)	(16,850)
NET EXPENDITURE	(5,741)	25	(2,095)	(7,811)

Major Items	£000	fte
Savings	(611)	(7.3)
Depreciation adjustments	(3)	
Overheads adjustments	0	
Transfer between departments	(45)	(1.0
Technical adjustments	(1,461)	(37.1
Use of Reserves adjustments	25	
TOTAL	(2,095)	(45.4

Sustainable Communities: Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Greenspaces, Leisure and Culture Development, Transport Planning & Safety Education, Business Performance.

FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract TUPE Staff Total FTE		2014/15	2015/16
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015	Other	2015/2016

	2014/2010		Other	2010/2010
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	4,203	2	3,283	7,488
Premises	1,276	27	866	2,169
Transport	260	6	162	428
Supplies and Services	1,745	19	713	2,477
Third Party Payments	780	39	2,225	3,044
Transfer Payments	12	0	(5)	7
Support Services	2,552	0	2,395	4,947
Depreciation and Impairment Losses	683	0	6,496	7,179
GROSS EXPENDITURE	11,511	93	16,135	27,739
Income				
Government Grants	(52)	0	(331)	(383)
Other Reimbursements and Contributions	(218)		```	(1,362)
Customer and Client Receipts	(7,220)	0	· · · /	
Recharges	(1,391)	0	(, , ,	(2,593)
Reserves	(1,391) (844)	0	(1,202) 844	
Reserves	(044)	0	044	(0)
GROSS INCOME	(9,726)	0	(4,432)	(14,158)
NET EXPENDITURE	1,785	93	11,703	13,581

Major Items	£000	fte
Savings	(534)	(5.9
Depreciation adjustments	1,112	
Overheads adjustments	0	
Transfer between departments	(25)	
Technical adjustments	10,982	73.7
Use of Reserves adjustments	168	0.4
TOTAL	11,703	68.2

Safer Merton: Management of the Community Safety Partnership and related legislation.

FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract TUPE Staff Total FTE			2014/15 	2015/16 0	
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original Estimate	Inflation	Other Variations	2015/2016 Estimate	

	Estimate	Inflation	variations	Estimate	
	£000	£000	£000	£000	
Expenditure					
Employees	841	0	(841)	0	
Premises	2	0	(2)	0	
Transport	7	0	(7)	0	
Supplies and Services	179	0	(179)	0	
Third Party Payments	129	0	(129)	0	
Transfer Payments	0	0	0	0	
Support Services	230	0	(230)	0	
Depreciation and Impairment Losses	139	0	(139)	0	
GROSS EXPENDITURE	1,525	0	-1,525	0	
Income					
Government Grants	(70)	0	70	0	
Other Reimbursements and Contributions	(70) (201)	0	201	0	
	· · ·	0	201	0	
Customer and Client Receipts Recharges	(6) 0	0	0	0	
Reserves	0	0	0	0	
IVESEIVES	0	0	0	0	
GROSS INCOME	(277)	0	277	0	
NET EXPENDITURE	1,248	0	(1,248)	0	

Major Items	£000	fte
Saving	0	
Depreciation adjustments	0	
Overheads adjustments	0	
Technical adjustments	(1,248)	(22.0
TOTAL	(1,248)	(22

Senior Management and Support: The Department's senior management and secretarial support.

FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract TUPE Staff Total FTE

2014/15	2015/16
11	11

Other 2015/2016

SUBJECTIVE ANALYSIS OF ESTIMATES

Premises 0 0 0 0 0 Transport 20 0 0 20 0 20 0 20 0 2		201 // 2010		•	2010/2010
Expenditure 758 0 26 784 Employees 758 0 26 784 Premises 0 0 0 0 0 Supplies and Services 198 3 (3) 198 Third Party Payments 0 0 0 0 0 Transfer Payments 0 0 0 0 0 0 Support Services 146 0 0 146 0		-	Inflation	Variations	Estimate
Employees 758 0 26 784 Premises 0 0 0 0 0 0 Supplies and Services 198 3 (3) 198 3 (3) 198 Third Party Payments 0 0 0 0 0 0 0 Transfer Payments 0		£000	£000	£000	£000
Premises 0 0 0 0 0 Transport 20 0 0 20 0 20 0 20 0 20 0 20	Expenditure				
Transport 20 0 0 20 Supplies and Services 198 3 (3) 198 Third Party Payments 0 0 0 0 Transfer Payments 0 0 0 0 Support Services 146 0 0 146 Depreciation and Impairment Losses 0 0 0 0 GROSS EXPENDITURE 1,122 3 23 1,148 Income 0 0 0 0 0 Government Grants 0 0 0 0 0 Other Reimbursements and Contributions 0 0 0 0 0 Recharges (1,122) 0 0 (1,122) 0 0 0 GROSS INCOME (1,122) 0 0 0 0 0 0	Employees	758	0	26	784
Supplies and Services 198 3 (3) 198 Third Party Payments 0 0 0 0 0 Transfer Payments 0 0 0 0 0 0 Support Services 146 0 0 146 0 0 0 Depreciation and Impairment Losses 0 0 0 0 0 0 GROSS EXPENDITURE 1,122 3 23 1,148 1,142 1,142 1,142 1,142 1,142 1,142 1,142 1,142 1,	Premises	0	0	0	0
Third Party Payments 0 0 0 0 Transfer Payments 0 0 0 0 Support Services 146 0 0 146 Depreciation and Impairment Losses 0 0 0 0 GROSS EXPENDITURE 1,122 3 23 1,148 Income 0 0 0 0 Government Grants 0 0 0 0 Other Reimbursements and Contributions 0 0 0 0 Recharges (1,122) 0 0 0 0 GROSS INCOME (1,122) 0 0 (1,122) 0 0	Transport	20	0	0	20
Transfer Payments 0 0 0 0 Support Services 146 0 0 146 Depreciation and Impairment Losses 0 0 0 0 GROSS EXPENDITURE 1,122 3 23 1,148 Income 0 0 0 0 0 Government Grants 0 0 0 0 0 Other Reimbursements and Contributions 0 0 0 0 0 Recharges (1,122) 0 0 (1,122) 0 0 0 GROSS INCOME (1,122) 0 0 (1,122) 0 0 (1,122)	Supplies and Services	198	3	(3)	198
Support Services Depreciation and Impairment Losses14600146GROSS EXPENDITURE1,1223231,148Income Government Grants0000Other Reimbursements and Contributions0000Customer and Client Receipts0000Recharges Reserves0000GROSS INCOME(1,122)00(1,122)	Third Party Payments	0	0	0	0
Depreciation and Impairment Losses000GROSS EXPENDITURE1,1223231,148Income Government Grants0000Other Reimbursements and Contributions0000Customer and Client Receipts0000Recharges Reserves0000GROSS INCOME(1,122)00(1,122)	Transfer Payments	0	0	0	0
GROSS EXPENDITURE 1,122 3 23 1,148 Income 0 0 0 0 0 Government Grants 0 0 0 0 0 0 Other Reimbursements and Contributions 0 0 0 0 0 0 0 Customer and Client Receipts 0 0 0 0 0 0 0 Recharges (1,122) 0 0 0 0 0 0 GROSS INCOME (1,122) 0 0 (1,122) 0 0 (1,122)	Support Services	146	0	0	146
IncomeGovernment Grants000Other Reimbursements and Contributions000Customer and Client Receipts000Recharges(1,122)00(1,122)Reserves0000GROSS INCOME(1,122)00(1,122)	Depreciation and Impairment Losses	0	0	0	0
Government Grants000Other Reimbursements and Contributions000Customer and Client Receipts000Recharges(1,122)00(1,122)Reserves0000GROSS INCOME(1,122)00(1,122)	GROSS EXPENDITURE	1,122	3	23	1,148
Other Reimbursements and Contributions000Customer and Client Receipts000Recharges(1,122)00(1,122)Reserves0000GROSS INCOME(1,122)00(1,122)	Income				
Other Reimbursements and Contributions 0	Government Grants	0	0	0	0
Customer and Client Receipts 0	Other Reimbursements and Contributions	_	0	_	
Recharges (1,122) 0 0 (1,122) Reserves 0 0 0 0 0 0 GROSS INCOME (1,122) 0 0 0 (1,122) 0 0 (1,122)	Customer and Client Receipts	0	0	_	0
Reserves 0<		(1,122)	0	0	(1,122)
	5		0	0	0
	GROSS INCOME	(1,122)	0	0	(1,122)
	NET EXPENDITURE	0	3	23	26

2014/2015

Major Items	£000	fte
Saving Overheads adjustments	(3)	
Technical adjustments	26	
TOTAL	23	(

APPENDIX 3



2015/2016 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

SUMMARY: COMMUNITY AND HOUSING

FULL TIME EQUIVALENTS Number of FTE Staff Number of FTE PCT TUPE staff

2014/15	2015/16
531.79	524.71
21.28	19.88
553.1	544.6

SERVICE AREA ANALYSIS	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Adult Social Care	55,498	780	(188)	56,090
Libraries and Heritage	3,193	16	(149)	3,060
Merton Adult Education	39	8	(29)	18
Housing General Fund	2,207	26	(79)	2,154
Senior Management	396	2	0	398
NET EXPENDITURE	61,333	832	(445)	61,720

COMMUNITY AND HOUSING DEPARTMENT Total

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

FULL TIME EQUIVALENTS	
Number of FTE Staff	

Number of FTE PCT TUPE staff Number of Fixed Term contract

2014/15	2015/16
531.05	466.32
24.24	22.74
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	19,110	101	(520)	18,691
Premises	1,094	17	(23)	1,088
Transport	1,202	18	2	1,222
Supplies and Services	5,175	65	(134)	5,106
Third Party Payments	41,784	631	(268)	42,147
Transfer Payments	9,732	0	123	9,855
Support Services	8,356	0	146	8,502
Depreciation and Impairment Losses	739	0	(98)	641
GROSS EXPENDITURE	87,192	832	(772)	87,252
Income				
Government Grants	(2,977)	0	(226)	(3,203)
Other Reimbursements and Contributions	(8,055)	0	699	(7,356)
Customer and Client Receipts	(11,651)	0	(57)	(11,708)
Interest	(11,001)	0	(0.)	(11,100)
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(67)	0	67	(0,200)
	(01)	· · ·	01	Ĵ
GROSS INCOME	(25,859)	0	327	(25,532)
NET EXPENDITURE	61,333	832	(445)	61,720

Major Items	£000	fte
Current Year savings	(2,154)	(48.14)
Previous years savings	0	C
Previous years growth	1,000	C
Overheads adjustments	0	C
Depreciation adjustments	(98)	C
Rebasing of Income	(220)	C
Technical adjustments	28	C
Transfers between departments	0	C
Grants	0	C
Other	1,006	C
TOTAL	(438)	(48.14)

COMMUNITY AND HOUSING DEPARTMENT Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mictham's Canons house, Pollards Hill and Morden libraries.

FULL TIME EQUIVALENTS

2014/15	2015/16
29.36	27.29
0.00	0.00

Number of FTE Staff

Number of Fixed Term contract

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
			Other	
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,785	0	69	1,854
Premises	174	3	(11)	166
Transport	3	0	0	3
Supplies and Services	345	5	0	350
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	311	0	0	311
Depreciation and Impairment Losses	97	0	(5)	92
GROSS EXPENDITURE	2,715	8	53	2,776
Income				
Government Grants	(1,873)	0	(82)	(1,955)
Other Reimbursements and Contributions	(1,010)	0	(0_)	(1,000)
Customer and Client Receipts	(803)	0	0	(803)
Interest	0	0	0	(000)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,676)	0	(82)	(2,758)
NET EXPENDITURE	39	8	(29)	18

Major Items	£000	fte
Current Year savings	(14)	(0.50)
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(5)	
Rebasing of Income	0	
Technical adjustments	(10)	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	(29)	(0.50)

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contract

2014/15	2015/16
47.00	45.71
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,327	0	(23)	1,304
Premises	401	6	6	413
Transport	4	0	0	4
Supplies and Services	582	9	(117)	474
Third Party Payments	65	1	(28)	38
Transfer Payments	0	0	0	0
Support Services	689	0	0	689
Depreciation and Impairment Losses	566	0	(76)	490
GROSS EXPENDITURE	3,634	16	(238)	3,412
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(114)	0	99	(15)
Customer and Client Receipts	(327)	0	(10)	(337)
Interest	Ó	0	Ó	Ó
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(441)	0	89	(352)
NET EXPENDITURE	3,193	16	(149)	3,060

Major Items	£000	fte
Current Year savings	(22)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(76)	
Rebasing of Income	0	
Technical adjustments	(51)	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	(149)	0.00

COMMUNITY AND HOUSING DEPARTMENT Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contract

2014/15	2015/16
32.50	30.53
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,310	0	(79)	1,231
Premises	38	1	(1)	38
Transport	28	1	(1)	28
Supplies and Services	200	3	(31)	172
Third Party Payments	1,154	21	221	1,396
Transfer Payments	338	0	(34)	304
Support Services	277	0	0	277
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,345	26	75	3,446
Income				
Government Grants	(969)	0	(171)	(1,140)
Other Reimbursements and Contributions	(5)	0	0	(5)
Customer and Client Receipts	(97)	0	(50)	(147)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(67)	0	67	0
GROSS INCOME	(1,138)	0	(154)	(1,292)
NET EXPENDITURE	2,207	26	(79)	2,154

Major Items	£000	fte
Current Year savings	(104)	(1.00)
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	19	
Transfers between departments	0	
Grants	0	
Other	6	
TOTAL	(79)	(1.00)

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

2014/15

FULL TIME EQUIVALENTS
Number of FTE Staff
Number of FTE PCT TUPE staff
Number of Fixed Term Contract

2014/15	2015/16
420.19	360.79
24.24	22.74
0.00	0.00

2015/16

	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	14,464	101	(487)	14,078
Premises	481	7	(17)	471
Transport	1,167	17	3	1,187
Supplies and Services	3,914	46	14	3,974
Third Party Payments	40,565	609	(461)	40,713
Transfer Payments	9,394	0	157	9,551
Support Services	7,041	0	146	7,187
Depreciation and Impairment Losses	76	0	(17)	59
GROSS EXPENDITURE	77,102	780	(662)	77 220
GROSS EXPENDITURE	77,102	780	(662)	77,220
GROSS EXPENDITURE	77,102	780	(662)	77,220
	77,102 (135)	780 0	(662) 27	77,220 (108)
Income				
Income Government Grants	(135)	0	27	(108)
Income Government Grants Other Reimbursements and Contributions	(135) (7,936)	0	27 600	(108) (7,336)
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts	(135) (7,936) (10,424)	0 0 0	27 600 3	(108) (7,336) (10,421)
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest	(135) (7,936) (10,424) 0	0 0 0 0	27 600 3 0	(108) (7,336) (10,421) 0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	(135) (7,936) (10,424) 0 (3,109)	0 0 0 0	27 600 3 0 (156)	(108) (7,336) (10,421) 0 (3,265)

Major Items	£000	fte
Current Year savings	(2,014)	(46.64)
Previous years savings	0	
Growth	1,000	
Overheads adjustments	0	
Depreciation adjustments	(17)	
Rebasing of Income	(220)	
Technical adjustments	70	
Transfers between departments	0	
Grants	0	
Other	1,000	
TOTAL	(181)	(46.64)

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and PA.

FULL TIME EQUIVALENTS			2014/15	2015/16
Number of FTE Staff			2.00	2.00
Number of Fixed Term Contract			0.00	0.00
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	134	2	0	136
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	38	0	0	38
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	396	2	0	398
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	396	2	0	398

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	0	0.0

COMMUNITY AND HOUSING DEPARTMENT Public Health

This area includes all Public Health responsibilities .

FULL TIME EQUIVALENTS			2014/15	2015/16
Number of FTE Staff			13.77	14.77
Number of Fixed Term Contracts			0.00	0.00
				00/5//0
SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	922	0	71	993
Premises	0	0	0	0
Transport	7	0	(5)	2
Supplies and Services	4,431	0	81	4,512
Third Party Payments	4,374	0	(131)	4,243
Transfer Payments	0	0	0	0
Support Services	110	0	0	110
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,844	0	16	9,860
Income				
Government Grants	(9,236)	0	0	(9,236)
Other Reimbursements and Contributions	(608)	0	(16)	(624)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(9,844)	0	(16)	(9,860)
NET EXPENDITURE	0	0	0	0

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	0	0.0

BUSINESS PLAN - GLOSSARY OF TERMS

ANNUAL MINIMUM REVENUE PROVISION

The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

ASSET MANAGEMENT PLAN / REVIEW

An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.

BALANCES

Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.

BORROWING STRATEGY

A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.

BUDGET

Statement of the spending plans for the year.

CAPITAL EXPENDITURE

Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

CAPITAL FINANCING REQUIREMENT (CFR)

Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.

CAPITAL PROGRAMME

Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.

CAPITAL PROGRAMME BOARD

The Capital Programme Board ensures:

- that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.
- that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria
- compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet
- oversees the Council's Accommodation and disposals strategy.

CAPITAL PROJECTS / SCHEMES

Capital Projects / Schemes is the level at which Member approval is obtained.

CAPITAL RECEIPTS

Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.

CAPITAL MONITORING

The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.

CAPITAL STRATEGY

A Capital Strategy is a core planning document designed to dovetail with the MTFS and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.

CASH FLOW MANAGEMENT

Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA) The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.

CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING

These are designed to support consistent standards of financial accounting in local authorities. There are two accounting codes :-

The Code of Practice on Local Authority Accounting supports consistent financial reporting at the level of the formal statements of accounts.

The Service Reporting Code of Practice (SerCOP) supports consistent financial reporting between local authorities below the level of the formal statement of accounts. In particular the SerCOP is designed to support consistency and comparability in reporting the cost of individual services and activities. The IFRS based Code of Practice requires that the analysis of services in the Consolidated Revenue Account should follow that prescribed by the SerCOP.

COLLECTION FUND

This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.

COMMUNITY ORGANISATION

An organisation with benevolent or philanthropic purposes.

COMPACT

Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.

COMPREHENSIVE SPENDING REVIEW (CSR)

The CSR is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.

CONTINGENCY

A contingency is the setting aside of a finite sum to offset the cost of a future event or circumstance which may or may not occur.

CORPORATE AND DEMOCRATIC CORE

The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.

CORPORATE GOVERNANCE

Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.

COUNCIL TAX

This is the main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the Collection Fund for distribution to precepting authorities and to the authority's own General Fund.

COUNTRY LIMITS

The current economic climate has not only affected companies and financial institutions; it has affected sovereigns as well. This will be incorporated into counterparty selection.

CREDIT APPROVAL

The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.

CREDITORS

The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council.

COUNCIL'S BORROWING REQUIREMENT

Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.

COUNTERPARTIES

The organisation in respect of which the Authority borrows from or invests money with. COUNTERPARTIES DOWNGRADES

A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.

CORPORATE BONDS

Is a bond that a corporation issues to raise money in order to expand its business.

COUPON

Is the interest rate stated on a bond at the time it is issued.

CREDITWORTHINESS

An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.

DEBTORS

A debtor is an organisation or individual that owes the Authority money.

DEBT RESCHEDULING

Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.

DEPRECIATION

Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset. The reduction in the value of a fixed asset in the balance sheets is in line with the expected useful life.

COUNTERPARTY DOWNGRADES

This is a reduction in the credit rating of an organisation during a periodic review.

EARMARKED CAPITAL REOURCES / GRANTS

Money received by the Authority which has certain conditions / restrictions over its use limiting the type of expenditure that it may be applied against.

FINANCIAL INSTRUMENT

A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.

FINANCIAL YEAR

The financial year runs from 1 April to the following 31 March.

FIXED ASSETS

Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.

FTSE 100

This is the index of the top 100 UK listed companies by market capitalisation.

GENERAL FUND

The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.

GOVERNMENT GRANTS

Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.

GROSS EXPENDITURE

The total expenditure of a fund or account.

GROUP LIMITS

This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.

HOUSING REVENUE ACCOUNT (HRA)

This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the Council's housing stock. The government defines the items of income and expenditure that must be included in the account. This account is ring-fenced under the Local Government and Housing Act 1989.

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)

International Financial Reporting Standards are the standards that both the SORP and the UK GAAP are converging towards and local authorities have had to fully comply with since 2010/11 financial year

INVESTMENT POLICY

The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.

INVESTMENT STRATEGY

The investment of the Authority's cash balances to optimise its strategic and operational needs.

INVESTMENT TREASURY INDICATOR AND LIMIT

This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.

LENDERS OPTION BORROWERS OPTION (LOBO)

When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.

LEVY

An amount levied by a local authority or other statutory body which is paid by the Council. LIABILITIES

An entity's obligations to transfer economic benefits as a result of past transactions or events.

LOCALISM ACT 2011

It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective

MERTON 2015 BOARD

Merton 2015 Board oversees the management and monitoring of the Merton 2015 programme and the promotion of best practices within the Council. Its work falls into four main areas:

- manage and monitor the Merton 2015 programme including giving the go ahead for new projects and project closure;
- steer the implementation and future development of the Merton 2015 programme;
- lead on developing and maintaining cross-cutting initiatives; and •
- manage, co-ordinate and monitor business improvement activity across the council.

MINIMUM REVENUE PROVISION

The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

NON-DOMESTIC RATE (NDR)

A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.

NON-SPECIFIED INVESTMENTS

A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.

OPERATIONAL BOUNDARY

The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.

PENSION FUND

The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's final salary and length of service (this current scheme is currently under review).

The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate is set at 6% of pensionable pay, whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.

PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand :

- what the organisation is trying to achieve (golden thread),
- the planning, monitoring and review cycle
- their responsibilities.

PRECEPTS

An amount collected by the Council as part of the Council Tax on behalf of another statutory body.

PRIVATE FINANCE INITIATIVE (PFI)

PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.

PROCUREMENT BOARD

The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.

PROFILE

Refers to budget management, where an allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be split into four and entered into the months in which quarterly payments are due.

PROVISIONS

Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.

PRUDENTIAL CODE OF BORROWING

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

RESCHEDULING OF DEBT

The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.

RESERVES

These are amounts set aside for specific purposes. The Council has discretion in whether it wishes to set aside these amounts as distinct from sums set aside in provisions.

REVENUE EXPENDITURE

Expenditure incurred on day to day running costs and confined to accounts within one financial year.

REVENUE MONITORING

The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position

RISK MANAGEMENT

A risk is a threat, obstacle, barrier, etc. that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.

SECTION 151 OFFICER

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.

SECURITISATION

'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.

SPECIFIED INVESTMENTS

These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.

SUPER OUTPUT AREA

A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards

SUPPORT SERVICES

These are services that are not statutory local authority services but which give support to those services.

SUPPORTED CAPITAL EXPENDITURE

This is the term for central government support for local authority capital expenditure with effect from 1 April 2004. Under the new system, central government provides allocations to replace the previous system of credit approvals. The allocations enable services to borrow to finance capital schemes. The services also receive revenue funding through the revenue support grant to pay for the borrowing.

TAX INCREMENTAL FINANCING

The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.

TREASURY MANAGEMENT

The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

USEFUL LIFE

This is the period over which the local authority derives benefit from the use of a fixed asset.

Aggregate start-up funding assessment

This is the total amount of funding that has been allocated to the local government sector in 2013-14. It is the adjusted local government spending control total for 2013-14.

Baseline funding level

The amount of a local authority's *start up funding assessment* which is provided through the *local share* of the estimated business rates aggregate at the outset of the scheme. It will form the baseline against which *tariffs* and *top-ups* will be calculated.

Billing authority

A local authority which bills and collects business rates, for example a district council or unitary council.

Billing authority business rates baseline

Determined by dividing the *local share* of the estimated business rates aggregate between billing authorities on the basis of their *proportionate shares*.

Central share

The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50 per cent. The *central share* will be re-distributed to local government through grants including the *Revenue Support Grant*.

Efficiency Support Grant

A grant awarded to local authorities who would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.

Estimated Business Rates Aggregate

The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.

Floor damping

A method by which stability in funding is maintained through limiting the effect of reductions in grant. A floor guarantees a lower limit to year–on–year reductions in grant for each authority. The grant changes of authorities whose grants are above the floor are scaled back by a fixed proportion to help pay for the floor.

Formula funding

This refers to the element of the aggregate start-up funding assessment that used to be funded through formula grant and which is distributed according to a mathematical formula to individual local authorities.

Individual authority business rates baseline

Derived by apportioning the *billing authority business rates baseline* between billing and major precepting authorities on the basis of *major precepting authority shares*.

Individual authority start-up funding assessment

Referred to as start-up funding allocation in the technical consultation paper. A local authority's share of the *local government spending control total* which will comprise its *Revenue Support Grant* for the year in question and its *baseline funding level*.

Levy

A mechanism to limit disproportionate benefit from increase in business rates. The levy is applied proportionally on a 1:1 basis. Thus a 1 per cent increase in business rates income produces a corresponding 1 per cent increase in revenue from the rates retention scheme. There is a limit on the maximum levy rate of 50p in the pound. Levy payments will be used to fund the safety net.

Local government spending control total

The total amount of expenditure in the Department for Communities and Local Government's Local Government Departmental Expenditure Limit allocated to the local government sector by HM Treasury for each year of a Spending Review. For 2013-14, this is equal to the start-up funding assessment.

Local share

The percentage share of locally collected business rates that will be retained by local government. This will be set at 50 per cent. At the outset, the *local share* of the estimated business rates aggregate will be divided between billing authorities on the basis of their *proportionate shares*.

Major precepting authority

A local authority that does not collect business rates but is part of the business rates retention scheme. They are county councils in two tier areas, single purpose fire and rescue authorities and the Greater London Authority.

Major precepting authority shares

Used to establish the proportion of the *local share* that is paid by a billing authority to its major precepting authorities. Also applied to *billing authority business rates baselines* to establish *individual authority business rates baselines* for both billing and major precepting authorities.

Multiplier

The business rates multiplier when multiplied by the rateable value of a property determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is uprated annually by the retail prices index (although exceptionally a lesser increase may be imposed) and the other multiplier adjusted accordingly. There will be no change to the way in which multipliers are set as a result of the introduction of the business rates retention scheme.

New Burdens

The Government uses the New Burdens Assessment to keep pressure on council tax bills to a minimum. It requires all government departments to justify why new duties, powers, targets and other bureaucratic burdens should be placed on local authorities, as well as how much these policies and initiatives will cost and where the money will come from to pay for them.

National Non-Domestic Rates 1 Form (NNDR1)

The form submitted by 31 January by a billing authority to its major precepting authority and central government to provide an estimate of its business rate income for the upcoming financial year.

Proportionate Share

This is the percentage of the national business rates yield which a billing authority has collected - on the basis of the average rates collected by authorities over the two years 2010-11 and 2011-12. This percentage will be applied to the *local share* of the estimated business rates aggregate to determine the *billing authority business rates baseline*.

Rate reliefs

The rating system currently provides mandatory relief to charities and other categories of ratepayer (e.g. certain rural ratepayers) and permits authorities to grant discretionary relief to other rate payers. There will be no changes to the terms of existing mandatory and discretionary reliefs for businesses as a result of the introduction of the business rates retention scheme.

Relative Needs Formulae

These are the first stage in the calculation the Government uses to distribute formula funding.

Reset

New baseline funding levels, new individual authority business rates baselines (and therefore new *tariffs* or *top-ups*) are set for each authority to take account of changes in relative need and resource.

Reset period

The years between *resets* in which local authorities are able to retain (after taking into account the *levy* and payments owing to relevant shares) the growth in business rates income. It is the Government's intention that the initial *reset period* will run from 2013 to 2020, and thereafter for ten years.

Revenue Support Grant

All authorities will receive *Revenue Support Grant* from central government in addition to its *baseline funding level*. An authority's *Revenue Support Grant* amount plus its *baseline funding level* will together comprise its *start- up funding assessment*.

Ring-fenced grant

A grant paid to local authorities which has conditions attached to it, which restrict the purposes for which it may be spent.

Safety net

Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5 per cent below their *baseline funding level.* The baseline funding levels are uprated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.

Safety net payment

A payment made by central government to local authorities who are eligible for safety net support. These are payable after the end of the financial year

Safety net payment on account

A safety net payment made to a local authority on the basis of forecast non domestic rating income. This means it will be made in year – in advance of the calculation of actual *safety net payments* - which will be calculated on the basis of audited accounts data following the end of that financial year. Any difference between the two amounts will be reconciled and corrected.

Safety net threshold

This is 92.5 per cent of a local authority's baseline funding level.

Service tiers

There are three service tiers corresponding to the services supplied by the three types of authorities. These are upper-tier services – those services, other than fire, supplied by county councils in two-tier areas; fire and rescue services; and lower-tier services – those services supplied by district councils in two-tier areas. Some authorities may provide more than one tier of service.

Spending Power

The definition of revenue spending power is spending power from council tax, Government revenue grants and National Health Service Funding for social care. The calculation of each local authority's spending power is used to calculate eligibility for Efficiency Support Grant.

Tariffs and top-ups

Calculated by comparing an *individual authority business rates baseline* against its *baseline funding level*. *Tariffs* and *top-ups* will be self-funding, fixed at the start of the scheme and index linked to the Retail Prices Index in future years.

Tariff authority

An authority with a higher *individual authority business rates baseline* than its *baseline funding level*, and which therefore pays a *tariff*.

Tariff payment

The payment made from tariff authorities to central government over the course of the financial year.

Top-up authority

An authority with a lower *individual authority business rates baseline* than its *baseline funding level*, and which therefore receives a *top-up*.

Top-up payment

The payment made from central government to top-up authorities over the course of the financial year.

Transitional protection payment

An adjustment to ensure that authorities do not experience gains or losses in rates income as a consequence of the transitional arrangements

BUSINESS PLAN – LIST OF ACRONYMS

AD AD ADASS Apps ASB ASC ASH BC BESD BME C & YP CAF CAF CAF CAF CAF CAMHS CC CC CC CC CC CC CC CC CC CC CC CC CC	DefinitionAssistant DirectorAssociation of Directors of Adult Social ServicesApplicationsAnti Social BehaviourAdult Social CareOur miscellaneous income, invoicing and recovery systemBuilding ControlBehavioural Emotional and Social DifficultiesBlack Minority EthnicChildren and Young PeopleCommon Assessment frameworkChildren's CentreChildren's CentreChildren's CentreClose Circuit TelevisionCreative Environmental NetworksCivil Enforcement OfficerCapital Financing RequirementChartered Institute Public Finance and AccountancyCorporate Management TeamClean Neighbourhood and Environment ActCurrent Operating ModelCentre for Professional DevelopmentContinuing Professional DevelopmentControlled Parking ZoneCriminal Records BureauCustomer Relationship ManagementChildren's Social Care
CPZ	Controlled Parking Zone
CRM	Customer Relationship Management
CSF	Children Schools & Families
CYP CYPP	Children and Young People Children and Young peoples Plan
DC DEFRA	Development Control Department for Environment Food and Rural Affairs
DFG	Department for Environment Food and Rural Affairs Disabled Facilities grant

Acronym	Definition
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence

<u>Acronym</u>	Definition
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	
	Merton's Senior Leadership Team Levels 1 and 2 Medium Term Financial Strategy
MTFS MVSC	Medium Term Financial Strategy
	Merton Voluntary Service Council
NEET	Not in Education Employment or Training
NNDR	National Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLA	Service Level Agreements
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT	Senior Management team
SOAs	Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
ТОМ	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VLL VS	Voluntary Sector
YOT	Youth Offending Team

Standard Subjective Analysis – The Key

Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008. We use a set standard subjective analysis for a number of reasons:-

- The subjective analysis is a CIPFA recommended structure.
- It minimises the reporting requirements for Government statistical reporting.
- It provides information in a multi dimensional format for Best Value
- It improves consistency and therefore helps Authorities to make effective comparisons for Best Value and other financial requirements
- A subjective Analysis provides further information that is useful for benchmarking analysis.
- For analysing costs in reviews.

Glossary of the standard Subjective analysis

Details of Expenditure groups and what is included:

1 Employees: This group includes the costs of employee expenses, both direct and indirect to the Authority.

Direct employee expenses

- Salaries
- Employer's National Insurance contribution
- Employers retirement benefit costs
- Agency Staff
- Employee expenses

Indirect employee expenses

- Relocation
- Interview
- Training
- Advertising
- Severance payments
- Employee related schemes
- 2 Premises: This group includes expenses directly related to the running of the premises and land.
 - Energy costs
 - Rent
 - Rates
 - Water Services
 - Fixtures and Fittings
 - Apportionment of expenses of operating buildings
 - Cleaning and Domestic Supplies
 - Grounds maintenance costs
 - Premises Insurance
 - Contribution to premises related provisions.
- 3 Transport: This group includes all costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport.. Direct Transport costs
 - Repair and maintenance, running costs and contributions to provisions in respect of vehicles.
 - Repairs and maintenance of (e.g.) roads included in this heading, but should be included in the relevant subjective headings (such as staff costs, supplies and services etc),

- This could include the write-off in the year of any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set).
- Contract hire and operating leases
- Public Transport
- Staff Travelling expenses
- Car allowances
- Contribution to transport related provisions
- 4 Supplies and Services: This group includes all direct supplies and service expenditure to the authority.
 - Equipment, furniture and materials
 - Catering Services
 - Communications and computing includes expenses
 - Grants and subscriptions
 - Private Finance Initiatives and Public Private Partnership schemes.
 - Contributions to provisions
 - Miscellaneous expenses
- 5 Third Party Payments: Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP
 - Joint Authorities
 - Other Local authorities
 - Health authorities
 - Government departments
 - Voluntary associations
 - Other establishments
 - Private contractors
 - Other agencies
 - Debit resulting from soft loans
- 6 Transfer Payments: This includes the cost of payments to individuals for which no goods or services are received in return by the local authority.

Four sub-groups are suggested: However, this list is not exhaustive.

- Schoolchildren and students
- Adult Social Services clients
- Housing benefits
- Debit resulting from soft loans
- **7** Support Services: Charges for services that support the provision of services to the public.
 - Finance
 - IT

- Human Resources
- Property Management /Office Accommodation
- Legal services (not included in the definition of Corporate and democratic Core)
- Procurement Services
- Corporate Services not included in the definition of Corporate and democratic Core)
- Transport Functions
- 8 Depreciation and Impairment losses: This provides the subjective analysis that will record the revenue impact of capital items in the services revenue accounts for the authority,
- **9** Income: This group included all income received by the services from external users or by way of charges or recharges to internal users.

Government Grants

• Specific and special government grants

Other Reimbursements and contributions

- Revenue Income received to finance a function/project jointly or severally undertaken with other bodies.
- Contributions from other local authorities.
- Value of costs recharged to outside bodies including other committees.

Customer and Client Receipts

- Sales products or materials, data technology or surplus products.
- Fee and charges for services, use of facilities, admissions and lettings
- Rents, tithes, acknowledgements. way leaves and other land and propertybased charges of a non-casual user.

Interest

Recharges

• Value of costs recharged to internal users

Reserves

• All credits resulting from soft loans should be included in this subjective (as a corporate entry).

DRAFT SERVICE PLANNING 2015-19

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The Service Plans agreed by service departments during the 2015/19 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on 8 December 2014 and 16 February 2015.

Proposed Final Service Plans were considered and agreed by Council on 4 March 2015 these plans will be subject to scrutiny in April 2014 so may be subject to minor changes.

Interim Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2015 cycle of meetings and by the Overview and Scrutiny Commission on 29 January 2015.

The service plan is designed to be a two page document the first page summarises key resources, drivers and performance. The second page focusses on the outcomes and impacts of the major projects identified.

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 28 service plans over their relevant Scrutiny Panels and departments.

Scrutiny Panels

Children & Young People	Healthier Communities & Older People	Overview & Scrutiny	Sustainable Communities
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Public Health	Corporate Governance	Development & Building Control
Education		Customer Services	Regulatory Service Partnership (formerly Environmental Health)
		Human Resources	Future Merton
		Infrastructure & Transactions	Housing Needs & Enabling
		Resources	Leisure & Culture Development
		Safer Merton	Libraries
		Shared Legal Services	Merton Adult Education
			Parking
			Parks & Green Spaces
			Property
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

Departments			APPENDIX 1
Children, Schools and Families	Community and Housing	Corporate Services	APPENDIA I APPENDIX Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	Corporate Governance	Development & Building Control
Education	Libraries	Customer Services	Regulatory Service Partnership (formerly Environmental Health)
	Merton Adult Education	Human Resources	Future Merton
	Public Health	Infrastructure & Transactions	Leisure & Culture Development
		Resources	Parking
		Shared Legal Services	Parks & Green Spaces
			Property
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport (merged
			Commissioning and
			Passenger Fleet)
			Waste Management

The paragraphs below provide an overview of the approach taken to completing the information requirements on the service plans:

Page 1

- i) <u>Service description</u> Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) <u>Anticipated demand</u> What their key demand channels are and how best to measure them.
- iii) <u>Anticipated non-financial resources</u> What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) <u>Corporate strategies</u> From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 6 of the Business Plan 2013-17.
- vi) <u>Performance indicators</u> Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
 - **Business critical** the business critical function of the service often with severe consequences if this is interrupted or not met.
 - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)
 - Outcome The success of the service in fulfilling its service description
 - e.g. the % of waste recycled
 - **Output –** The quantity of work or services produced.
 - o e.g. the number of Housing Benefit applications processed
 - Perception resident or user satisfaction with the service or part of the service
 - o e.g. resident satisfaction with street cleanliness
 - Quality the quality of the service delivery
 - e.g. % of missed refuse collections
 - Unit cost Cost required to provide or produce a unit of a service or product
 - e.g. cost per household per refuse collection

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Page 2

vii) <u>Major projects and/or procurement</u> – Managers are asked to briefly describe up to 10 major projects they are undertaking over the planning period (2014-18). On the second page they are able to provide additional details of the project and the following key impact information:

- Major expected outcome the following eight choices are available to managers:
 - o Improved customer satisfaction
 - o Improved reputation
 - o Improved resident wellbeing
 - o Income generation
 - o Income loss
 - More efficient way of working
 - o To meet budget savings
 - To meet legislative requirements
- **Risk** managers are ask to consider the risks that could prevent them form achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

The following pages display service plans for 2014-18 in departmental order.

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Children, Schools and Families Department

	Children's	Social Care								PI	anning Assur	nptions					The Corporate strategies you
Clir Maxi Martin & Clir Mart			dren Services & Ed	lucation		Anticipate	d demand	20	013/14		4/15		5/16	2016/17	2017/18		Decire Contributes to
Enter a brief descrip					Popul		ooked after child	Iren			15	-30					Children & Young person's Pla
- Children's Social Care (CSC) del	livers a range of	government pres	scribed & legisla	ted functions		-	hild Protection P					-60					Anti Social Behaviour
o children at risk of harm, childre	en in care, care l	eavers & young	offenders, as we	ell as wider		Increase in 0-		1				80					Health & Wellbeing
ervices for families. CSC works those families at all levels of N	/lerton's Child &	Young Person (C	CYP) Well-being	Model. The		sure on more e	expensive specia			Dod			in increased par	d for statutory interve	ations at a later stage		
service works with approximately n the borough across a range of	1.300 children	at any one time y	who have the are	eatest needs	services	s due to EIP say	vings & statutory	duty.						d for statutory interver	=		Social Inclusion Strategy
n the borough across a range of Merton's CYP Well-being Model							nancial resourc		013/14		4/15		5/16	2016/17	2017/18	2018/19	Community Plan
o provide services at the time the	ey are needed to	prevent further	need arising & e	escalation up	Staff (transfer of YS to	Ed.	206		07		02	200	200		Corp Equality Scheme
he model. This is the most efficie support activity to prevent childre						Adoption &	fostering				lore children te	o be placed f	or permanency i	n shorter time			Family Poverty
stage of childhood. This necessit	tates a strong co	mmitment to rob	ust assessment	& thresholds,													LAC Strategy
which require a quality assurance	e function to ens	ure on-going suc	ccess of the mod	del.													Youth Crime
Merton has lower numbers of chi the majority of London Boroughs								Perfo	rmance Targ	ets (T) & Prov	isional Perfo	rmance Tarr	ets (PT)				Main impact if indicator
continue this approach, therefore	e ensuring that w	e minimise the u	se of costly high	n end		Performanc	e indicator		=			-		Polarity	Reporting cycle	Indicator type	met
interventions with our families &	promote family s	trengths to enab	le them to care f	or their own				2013/14(T	/	,	2016/17(PT)		2018/19(PT)				
children. Youth Inclusion provides a target	ted service to su	pport vulnerable	vouna people &	their parents			eted within agree		92	93	94	98		High	Monthly	Business critical	Safeguarding issues
o prevent offending & re-offendir	ng. It also supp	orts the transform	ning families pro	gramme,			ises v Governme	a	35	28	27	26		Low	Monthly	Quality	Safeguarding issues
elping targeted families to get b reventing reoffending or going in				hildren by	Children in care		eiving a Special	Guardianship 12	13	13	13	13		High	Monthly	Outcome	Reduced customer service
seventing reorienting or going it	nio care. it also	leads on particip	. 101 101 101 101			Ord											
					% CYP on Child		an for 2nd or sub		10	10	10	10		Low	Monthly	Quality	Safeguarding issues
						% NEET a	0	8.3	6	5	4	3		Low	Monthly	Outcome	Social exclusion
					N	lumber YJS firs	st time entrants	96	80	75	70	65		Low	Monthly	Outcome	Social exclusion
	D	EPARTMENTAL	BUDGET AND	RESOURCES						2015/16 Ex	penditure					2015/16 Income	
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			-0.0/10 24	Ponanuid					2010/10/1100/110	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				
xpenditure	14,889	15,212	14,837			14,575	i 0										Government grants
mployees	9,183	9,396	9,497		9,183	9,186							Premises				
remises ransport	119 183	112 250	124 186			128											
upplies & Services	183	1,364	186			192	<u> </u>						Transport				Reimbursements
rd party payments	1,738	1,443	1,781	1,708	3 1,735	1,762	2	1									
ransfer payments	392	503	398	404	410	417	'					1	Supplies & Service	s II			
upport services	1,899	2,133	1,745	1,745	5 1,745	1,745		F					of the	- I			Customer & client receipts
epreciation	11 Budiet	11	11 Budiet	11 Dector	11 11	11	Budit		-	11			3rd party payment				
Revenge £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19		11				 aru party payment 				
	1,425					1,707											Reserves
ncon Government grants	1,122	1,250	982	982	2 982	982	2						Transfer payments				
Reimbulsements	408	446	534			534			//								
Customer & client receipts	5 -110	156		<u> </u>	5 5 6 186	5	2						Support services				Capital Funded
	-110	-110	186	186	186	186	<u> </u>				/						
Capital Funded Council Funded Net Budget	13,464	13,470	13,130	12,862	12,815	12,868	0						Depreciation			and the second se	
	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							2015/16			
Youth Centres Re-provision	119,010	121,618	20,000		20.0/17			Staff reductions in Family	and Adolesce	nt Services str	eam: £220 00	00					
Childrens Disabled Breaks Grant	89,540	94,228		1	1 1		<u> </u>	·····,			,00						
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	1	1	1	1	1 1		1 1										
				<u> </u>			<u> </u>										
				<u> </u>			<u> </u>										
	208,550	215,846	20,000) 0	0	0							2016/17			
	200,000	210,040	20,000	°	· ·		· · · · ·	Staff roductions in Family	and Adalact	nt Sonicos -	00m; £100.00	20					
16,000								Staff reductions in Family	anu Auolesce	ent services su	eann. £100,00	00					
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14,000 -																	
14,000																	
40.000					_												
12,000 -					<u>۱</u>												
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6,000 - 4,000 -														2018/19			
6,000 - 4,000 -														2018/19			
6,000 - 4,000 -	2014	201	5	2016	2017	2018								2018/19			

			Children's Socia			XX1A	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Sco
Pro	oject 1	Project Title:	Deliver transforming families year 2 & year 3 programme	To meet legislative requirements			
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future.		2	3	e
End date	2015-16		2015-16 - Claim Transforming Families performance by results funding.				
Pro	oject 2	Project Title:	Social Care Information System procurement & implementation				
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	
End date	2015-16		improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.				
Pro	oject 3	Project Title:	Preparation for new inspection regime	To meet legislative requirements			
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality		4	3	
End date	2014-15		assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.				
Pro	oject 4	Project Title:	Youth Justice	To meet legislative requirements			
Start date	2014-15	Project Details:	Development of policy framework in response to regulation. Trend analysis.		3	2	
End date	2015-16						
	oject 5	Project Title:	Joint work with Housing	Improved resident well being			
Starforte	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF.		4	2	
	2015-16	-	Relates to commissioning under CSP.				
	oject 6	Project Title:	Post-reorganisation review of staffing structure & processes				
N Start date	2013-14	Project Details:	To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP,	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	
End date	2014-15		specialist & enhanced services. Joint work with legal on 26 week limit.				
Pro	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					
End date							1

Comm	issioning, Strat	egy and Perform	nance							Pla	Inning Assun	ptions					The Corporate strategies your
Clirs Maxi Martin & Martin	n Whelton, Cabinet M	Members for Childre	ns Services & Education			Anticipated	d demand	2	013/14	201	4/15	201	5/16	2016/17	2017/18	/-VT20H8/1H_LLNID	Carporate strategies your
Enter a brief descri	ption of your ma	ain activities an	d objectives below		Incre	eased demand	for primary school	l	2fe	2	fe	1	fe	2fe	Ofe	Ofe	Capital Programme
The Commissioning, Strategy	y & Performance	e Division provid	des strategic servic	es for	Increa	sed demand for	or secondary scho	ool				0-	1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)	Children & Young person's Plan
the Children, Schools & Fami					Increase	ed demand for	special school pla	aces				se Perseid Lo	ower to 84 pla				Community Plan
policy, planning & performant						Overall der	mographic			Impact	of birth rate -	increase of 4	10% in births I	etween 2002 & 2011			Core Planning Strategy
commissioning, procurement access to resources for look			-N·		Antio	cipated non fir	nancial resource	es 2	013/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Equality Scheme
 pupil place planning; 			,			Staff (49		56	5	56	56	56		Corp Procurement Strategy
 school admissions; 						Contra					Com	nissioning of	f a range of se	rvices to support CSF fun	ctions		Local Development Framework
school expansion & overall (gramme manag	jement;														Performance Management Framework
 some departmental business Main activities include: 	s support.																Social Inclusion Strategy
i) leading on strategic & operation	ational planning	for CSF:						Porfo	rmance Targe	te (T) & Prov	cional Porfor	manco Tara	ote (PT)				Main import if indicator act
ii) leading on local Children's	Trust & partner	ship developme				Performance	e indicator	Peno	iniance raige	13 (1) & FIOV	Sional Perior	mance rarg		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
iii) production of management		internal perform	mance managemer	nt &				2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				mer
external reporting inc.statutor iv) production of policy docum	ry returns;	ural quidanaa fa	r profossional staff		% reception year	surplus places	s	2	2	4	5			Low	Annual	Business critical	parental choice
v) commissioning operationa					% secondary sch	ool Yr7 surplus	s places Inc. Aca	demies 12	8	5	5			Low	Annual	Business critical	parental choice
vi) managing schools' Private	Finance Initiati	ve contract & c	other service contra		% major capital			90	90	90	90			High	Quarterly	Business critical	Increased costs
vii) procuring placements for I		dren/pupils with	n SEN;		% spend on appr		0			80	80			High	Quarterly	Business critical	Increased costs
viii) planning sufficient school							ency foster care pl		36	35	34			High	Quarterly	Business critical	Increased costs
 ix) co-ordination of pupil admi x) project managing school ex 			mee		Numbers of in-he			16	20	20	20			High	Quarterly	Quality	Increased costs
S project managing action e					% completion rat			75	80	80	80			High	Quarterly	Business critical	outcomes not improved
							terly monitoring c		100	100	100			High	Quarterly	Business critical	reduced contract compliance
					% statutory retur	ns to governme	ent on time	100	100	100	100			High	Quarterly	Business critical	Reputational risk
	DI	EPARTMENTAL	BUDGET AND RES	OURCES						2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual		Budget	Budget	Budget	Budget										
	2013/14	2013/14		2015/16	2016/17	2017/18	2018/19						Employees				
Expenditure	17,078	16,183	15,636	15,620	15,661	15,751											Government grants
Employees Premises	2,268 951	2,126 896	2,258 532	2,259 526	2,259 527	2,260 528							Premises				
Transport	39	58		40	41	41		//									
Supplies & Services	6,696	7,235	6,349	6,306	6,314	6,371					11		Transport				Reimbursements
3rd party payments	6,612	5,289	5,862	5,894	5,925	5,956											
Transfer payments Support services	0 512	0 579	0 595	0 595	0 595	0 595						N	Supplies & Sen	ices			
Depreciation	512	5/9	595	595	0	595											Customer & client receipts
	Budget	Actual	Budget	Budget	Budget	Budget	Budget						3rd party payment	ints			
Revenue £'000s	2013/14	2013/14		2015/16	2016/17	2017/18	2018/19										
Income	2,762	3,111		2,379	2,381	2,383							Transfer payme	nts			Reserves
Government	388	332		106	106	106											
Reimburschents Customer & client receipts	428 1,946	474 2,305	311 1,960	311 1,962	311 1,964	<u>311</u> 1,966							Support service				
Reserves	0	2,000	0	0	1,004	1,500											Capital Funded
Capital Funded Council Funded Net Budget	0		0	0	0	0	·						Depreciation				
	14,316	13,072	13,259	13,241	13,280	13,368	0						Bepresident				
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							2015/16			
	2013/14	2013/14		2015/16	2016/17	2017/18	2018/19							2010/10			
Primary Schools Expansions		10,355,680		12,414,490	3,792,000	3,848,780		educe expenditure on L/									
Secondary School Expansions		0	100,000	1,650,000	14,395,000	11,500,000		educe expenditure on po				00					
SEN Expansions		295,680	574,780	3,376,610	3,000,000	3,000,000	,	educe early intervention	commissionir	g puagets: £6	5,000						
Inflation		0	0	172,460	1,952,140	1,875,580	2,074,530										
Devolved Formula Capital/FSM		390,191	984,100	0	0	0	0										
Schools Capital Maintenance		388,746	666,170	650,000	650,000	650,000	650,000										
Other		580,086	378,200	0	0	0								004011-			
	0	12,010,383	25,265,200	18,263,560	23,789,140	20,874,360	20,103,800							2016/17			
10.000								Reduce expenditure on L				~~					
16,000								Reduce expenditure on p Reduce early interventior				00					
							R	enuce early intervention	COMMISSIONI	ig buugets: £4	0,000						
14,000																	
12,000					\												
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2013	2014	2015	5 2016	6	2017	2018											
		-Budget		 /	Actual												
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - N				
		Commissioning, Strategy and Perfort PROJECT DESCRIPTION Project Title: Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CVP & families; working with PFI and commissioning of batel Nation and school nursing services for CVP & families; working with PFI and commissioning of post-16 AIRE4 & RPA places; commissioning of placements for older LAC and care leavers accommodation. Project Details: Project Title: Implementation of secondary & special school expansion strategy 15 Project Title: Implementation of secondary & special school expansion strategy 16 Project Title: Complete renegotiation and implementation of strategy; laison with potential Free School providers; statutory processes; planning & delivery of construction contracts. 16 Project Title: Complete renegotiation and implementation of new Governing Body Agreements with PFI schools. Progress savings opportunities from 2014 DIE sponsored savings review. 16 Project Title: Release of Assets 17 Project Title: Condites a range of issues related to CSF property & accomodation, including implementation of facable working for CSP services in the Civic Centre, review of asset release possibilities in school cartetakers' houses. 16 Project Title: Continue project to Increase proportion of those eligible for free school meals who apply for a	d Performance	END	X10		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Commissioning				
Start date End date	2014-15	Project Details:	commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; commissioning of post-16 AltEd & RPA places; commissioning of placements for	More efficient way of working	3	2	6
		Desired Titles					
Start date	oject 2 2014-15		Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory	To meet legislative requirements	4	3	12
End date	2019-20		processes; planning & delivery of construction contracts.				
Pro	oject 3	Project Title:	Schools' PFI				
Start date	2014-15	Project Details:		More efficient way of working	4	2	8
End date	2015-16						
Pro	oject 4	Project Title:	Release of Assets				
Start date	2013-14	Project Details:		More efficient way of working	3	3	9
End date	2015-16		caretakers' houses.				
	oject 5	Project Title:	Increase uptake of Free School Meals				
	2014-15	Project Details:	take up entitlement. Work includes reviewing marketing and application procedures and targeted work	Improved resident well being	3	1	3
End date	2015-16						
	oject 6	Project Title:	Framework i Implementation				
Start date	2014-15	Project Details:		More efficient way of working	2	2	4
End date	2015-16						
Pro	oject 7	Project Title:	Children and Young People Plan				
Start date	2015-16	Proiect Details:		More efficient way of working	2	2	4
End date	2015-16						
Pro	oject 8	Project Title:	Personal Budgets				
Start date	2014-15	Project Details:	plans (ex SEN Statements). Initial phase PBs for home-school transport; following phases for	To meet legislative requirements	3	2	6
End date	2016-17	-	exploration inc domiciliary care; overnight respite care				

	Educa	tion									anning Assur	mptions					Service contributes to
Clirs Maxi Martin & Martin						Anticipated			2013/14	20	14/15	201	5/16	2016/17	2017/18		
Enter a brief descrip	iption of your ma	in activities and	d objectives be	low		recast increase i							24	00			Children & Young person's Plan
Merton School Improvement (MSI)			n Merton Schools	by:		ease in compuls	,										Community Plan
 monitoring, analysing & evaluating developing skills in planning, teach 	g pupil & school per hing, assessment, le	ormance adership & manac	ement			st increase in ta	-						200				Corp Equality Scheme
 working with schools to reduce inec 	equality & improve a	chievement for vul				recast increase i							78		-		Performance Management Framework
 strengthening partnership working ar Special Education Needs & Disat 	and school to schoo abilities Integrated	support	will improve out	omes for CYP	Ant	icipated non fir		rces	2013/14		14/15	201		2016/17	2017/18	2018/19	Social Inclusion Strategy
with SEND by:			, , ,			Staff (,		236		51		47	247	237		LAC strategy
 building early help capacity in school focus on safeguarding, early interver 				•		School to sch								hools to support each oth			Youth crime
· implementing the requirements of the						Voluntary					F			ome commissioned servic	es		Family poverty
receive a joined up service Early Years Services will improve o	outcomes for all shi	drop ogod 0 E bur				Voluntary	Services					Voluntee	ers in schools,	youth and early years			Health & wellbeing
managing the childcare market to er			ed early education	provision for				Pe	rformance Ta	rgets (T) & Prov	isional Perfo	ormance Targ	ets (PT)	B alasita	Barrier and	to Protocology	Main impact if indicator not
children aged 2, 3 and 4 in accordan	ince with statutory d	uties	-			Performance	e indicator	2013/1	4(T) 2014/15	(T) 2015/16(PT)	2016/17(PT)	2017/18(PT)	2019/10/DT)	Polarity	Reporting cycle	Indicator type	met
. delivering Children's Centre service services for vulnerable families	ces through a localit	model with a focu	is on early help &	targeted	% 5.6	CSE A-C includ	ting English &			65	2016/17(PT)	2017/18(PT)	2018/19(P1)	High	Annual	Outcome	Reputational risk
using the CASA to inform robust pla						of Ofsted inspe	0 0							High	Monthly	Outcome	Inspection outcomes
 working with the early years sector vulnerable children and their families 		reduce inequality	and improve outc	omes for		% L4 English &	-	-						High	Annual	Outcome	Reputational risk
. developing the work force to work n	more holistically with		es and young chil	dren		condary school a								High	Quarterly	Outcome	Increased costs
introducing a more robust performan Youth Inclusion will improve outcom						rimary school at								High	Quarterly	Outcome	Breach statutory duty
providing universal & targeted in ho	nouse & commission	ed services for YP	& schools			HCP requests of								High	Annual	Outcome	Reputational risk
 providing support to prevent bullyin 	ng, substance misu			attendance & to		% EY foundatio					1	1		High	Annual	Outcome	Increased costs
 encourage emotional & social developments developing alternative education of 	offerings to enable Y	P to stay in educat	tion, training & err	ployment	% Good or	Outstanding chi	0 1				1	1		High	monthly	Outcome	Inspection outcomes
· leading on the council's partners	ship with the polic	e & CAMHS for e	ducation			Youth service pa								High	Annual	Output	Reputational risk
improving attendance and rade	DA in Morten	PARTMENTAL	BUDGET AND	RESOURCES				200			nonditure	•		<u> </u>			
D	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2014/15 Ex	penaiture					2014/15 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		~				Employees				
Expenditure	38,968	39,491	39,709	39,499	39,542	39,348							- cmpioyees				Government grants
Employees	10,536	10,591	10,106	9,956	9,949	9,700							Premises				
Premises Transport	824 3,222	752	734 3,112	746 2,998	759 2,995	771							Premises				Reimbursements
Supplies & Services	12,951	3,636 12,710	13,956	2,996	2,995	3,042 13,995											
3rd party payments	9,021	9,224	9,435	9,449	9,461	9,474							Transport				
Transfer payments	19	17	19	19	19	19				N							Customer & client receipts
Support services Depreciation	2,188	2,354	2,156	2,156	2,156 191	2,156				N			Supplies & Sen	vices			
11	207 Budget	207 Actual	Budget	191 Budget	Budget	191 Budget	Budget		-		-						
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						3rd party paym	ents			■Interest
Income Governmentarants	5,831	5,411	4,982	5,019	5,056	5,073	6 0					1					
	401	482	250	250	250	250						/	Transfer payme	ents			Reserves
Reimbursenents Customer & client receipts	2,261 2,397	2,410 2,605	2,390 2,342	2,390 2,379	2,390 2,416	2,390 2,433						/					
Interest	0	2,000	2,042	2,010	2,410	2,400	 						Support service	rs .			
Reserves Capital Funded	772	-86	0	0	0	0)										Capital Funded
	00.407	04.000				04.075	0						Depreciation				
Council Funded Net Budget	33,137	34,080	34,727	34,480	34,486												
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							2015/16			
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Increased income gene	ration and m	nagoment officie	ncios in Schor	ol Standards a	nd Quality co	n/ico: 680.000			
														n areas of higher deprivat	ion: £160.000		
								Reduced investment in					igered worki	in areas of higher deprivat	10111 2100,000		
	1																
	1																
	1																
	1																
	0	0	0	0	0	0	0							2016/17			
				•				Substantial reduction i	n EY budgets	whilst retaining e	kisting Childre	en's Centres ta	rgeted work i	n areas of higher deprivat	ion: £17,000		
40,000													J				
35,000 -																	
-		•		-	1												
30,000					\												
					\									2017/18			
නු 25,000 - දි 20,000 -					\			Substantial reduction i	n EY budgets	whilst retaining e	kisting Childre	en's Centres ta	irgeted work i	n areas of higher deprivat	ion: £250,000		
00					· · · · ·			Reduced service offer					-				
20,000					· · · · · ·												
45.000																	
15,000 -						\											
						1											
						\								2018/19			
10,000						\											
10,000 - 5,000 -																	
5,000 -																	
	2014	2015	5	2016	2017	2018											
5,000 -		2015 Budget	5	2016		2018											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			Education		ERIND	X1A	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pr	oject 1	PROJECT DESCRIPTION MAJOR EXPECTED OUTCO 4 Project Title: Improving pupil outcomes at KS2 & KS4 4 Project Details: Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed improving teaching: New outstanding and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers. Improved resident well bein improved resident improved resident well bein improved resident improved resident well bein improved resident improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident improved resident improved resident improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident well bein improved resident of the locating					
Start date	2013-14	Project Details:	Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum amd	Improved resident well being	2	3	6
		D T	O de a la la superior de la superior				
Pro	oject 2	Project Title:	School Improvement through partnership				
Start date	2013-14	Project Details:		Improved resident well being	2	2	4
End date	2016-17		Teaching Schools				
Pre	oject 3	Project Title:	0				
Start date	2013-14	Project Details:	development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared /	Improved resident well being	3	2	6
End date	2015-16		and develop a charging framework across the service, includes customer contact and self serve options for fee				
Pre	oject 4	Project Title:	Implementation of requirements of Children & Families Act				
Start date	2013-14	Project Details:	development of the local offer, preparation for adulthood pathways, secure web portal, personal	To meet legislative requirements	4	3	12
End date	2015-16		for age 19-25. Develop plan and manage process within available funding streams.				
	oject 5	Project Title:	Development of AltED & linked provision				
Starte	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new	To meet legislative requirements	3	2	6
End date	2015-16	-	statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
	oject 6	Project Title:	Youth transformation phases 2 & 3				
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4	3	12
End date	2015-16						
Pre	oject 7	Project Title:	Improve rates of Persistent Absenteeism				
Start date	2014 -2015	Project Details:	Pilot project for one year initially to target PA in years 5,6 and 7 through targetted early intervention and	To meet legislative requirements	3	2	6
End date	2015 -2016	r roject Details.	family support in collaboration with schools and EWS				

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Community and Housing Department

	Adult Soc	cial Care									PI	Inning Assur	motions					Corperate strategies your
Cllr Caroline Cooper-Ma			It Social Care &	Health		Anticipated	d demand		201	3/14		4/15		15/16	2016/17	2017/18		Corporate strategies your
Enter a brief descri					N		quiring services	;	66	630	6	29	6	829	6920			Voluntary Sector Strategy
				-		People ag				100		100		500	2500			Community Plan
Adult Social Care is a statuto	ry service, unde	erpinned by sev	eral pieces of le	gislation,	l	People ag				700		300		800	1900	1		Social Inclusion Strategy
whereby the council has a du					No.		65+ with demer	ntia	19	963	19	957	2	022	2047			Children & Young person's Plan
assessment of need for peop							nancial resourc		201	3/14		4/15	201	15/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
due to disability or illness. Or	nce a need has	been defined, t	nere is a duty to	meet it.		Staff (FTE)		4	44	42).19	38	3.53	356.07	344.07	332.07	Customer Services Strategy
There are eligibility criteria to	define need an	d to keep this	in line with reso	urces as far														Homelessness Strategy
as possible.																		Older People's Housing
Our approach to redesign the	and fin	d oovingo is ha		for using														Workforce Development Plan
resources. This means maint						Performance	o indicator		Perform	nance Targe	ts (T) & Prov	isional Perfo	rmance Tar	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
recovery in order to limit sper	nd on long term	support,. Whe	re long term sup			renormane	e maleator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolarity	Reporting cycle	indicator type	met
needed, we do this in a perso					No of carers red				N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
independence, minimises pro taxpayers, to work in partners					% Older people		-		N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
everyone to contribute to the					No of people on			-	66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times
taxpayer.				,	% People receiv				N/A	70	71	72	73	74	High	Monthly	Business critical	Increased costs
					% People with 'le Support	ong term' servic	ces receiving Se	elf-Directed	N/A	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
Looking ahead there are two incorporate in our redesign, r					The rate of Dela	ved Transfers o	of care from hos	spital (both	2.9	5	5	5	5	5	Low	Monthly	Business critical	Increased costs
moorporate in our recesign, r	amery the call	s not and integr	adon with nediti	- JCI VICE3.	NHS and Mertor				2.3	5	5	5	5	5	2011		Submode ontrol	
																1		
					l						-					1		
	DI		BUDGET AND F	ESOUPCES	11								1	1	1			
	Budget	Actual	Budget		Budget	Budget	Budget			:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	2016/17	Budget 2017/18	Budget 2018/19							Employees				
Expenditure	79,605	79,734	77,102	78,237	77,071	77,911												Government grants
Employees	15,920	15,568	14,464	14,309	14,324	14,339	9							Premises				
Premises	557	361	481	489		505												Reimbursements
Transport Supplies & Services	1,395 3,200	1,387 2,862	1,167 3,914	1,188		1,230 4,055								Transport				
3rd party payments	42,642	43,508	40,565	41,338		39,933												Customer & client receipts
Transfer Payments	9,157	9,073	9,394	9,831	10,281	10,732	2							Supplies & Se	rvices			
Support services	6,674	6,915	7,041	7,041	7,041	7,041												
Depreciation	60 Budget	60 Actual	76 Budget	Budget	Budget	Budget	Budget					-		3rd party payn	nents			Recharges
Revenue £'090s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19											
	21,495	22,424	21,604	21,253		21,611								Transfer Paym	ients			Reserves
Government rants	131	132 6,499	135 7,936	109 7,611		71												
Reimbursements Customer & client receipts	5,423 9,980	6,499	10,424	10,424		8,007 10,424								Support servic	es			Capital Funded
Recharges	2,824	2,778	3,109	3,109		3,109				C								
Reserves	3,137	2,850	0	(0	0)				/			Depreciation				
Capital Funder	0	0	0	(0 0	0												
Council Funded Net Budget	58,110	57,310	55,498	56,984	55,658	56,300	0						Sun	nmary of ma	ijor budget etc. cha	nges ~ 2015/16		
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Growth - Plac	cements -De	mographic o	hanges - £1	m						
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Growth for Co	oncessionar									
IT Schemes		163,164	140,980	(0	0		Savings - £2.										
Merton Dimentia Hub		497,045	0	(0 0	0		BCF allocatio £5.4m of the				tmonte mon	aged by the	Council				
JMC Extension		0	200,000	(0	0		(i.e £2.9m sp)			
					-		<u> </u>											
					-		<u> </u>											
					1		<u> </u>								2016/17			
<u>├</u>			├		+		+	Growth for Co	onconcion	v foroc inc	200 60 15-	'n			2010/17			
	0	660,209	340,980	(0		Savings - £2.		y lates incre	ase - 10.157	111						
L	U	000,203	540,500			0	, ,	Guvings 22.	020111									
60,000																		
55,000																		
50,000 -					\													
45,000					\		-								2017/18			
40,000 -							-	Growth for C	oncossionar	v faros inors	200 £0 15	'n			2011/10			
g 35,000 -					· · · · ·			Savings - £0.		y lates incre	430 - 20.131							
4 30,000					· · · · · ·			g										
25,000						\												
20,000 -						\												
15,000 -						\	-								2018/19			
10,000 -						\												
						\												
5,000						1												
0 2013	2014	201	5 0	016	2017	2010												
2013		Budget	, 2		Actual	2018												
•																		

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Adult Social				
			PROJECT DESCRIPTION		RENDO		
Dre	oject 1	Project Title:	Below inflation uplift to third party suppliers		Likelihood	Impact	Score
Start date	2015-16 2016-17	Project Title.	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16 & 2016-17 Ref: CH1).	To meet budget savings and service design requirements	4	2	8
End date Pro	oject 2	Project Title:	Brokerage efficiencies				
Start date	2015-16	Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).	To meet budget savings and service redesign requirements	4	2	8
End date	2017-18						
Pro	oject 3	Project Title:	Procurement efficiencies				
Start date	2015-16	Project Details:	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).	To meet budget savings and service redesign requirements	4	2	8
Linu uate	2017-10						
Pro Start date	oject 4 2015-16	Project Title:	Remodelling and re-procuring the domicilary care service	To meet budget savings and service redesign requirements	3	2	6
End date	2017-18	Project Details:	starting in 2012 (2015-16 to 2017-18 Ref: CH2)				
	oject 5	Project Title:	Supporting People				
Star Ce	2015-16	Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements	4	2	8
End date	2015-10						
Start date	oject 6 2015-16	Project Title:	Staffing Reductions (Commissioning)	To meet budget savings and service redesign requirements	4	3	12
End date	2015-16	Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)			5	12
Pro	oject 7	Project Title:	Promoting Independence				
Start date	2015-16	Project Details:	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
Pro	oject 8	Project Title:	Staffing Reductions (Direct Provision)				
Start date	2015-16	Project Details:	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).	To meet budget savings and service redesign requirements	4	2	8
End date	2015-16						
Pro	oject 9	Project Title:	Voluntary Sector Organisations				
Start date	2016-17	Project Details:	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: CH5).	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17						
Pro	oject 10	Project Title:	Staffing Reductions (Access and Assessment)		1		
Start date	2016-17	Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17						

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Adult Social Ca				
			PROJECT DESCRIPTION				
		Project Title:	Additional Staff Savings - Access & Assessment		Likelihood	Impact	Score
Start date	2016-17	Project Details:		To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		A Little state (Construction of a FTE to be defined from Assessment Assessment (2040-47 Def. OU/20)				
		Project Title:	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20). Additional Staff Savings - Direct Provision				
Start date	2016-17	Project Details:	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Additional Staff Savings - Commissioning				
Start date	2016-17	Project Details:	Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Directorate				
Start date	2016-17	Project Details:	Reduction in salaries costs (2016-17 Ref: CH23).	To meet budget savings and service redesign requirements	3	2	6
End date	2016-17						
		Project Title:	Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages				
Start_date	2016-17	Project Details:	Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model (2016-17 Ref: CH24/CH25/CH26).	To meet budget savings and service redesign requirements	4	2	8
	2016-17						
Ð		Project Title:	Mental Health - Care Packages				
Start of	2016-17		Review of support packages within all areas of Mental Health services using the recovery model (2016- 17 Ref: CH27).	To meet budget savings and service redesign requirements	5	2	10
End date	2016-17						
		Project Title:	Older People - Home Care/Direct Payments				
Start date	2016-17	Project Details:	Review of Home Care within support packages and review of Direct Payment support packages using the enablement model (2016-17 Ref: CH28/CH30).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Older People - Managing Crisis			1	
Start date	2016-17	Project Details:		To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).				
		Project Title:	Physical Disabilities - Direct Payments/Home Care/High Cost Packages				
Start date	2016-17	Project Details:	Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Substance Misuse Placements				
Start date	2016-17	Project Details:	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).	To meet budget savings and service redesign requirements	3	1	3
End date	2016-17						

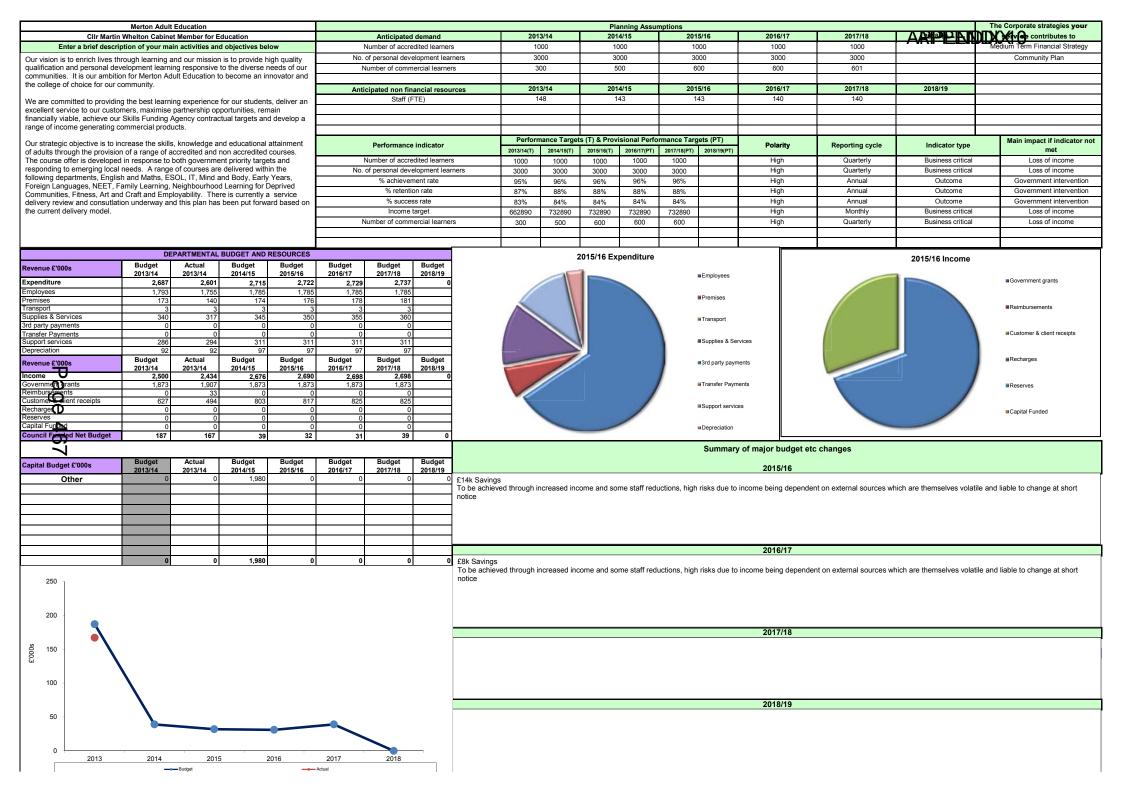
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Adult Social Ca			3/4 0	
			PROJECT DESCRIPTION		Likelihood		Score
		Project Title:	Review of customer care pakages.		LIKEIIIIOOU	Inpact	ocore
Start date	2015-16	Project Details:	Continue to review customers and make savings.	To meet budget savings	4	3	12
End date	2015-16						
		Project Title:	First Contact Service - Voluntary Sector				
Start date	2015-16	Project Details:	Voluntary sector interface with public as first point of contact for potential social care customers.	To meet budget savings	3	4	12
End date	2015-16						
		Project Title:	Supporting People Contract				
Start date	2015-16	Project Details:	Reduce capacity within the supporting people contract.	To meet budget savings	3	3	9
End date	2015-16						
		Project Title:	Day Care Services				
Start date	2015-16						
End date	2015-16	Project Details:	Change the day service offer around Merton day care services.	To meet budget savings	4	3	12
Ρ		Project Title:					
State							
e		Project Details:		Select one major outcome	0	0	0
End date							
62		Project Title:					
Start date				Select one major outcome	0	o	0
		Project Details:			Ů		v
End date							
		Project Title:					
Start date		Drois et Deteiler		Select one major outcome	0	0	0
End date		Project Details:					
		Project Title:					
Start data							
Start date		Project Details:		Select one major outcome	0	0	0
End date							
		Project Title:			1		
Start date							
		Project Details:		Select one major outcome	0	0	0
End date							
		Project Title:					
Start date				Select one major outcome	0	0	0
Fad data		Project Details:			Ŭ		Ť
End date							

Hous Cllr Nick Drape	sing Needs and or Cabinet Mem					Anticipate	ed demand	20	13/14		anning Assun 4/15		15/16	2016/17	2017/18		The Corporate strategies you
Enter a brief descript				low	Housing advice		ate tenants & landlor		0400		000		1000	12000	12000		Contributes to
Fo fulfil statutory housing funct							ster applicants		7625		500		400	8350	7300	8250	Housing Strategy
emporary accommodation.	liona lo preven			435 01		Housing option			1000	-	000		000	1150	1150	1150	
					Dem		rary accommodation		265		20		350	360	360	360	
o plan services in response to					Anti	cipated non fi	inancial resources	20	13/14	201	4/15	20 ⁻	15/16	2016/17	2017/18	2018/19	
nd to develop innovative proje esources and deliver services				U96 01		Housing Need	ds Staff (FTE)		26.5		6.5		4.5	22	19	17.5	
			-		E	nvironmental H	Health (Housing)		0	7	.03	6	.03	5.03	5.03	5.03	
he purpose of this service i																	
Prevent homelessness in acc Provide homes to people in h		statutory nousir	ig iaw														
Plan for the future delivery of		eneral conformi	ity with the Lone	don		Performanc	ce indicator				isional Perfor			Polarity	Reporting cycle	Indicator type	Main impact if indicate
ousing Strategy								2013/14(T)			2016/17(PT)			L Park			met
Formulate and deliver statuto Maintain the housing register				inate			ness preventions mporary accommoda	550 ion 100	550 125	550 130	450 145	450 145	450 145	High Low	Monthly Monthly	Business critical Business critical	Increased costs
ouseholds to vacant housing	association ho	mes					families in B&B	10	125	130	145	145	145	Low	Monthly	Business critical	Increased costs
Maximise supply of affordable			ders and private	e landlords		Highest no. of		7	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Provide care and housing sup Relationship management be			transfer housing	a		-	mes delivered	150	70	35	20	20	20	High	Annual	Outcome	Reputational risk
sociations			-	-		Social ho	ousing lets	430	410	415	360	360	360	High	Quarterly	Outcome	Increased waiting tim
Carry out a statutory duty to				slation		Rent deposit -	new tenancies	90	90	90	90	90	90	High	Annual	Outcome	Increased waiting tim
Provide grant assistance for	improvements	and adaptation	15		No. o	f enforcement/i	improvement notices	57	60	55	55	55	55	High	Quarterly	Outcome	Reduced enforceme
					Number	of Disabled Fa	cilities Grants appro-	ed 52	75	75	60	60	60	High	Quarterly	Outcome	Customer hardship
	Df	EPARTMENTAL	BUDGET AND	RESOURCES						2015/16 Ex	penditure					2015/16 Income	
venue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				Government grants
ployees	3,031 972	3,305 1,001	3,566 1,310	3,481 1,233		3,35 1,19			1								
mises	39	23	38	38	38	31	8						Premises				Reimbursements
nsport	18	19	28	28	28			4									Reimbursements
oplies & Services nsfer Payments	202 1,140	165 1.409		213 1,389		15: 1.41							Transport				
party payments	430			303									■Supplies & Serv	vices			Customer & client receipts
nsfer Payments	0	0	0	0		(
oport services preciation	230	245	277	277	277	27	7						Transfer Payme	ents			Recharges
	Budget	Actual	Budget	Budget	Budget	Budget	Budget										■Recitalges
venue £1000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						3rd party payme	ents			
vernme grants	1,063	1,354	1,359 1,140	1,293 1,140		1,29 1,14											Reserves
imbursements	969	1,179 22		1,140	1,140	1,14	5						Transfer Payme	ents			
stomer pient receipts charges	94		147	148	149	15	1										Capital Funded
echarges	0	0	0	0	-	(0						Support service	is			
apital Funded	0	0	07	(0		0						Depreciation				
ouncil Funded Net Budget	1,968	1,951	2,207	2,188	2,118	2,061	1 0						Depreciation				
ω													Summary	of major budget et	c. changes		
and the L Developed Clopes	Budget	Actual	Budget	Budget	Budget	Budget	Budget								· ·		
apital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							2015/16			
rches Close		111,860	0	C	0	(ngs £35k Reduction									
Wilton Road		40,758	489,240	C	0	(ronmental Health He	ousing savin	gs of £69k to	inculde delet	tion of 1x F	TE post				
estern Road	('	760,000	760,000	115,000			0										
sabled Facilities Grant		1,218,567	839,610	1,341,890	784,000	340,000	0 340,000										
e Gables		21,855	10,000 577,300	0	0		0 0										
e Gables		0	577,300		0		0 0										
				<u> </u>										2016/17			
	0	2,153,040	2,676,150	1,456,890	784,000	340,00	0 340,000 Sav	ngs £56k Reduction	of Homeles	sness Prever	ntion grant						
				-				ngs £30k Rationalis									
2,500							N.					@ C4001- (and the state of the second				
	_						INEV	iy proposed savings	to be appro	ved. Deletion	i oi 5.5 posis	@ £ 129K (I		luced FTE staff numbe	ers above)		
				-													
2,000																	
•														0047/40			
											10.)			2017/18			
\$ 1,500 -								ngs £36k Rationalis ngs £36k Deletion c									
4 5					\					ig post (or ri	,						
					· · · · · ·												
1,000						\											
						\											
						1								2018/19			
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500 -						\											
500 -																	
500 - 0 <u>2013</u>	2014	201	5 2	2016	2017	2018											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Housing Needs and Enal				
			PROJECT DESCRIPTION		PENDD		
Pro	ject 1	Project Title:	Deliver on-line self-assessment tools		Likelihood	Impact	Score
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre- assessment.	More efficient way of working	3	1	3
End date	2015-16						
Pro	oject 2	Project Title:	Maximise use of private rented sector				
Start date	2013-14	Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through empty homes grants.	More efficient way of working	2	2	4
End date	2018-19						
Pro	oject 3	Project Title:	CHMP Regeneration				
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.	Improved resident well being	1	3	3
End date	2018-19						
Pro	ject 4	Project Title:	Housing Service Review				
Start date	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).	Evaluation of alternative service delivery	3	1	3
End date	2015-16						
	ject 5	Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency				
Starte	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3	1	3
End date	2015-16						
OPro	ject 6	Project Title:	Technology Review				
A Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.	More efficient way of working + compliance with corporate policy	2	1	2
End date	2016-17						
Pro	ject 7	Project Title:					
Start date		Project Details:					0
End date							
Pro	ject 8	Project Title:			1	1	
Start date		Project Details:					0
End date		.,					
Pro	oject 9	Project Title:			1		
Start date		Project Details:					0
End date							
Pro	ject 10	Project Title:			1		
Start date		Project Details:					0
End date							

	Libra	ies									Pla	nning Assun	nptions					The Corporate strategies your
Cllr Nick Draper			ity & Culture			Anticipate	ed demand		201	3/14		4/15		5/16	2016/17	2017/18	ARPEN	Dire contributes to
Enter a brief descripti			<i>i</i>	w			e users		54,	000	54,	500	55,	000	56,000	56,000	56,000	Community Plan
The purpose of the service is to	provide a 'com	prehensive and	d efficient' librar	y service,		Stock	issues		105	0000	110	0000	110	0000	1100000	1,100,000	1,100,000	Corp Equality Scheme
addressing the 'needs of adults a	and children' a	ccording to the	Public Libraries	and		Registered	d members		125	,000		,000	135	,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.							figures			0,000		0,000		0,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutor	y duty to make	provision for a	library service	but may	Antio		inancial resou	irces		3/14		4/15		5/16	2016/17	2017/18	2018/19	Performance Management Framework
decide on how this is delivered.				-		Staff	()		4	6	4	7	45	.71	44.71	41.61	41.61	ICT Policy
Certain aspects of the service m	ust be provide	d for free					tion (Libraries)		-	7 14		7 14	4	7 44	144	7 144	7 144	Performance Management Framework
Free lending of books	ust be provide	a loi nee.				Equipme	ent (PC's)		P	14	1	14	14	44	144	144	144	Workforce Development Plan Asset Management Plan
Free access to information									Perform	ance Target	s (T) & Prov	sional Perfor	rmance Targ	ets (PT)				Main impact if indicator not
Free library membership						Performance	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
The Library Service aims to prov	ide a modern,	high quality an	d cost effective	service that	No. of visit	tors accessing	the library ser	vice online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of cus	stomers. Our v	ision is to rema	in the most effic	cient library			les network ter		54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
service in London whilst continui levels.	ng to achieve	some of the hig	hest customer :	satisfaction	% self	service usage	for stock trans	actions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
levels.						Active volunte	eers in libraries		180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
						Maintair	n Income		£282,570	£327,000	£331,000	£336,000	£340,000	£340,000	High	Monthly	Unit cost	Increased costs
							ip numbers		25	30	30	30	30	30	High	Monthly	Quality	Customer hardship
					%	6 customer sa	tisfaction (ARS	5)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service
									L									
															l			
			BUDGET AND R							:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19											
Expenditure	2013/14 3,795	2013/14 3,730	2014/15 3,634	2015/16 3,586	2016/17 3,603	2017/18 3,52		1						Employees				Government grants
Employees	1,338	1,243	1,327	1,305	1,306	3,32												-
Premises	456	465	401	407	413	41		1						Premises				
Transport	3	5	4	4	4		4		~									Reimbursements
Supplies & Services 3rd party payments	629 65	580 63	582 65	549 66	558 67	<u>56</u> 6		1						Transport				
Transfer payments	0	0	05	00	0		0		1				1					Customer & client receipts
Support services	814					68								Supplies & Se	rvices			
Depreciation	490	490		566		56												
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							3rd party payr	nents			Recharges
Income	508		441			45												
Government bants	0	0	0	0	0		0							Transfer payn	nents			Reserves
Reimbursentents	154 329	72 274	114 327	114 331	114 336	11- 34				/								
Reimbursenests Customer & ment receipts Recharges	329	0	0	0	0	34	0							Support servio	ces			
Reserves	25	0	0	0	0		0					1						Capital Funded
Capital Fundad	0.007		0.400		0.450	0.077	-							Depreciation				
Council Funded Net Budget	3,287	3,384	3,193	3,141		3,075												
Capital Builder £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget etc	c. changes		
Relocation of Colliers Wood Library	2013/14	2013/14	2014/15	2015/16	550,000	2017/10	0 0	1							2015/16			
Library Self Service	0	0	0	350,000	000,000		0 0	Savings - Re	duction in M	edia Fund -	£12k (CH5)				2010/10			
			_	,	_			Savings - Inc										
								Revenueisati		·	,							
								1										
]										
	0	0	0	350,000	550,000		0 0								2016/17			
								Savings - Act	tivities - £2k									
4,000								Savings - Sta Savings - PL		tion - f3k								
								Savings - Vo										
3,500								Savings - Re			£45k							
					_													
3,000 -					1													
2.500					\										2017/18			
\$ 2,500 -					· ∖			Savings - Inti	roduce colf -	onyo Libro-i	on at off	ak times _ 00	Ok		2011/10			
0 4 2 000					\			Savings - Inti Savings - Sta		erve Librari	es acompe	an unnes - £9	UK					
2,000					·				5									
1 500					<u>۱</u>													
1,500 -																		
1,000 -						\												
1,000						1									2018/19			
500						\												
500 -						\ \												
0						<u> </u>												
2013	2014	2015	2	016	2017	2018												
								1										
		Budget		/	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - N Libraries			040	
			PROJECT DESCRIPTION		Likelihood		Seere
Pro	oject 1	Project Title:	E-communications		Likelinood	Impact	Score
Start date	2013-14	Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications: 2. Issue a quarterly customer e-newsletter; 3. Develop	More efficient way of working	2	1	2
End date	2015-16		a library application for mobile phones; 4. Continue to develop library website.				
Pro	oject 2	Project Title:	Heritage Strategy				
Start date	2015-16	Project Details	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.	Improved customer satisfaction	2	1	2
End date	2019-20						
Pro	oject 3	Project Title:	Stock efficiency program	More efficient way of working			
Start date	2013-14	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for		2	1	2
End date	2015-16		2015/16 and 2016/17. Maximise usage of e-resources.				
Pro	oject 4	Project Title:	Children & Young People's projects				
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.	Improved resident well being	3	1	3
End date	2016-17		worker. Increase engagement with young people by establishing youth panels in increases.				
	oject 5	Project Title:	Outreach and Community Engagement plan				
Starte	2013-14	Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work	Improved customer satisfaction	2	1	2
End date	2017-18		with under represented groups to shape services accordingly.				
	oject 6	Project Title:	IT Projects				
Start date	2013-14	Project Details	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system in line with corporate systems. Implement self-service libraries at off	Improved customer satisfaction	3	2	6
End date	2017-18		peak times in branch libraries.				
Pro	oject 7	Project Title:	Assisted digital support				
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve	Improved resident well being	2	1	2
End date	2016-17		residents skills.				
Pro	oject 8	Project Title:	Security services contract				
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.	More efficient way of working	3	2	6
End date	2018-19	- -					
Pro	oject 9	Project Title:	Library redevelopments				
Start date	2013-14	Project Details	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	3	2	6
End date	2017-18		opportunities with other council services and partners.				
Pro	oject 10	Project Title:	London Libraries Consortium				
Start date	2013-14	Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year	More efficient way of working	2	2	4
Projects	2017-18	,	Strategy.				



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - I Merton Adult Educ:	-		0 4 0	
			PROJECT DESCRIPTION		RENDD		
Pro	oject 1	Project Title:	Introduction of New 24+ Loans		Likelihood	Impact	Score
Start date	2013-14	Project Details:	Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans	To meet legislative requirements	3	2	6
End date	2014-15						
Pro	oject 2	Project Title:	MAE Commercial Business Plan				
Start date	2013-14	Project Details:	Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management and the same accessing and the same accessing to the same acces	Income generation	3	2	6
End date	2014-15		Management short course programme, Early Years and Schools short course programme				
Pro	oject 3	Project Title:	Widening Participation in Learning				
Start date	2013-14	Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.	Improved resident well being	2	1	2
End date	2015-16						
Pro	oject 4	Project Title:	Accommodation Strategy		1		
Start date	2013-14	Project Details:	In response to Children Schools and Families requiring possible secondary school sites, undertake a	To meet legislative requirements and respond to growing school population	3	2	6
End date	2015-16		full analysis of possible sites across Merton. Undertake explorations with a number of key partners				
	oject 5	Project Title:	Virtual Learning Environment Strategy				
	2013-14	Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium	More efficient way of working	2	1	2
End date	2014-15						
OPro	oject 6	Project Title:	Increase the use of the E Learning Portal Moodle	More efficient way of working			
CO Start date	2014-15	Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students		2	1	2
End date	2015-16		Tor managing resources and communicating with students				
Pro	oject 7	Project Title:	Adult Skills and Employability Scrutiny Action Plan Implementation				
Start date	2013-14	Project Details:	Implement the key skills and employability elements of the scrutiny action plan	More efficient way of working	2	1	2
End date	2015-16	-					
Pro	oject 8	Project Title:	Option Appraisal on the Future of the Service and Consultation	Income loss	1		
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options		3	2	6
End date	2015-2016	-					
Pro	oject 9	Project Title:					
Start date							
End date		Project Details:					
Pro	ject 10	Project Title:			1		
Start date		Project Details:					
End date							

	Public H	lealth									PI	anning Assu	mptions					The Corporate strategies your
Cllr Caroline Cooper-M			It Social Care &	Health		Anticipated			2013		201	4/15	201		2016/17	2017/18		A Nervex ont Hutes to
						Sexual	health		19,8	854	20,		20,		20,913	21,243	21,667	Health & Wellbeing Strategy
						Drugs &				155 Alcohol	Ŷ	205 alcohol	•					
					L	Support		40%								40% of PH staff capacity		
					L,	NHS Healt	th Checks leasure Program		573			23	57		5872 3% increase in population ag	5872		
						NHS Smokin	•		2,44			80	16 16 16 16 16		1742	1830		
Our vision for the public's health	in Merton over the	e next five years	is to stem the in	crease in the		Preventior	\$		10			19	11		1234	1295		
significant inequalities in health					Ant		nancial resources		2013		201		201		2016/17	2017/18	2017/19	
equal opportunities for all reside	ents of Merton to be	e healthy.				Staff (9)		.77	14		14.77	13.77	201110	
						Staff (Tra			1			2			2			
Our vision for the public health te					High qı	Jality data for JS	SNA and joint project	s	n/	a	n	/a	n	а	n/a			
in the Council, Merton Clinical C understanding of their contribution																		
inequalities, using evidence of b		ient in preventio	in and in reducing	gnealth		Performanc	e indicator					sional Perfor			Polarity	Reporting cycle	Indicator type	Main impact if indicator not
									013/14(T)	2014/15(T)	2015/16(T)	2017/18(PT)	2016/17(PT)	2018/19(PT)				met
Public Health services comprise • Mandatory: sexual health, NHS		Jational Child M	easurement Proc	ramme		Chlamydia			2200	2200	2200	2300	2300	2300	Select Low	Quarterly Annual	Output	Failure to meet PHOF target
Support to Clinical Commissionin					Success	Late diagnosi	of drug treatment (TB		46.4%	43.2%	42%	42%	40%	38%	LUW	Annuai	Outcome	Failure to meet PHOF target
 Universal: Smoking cessation, 	, drugs and alcoho	l, obesity					ng (MOU) with MCCG	,	MOU	MOU	MOU	MOU	MOU					
Other							ke of those offered se	onico							Lliab	Quartadu	Output	Increased prevalence of long-
									57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	term conditions
					% exc	ess weight in ch	hildren age 4-5 years	³ 1!	19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long- term conditions
					% exce	ss weight in chil	ldren age 10 - 11 yea	ars o	30.77%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long-
																		term conditions Increase prevalence of lung cancer
					Numbe	a of successful	4-week smoking quit	15	753	790	830	871	915		High	Quarterly	Outcome	heart disease and COPD
DEPARTMENTAL BUDGET AN										2	015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19											
Expenditure	7,873	8,187	2014/15	9,844		9,844								Employees				Government grants
Employees	627	657	994	994		994			/			100						
Premises	0	3	7	7	7	7	7 7		/					Premises				Reimbursements
Transport Supplies & Services	3,408	3,727	4,366	4,366	4,366	4,366	5 0 6 4,366	/	/					. .				Reinbursements
3rd party payments	3,735	3,699	4,367	4,367	4,367	4,367		/						Transport				
Transfer payments	0	0	0	0	0	C	0 0						Δ.	Supplies & Se				Customer & client receipts
Support services Depreciation	97	98	110	110	110	110	0 110						1 ·	Supplies & Se	vices			
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget										₹.	Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				11			3rd party payn	ients			=rconageo
Come Comment grants	9,537 8,985	8,187 8,985	9,844 9,236	9,844 9,236		9,844 9,236												
Reimbursements	552	865	608	608										Transfer paym	ents			Reserves
Obstomer & client receipts	0	1	0	0		C	0 0						· · · ·	0				
Pecharges Reserves	0	-1,664	0	0		0								Support servic	es			Capital Funded
Capial Funded	0	0	0	0	0	C C	0 0							Depreciation				
Council Funded Net Budget	-1,664	0	0	0	0	0	0				-			Depreciation				
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summar	y of major budget et	c changes		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							• anna	2015/16	or orrangeo		
	+ +				-	───	Dubli	ic Health grant	t confirmo	d to ho the c	ama as 2014	46			2015/16			
	1 1					<u> </u>	Publi	ic Health grant	it confirme	u to be the s	anne as 2014/	1.J.						
	+ +				1	<u> </u>	+											
	1				İ	i												
	0	0	0	0	0	C	0 0								2016/17			
	•	_				-	Dep	endent on Go	overnmer	nt grant, to b	e confirmed							
1 2013	2014	201	5 2	2016	2017	2018												
-199 -	17	2013	- 2		2017	2010												
-100																		
-399 -																		
-599 -									_						2017/18			
8 00 -799 - 	/						Don	endent on Gov	vernmen*	grant to be	onfirmed							
00 -799 - 4	1						Debe	chucht on GOV	• criment	branc, to be t	icu							
-999 -	/																	
	7																	
-1,199 -																		
-1,399 -															2018/19			
1.500							Depe	endent on Gov	vernment	grant, to be o	onfirmed							
-1,599																		
-1,799																		
.,																		
		Budget			Actual													
		- Duuget																

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Public Healt			040	
			PROJECT DESCRIPTION				Cases
Pro	oject 1	Project Title:	Integrated sexual health service		Likelihood	Impact	Score
Start date End date	2014-15 2017-18	Project Details:	Commissioning an integrated tier 2 sexual health service which either combines existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.	Improved customer satisfaction	3	3	9
Pro	oject 2	Project Title:	Embedding Chlamydia screening programme				
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for marking the transmission of chlama of which the 20 PDF indicates the transmission of the services.	More efficient way of working	3	2	6
End date	2015-16		meeting the diagnostic target for Chlamydia which is a PHOF indicator.				
Pro	oject 3	Project Title:	Review of local HIV services				
Start date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively	Improved resident well being	3	3	9
End date	2015-16		meet the changing needs relating to HIV and late diagnosis.				
Pro Start date	oject 4 2014-15	Project Title: Project Details:	LiveWell LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions,	Improved resident wellbeing	2	1	2
End date	2014-15		linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.				
	oject 5	Project Title:	Prevention				
	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an	Improved resident wellbeing	2	1	2
	oject 6	Drain at Titla	important role to play in reducing the stark health inequalities between east and west Merton. Transition of responsibility for Health Visiting Service to Local Authority				
Start date		Project Title: Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.	Select one major outcome	0	0	0
Pro	oject 7	Project Title:	National Child Measurement Programme				
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management	Improved Health and Wellbeing	o	0	0
End date			classes for families.				
Pro	oject 8	Project Title:	NHS Health Checks		1		
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS	Improved Health and Wellbeing	2	2	4
End date			Health Checks every five years to detect early signs of heart disease and risk factors.				
Pro	oject 9	Project Title:	Drugs and Alcohol Prevention and Treatment		1		
Start date		Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of alcohol needs is being commissioned to inform development of a prevention strategy/action plan.	Select one major outcome	0	0	0
End date			acono neces is being commissioned to morn development of a prevention strategy/action plan.				
Pro	ject 10	Project Title:	Support to Merton Clinical Commissioning Group		1		
Start date		Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities,	Select one major outcome	o	0	0
End date			providing data analysis, needs assessment and evidence of best practice.				

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Corporate Services Department

	Business In	provement								Pla	nning Assur	mptions					The Corporate strategies your
Clir Mar		et Member for F	inance			Anticipate	d demand	2	013/14	201			15/16	2016/17	2017/18	ARPERN	Contributes to
Enter a brief descrip				ow	Core service red		a acmana		4400	44			023	3555	3355	3255	Customer Services Strategy
	a shi or your m	and activities dif	a objectives bei				ve)		2000	18				1450		1350	
- Operate as a Centre of Exceller	ice for Project a	nd Programme M	lanagement (PPN	1), raising	Non Core servic Support for cont								620 880		1450 880	1350 880	ICT Policy
the capacity of the organisation to	o consistently pl	an and deliver pr	ojects/programm	es			s improvement		600	8				880			Capital Programme
successfully. - Support DMTs to embed a culture	ure of continue	bueiness imr	ement within the	organisation	Project/Program	IIIIES		12	2.8FTE	11	IE.	21	FTE	12 FTE	0 FTE	0 FTE	Children & Young person's Plan
 Support DMTs to embed a culture through the provision of tools, teo 	chniques advice	and support - in	cluding but not lir	nited to lean.									15/40	00/0/17	00/7/10	0045115	Information Governance Policy
 Manage and deliver adhoc Projection 	ects and Progra	mmes of work at	the direction of C	MT and			inancial resou	rces 2	013/14	201			15/16	2016/17	2017/18	2018/19	
M2015 Board. - Lead and deliver a coordinated	programmo of -		deliver officion-	as and	Staff - Program				4				4.5	4.5	2.5	2.5	
improve customer satisfaction.					Staff - Business	-			25.9	2			25	22	20	20	
 Establish a Programme Manage 	ement Office (Pl	MO), ensuring the	at all transformation	onal activity	Staff - Program	mes and projec	ts (fixed term)		12.8	1			21	12	0	0	
is directed and monitored through risks and issues are managed eff	h DMTs, M2015 fectively and be	and CMT so that	resources, depe	ndencies,	Apprentices				2				2	0	0	0	
realised.	-	-	-	-		Performanc	e indicator		rmance Targe					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- Work with businesses and I&T t			of CMT – the stra	itegy for IT,		· onomaile	o maioator	2013/14(T	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)		noporting of ore		met
 an associated implementation pla Establish a Technical Design Au 	an and manage	its delivery.	nication takes a c	oordinated	Systems availab	oility		80%	95%	97%	98%	99%	99%	High	Monthly	Business critical	Reduced service delivery
and planned approach to system:	s implementatio	n that complies w	ith and drives ag	reed													
corporate strategy, standards and	d supportability.		-														
 Proactively advise businesses of leverage existing systems investr 	or opportunities to ments for improv	o exploit emergin	ig technologies a	na to													
- Provide support to the business	for operational	and maintenance	related tasks for	applications									Γ				
including upgrades, housekeepin	g, periodic sche	duled tasks and I	batch processing	thus				l		1					1		
sustaining business continuity: av	vailability, perfor	mance, and capa	ability of the syste	ms.					1	1		1	1		1	İ	
									1	1			1		1	ł	
									1	1			1		1		
	п	EPARTMENTAL	BUDGET AND	RESOURCES										L	•		
					Budget	Budget	Budget		:	2015/16 Exp	enditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			3							
Expenditure	3,459	3,440	2,790	2015/16	2,814	2,75							Employees		4		Government grants
Employees	2,081	1,953	1,541	1,491	1,403	1,329											
Premises	2,001	0	0	1,401	1,400	1,023							Premises				
Transport	3	0	3	3	3		3										Reimbursements
Supplies & Services	1,034	909	928	1,080	1,090	1,10	0										
3rd party payments Support services	341	0 578	0 318	318	240								Transport				Customer & client receipts
Depreciation	341	5/8	318	318	318	318	<u> </u>										
	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Supplies & Ser	vices			
Revenue <u>£'000</u> s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19										Recharges
Income	2,739		2,722	2,727	2,727	2,72							- Ord and the				
Government								¥		St			3rd party paym	ents			
Reimburgements Customer culient receipts															V		Reserves
Customer continuent receipts Recharges	79		84		89	8	-						Support service	s			
Reserves	1,875 785		2,638	2,638	2,638	2,63	•		S. 1		1						Capital Funded
Capital Fundam	,05	010	0				+ 1			1			Doprosiation				- Capital Fanded
Council Funded Net Budget	720	-328	69	165	87	23	0						Depreciation				
G	Budget	Actual	Budget	Budget	Budget	Budget	Budget						_				
Capital Booget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Summary	of major budget et	changes		
Document management system	0	0	300,000	440000										2015/16			
Customer contact programme	0	0	300,000	485000			1	CS1 Rationalisation of	nanagement	costs £50k							
Data Labeling		0	293,840	0			1 1	CS3 Generate income									
Replace Social Care System			400,000	571,000				Further implementation			15/6 will me	et target sa	ivings.				
			.00,000	5. 1,000													
							+										
							+										
	-		1 000 0 /0	1 400 000										2016/17			
	0	0	1,293,840	1,496,000	0		v 0	D					0001	2016/17			
000								Reorganisation of syste	ms developm	ent and supp	ort arranger	ments CS63	3 £88k.				
800																	
600 -																	
400																	
400 - g	\													2017/18			
5000s	\							Reorganisation of syste	ms develorm	ent and supr	ort arranger	ments CS63	3 £74k.				
200 -																	
200																	
0	-																
0 2013 2014 2015 2016 2017 2018																	
														2018/19			
-200 -														2010/13			
-400																	
	_	Budget			Actual												
L		-															

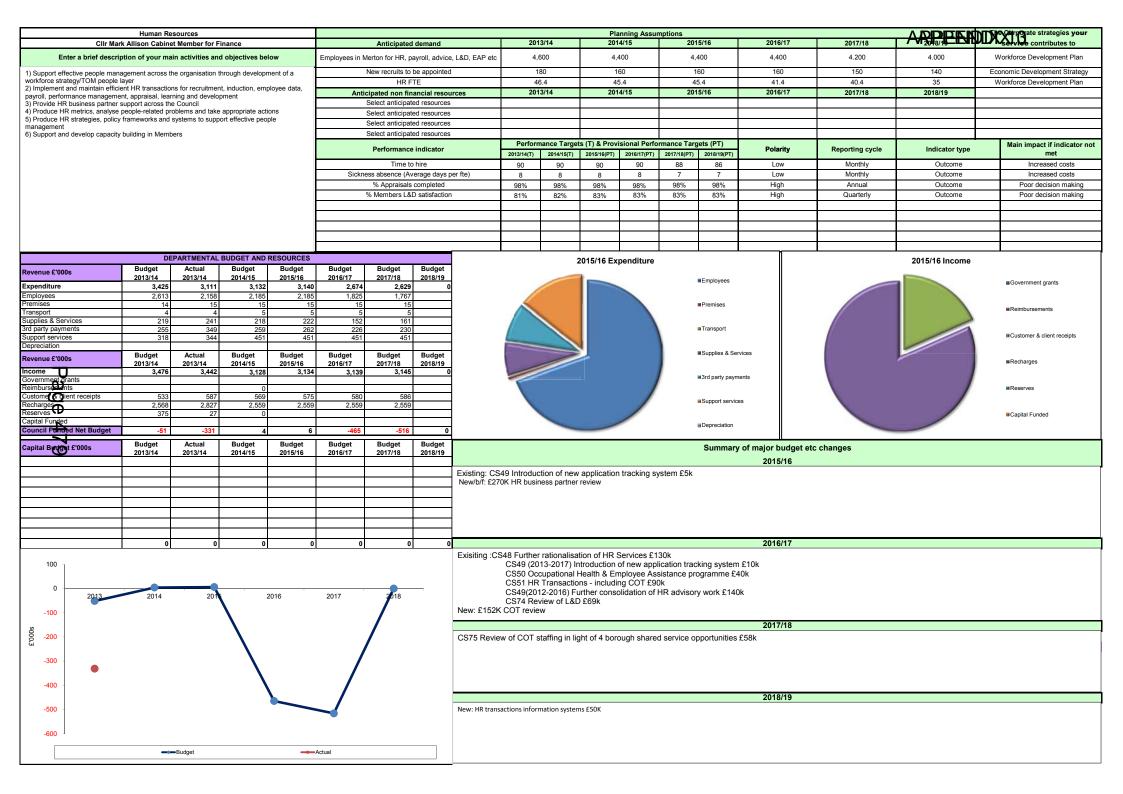
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Business Improv PROJECT DESCRIPTION		ENDD		
Br	oject 1	Project Title:	Customer Contact programme	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2013 31/03/2016	Project Title.	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
Pro	oject 2	Project Title:	Electronic document and records management system	More efficient way of working			
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
		Ducie of Titles	Conial Core Information System	To avoid to define an and a south			
Start date	oject 3 01/06/2014	Project Title: Project Details:	Social Care Information System Procure and implement a Social Care Information system to support adults social and children and	To meet legislative requirements A fit for purpose system that supports efficient business practices and care management now and into the	1	3	3
End date	31/12/2015	Troject Details.	families integrated care.	future			
Pro	oject 4	Project Title:	Data Labelling System	To meet legislative requirements			
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
	oject 5	Project Title:	Corporate TOM Refresh exercise	More efficient way of working			
Starte End date	01/09/2015	Project Details:	Lead and coordinate a pan-organisation exercise to review and refresh all Target Operating Models and enabling strategies as required	Provides a disciplined, organised approach to planning for future change and improvement and ensures work programmes align to deliver the ambitions of the services within the organisation.	1	1	1
	oject 6	Project Title:					
A Start date	-,	Project Details:			0	o	o
End date							
Pro	oject 7	Project Title:					
Start date		Project Details:			0	0	0
End date							
Pro Start date	oject 8	Project Title:		Select one major outcome			
End date		Project Details:					0
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		FTOJECT Details:					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

	Corporate Governance								Inning Assu						Corporate strategies your
	rk Allison Cabinet Member for Fina			ed demand			13/14		4/15		15/16	2016/17	2017/18	/-VT20118/18_LLNI	
Enter a brief descrip	ption of your main activities and ol	bjectives below	Resi	dents		206	5,038	208	,822	211	1,569	214,229	216,806		Corp Equality Scheme
Corporate Governance is made up	up of 7 core services:		Offi	icers		40	081		Ļ		Ţ	Ļ	Ļ		Customer Services Strategy
Information Governance - manage	es complaints, MP & Member enquirie I compliance with Data Protection Act	es, Freedom of Information	Coun	icillors		6	60	(60	(60	60	60		Risk Management Strategy
agenda, including maintaining the	Publication Scheme. Also provides t														Information Governance Policy
function.			Anticipated non f		rces		13/14		4/15		15/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
Internal Audit and Investigations-	provides independent, objective appra	aisal of risk management,		(FTE)		4	48		17	39.7 (excl.	Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)		Performance Management Framework
	cesses and fraud risks including plann			- LALO			8		8		8	8	8		Civil Contingencies Plan
	ontrol and conflicts of interest. Co-ordi and updates anti fraud polices. Report			Election			0		00		800	800	0		Central Government
controls to members. Investigation	ns - investigates allegations of fraud for		Staff -	Canvas			50		50		50	150	150		
internal cases.			Performan	ce indicator			-			ormance Targ		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Safety Services - provides H&S , e	emergency planning & business conti	inuity service.				2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	-			met
Democrany Consistent and Interiors in	independent constinuition automatic	the Coursellors and Maure 9	FOI requests - o			90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
ensures council has robust decisio	independent scrutiny function, support ion making arrangements.	t to Councilions and Mayor &		ealt with in time		90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
				ted against plan		90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
Electoral Services - maintains reg	gisters of electors whilst managing the s & referendums and undertakes boun	e move to individual electoral	Audit actions implem			90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
			Completed planne			60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
There is also the shared Legal ser	ervice with the London Borough of Ricl	hmond, which has its own	Priority A H&S action			75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
Service Plan.			No. supplementa	ry agendas issu	ed	28	26	24	22	20		Low	Quarterly	Quality	Rework
											1	L			
	DEPARTMENTAL BU	IDGET AND RESOURCES					:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s		Budget Budget	Budget Budget	Budget											
		2014/15 2015/16	2016/17 2017/18	2018/19							Employees				Government grants
Expenditure	4,276 4,164	4,031 3,869	3,897 3,92			-									guno
Employees Premises	2,427 2,469	2,449 2,344	2,344 2,34	5							Premises				
Transport	26 30	25 26	26 2	7							I Termaca				Reimbursements
Supplies & Services	1,353 1,079	1,228 1,170	1,198 1,22										10		
3rd party payments	0 1	0									Transport		10		Customer & client receipts
Support services Depreciation	466 583	324 324	324 32	4						1					
	Budget Actual	Budget Budget	Budget Budget	Budget				<u>, </u>			Supplies & Se	rvices			
Revenue £'000s		2014/15 2015/16	2016/17 2017/18	2018/19				X							Recharges
Income	2,509 2,504	2,367 2,373	2,377 2,38								3rd party payr	nente			
Government grants Reimbursements	70 65	70 70	70 7						1	/	alord party pays	inci ita			- December 2
Custome Colient receipts	154 93 62 307	59 60 153 158	62 6 160 16												Reserves
Recharge	2,190 2,224	2,085 2,085	2,085 2,08								Support service	es			
	34 -185	0					4								Capital Funded
Capital Funded	0										Depreciation				
Council Funded Net Budget	1,767 1,661	1,664 1,496	1,520 1,544	4 0											
Capital Bid t £'000s		Budget Budget	Budget Budget	Budget							Summar	/ of major budget etc	changes		
• •		2014/15 2015/16	2016/17 2017/18	2018/19											
Ctte Decision Making	2,000	0 0	0	0 0								2015/16			
Other		9,920		_								esources £30k			
						onalise Heal									
				_		onalise interr ices and sup									
				_	0004 0010	ices and sup		igs within c	orporate G	overnance	LOOK				
				+											
				+											
	0 2,000	9,920 0	0 0	0 0								2016/17			
	0 2,000	9,920 0	0 0	0								2010/17			
2,000															
2,000															
1 500															
1,500 -			1												
			\									2017/18			
SO			\									2017/10			
£,000s			\												
1,000 -			\												
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			<u>۱</u>												
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500 -			<u>۱</u>									2010/40			
			<u>۱</u>									2018/19			
			<u>۱</u>												
			<u>۱</u>												
0	1		_												
2013	2014 2015	2016	2017 2018												
	Budget	 ,	Actual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXI Corporate Governance			10 // 0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			
Pro	oject 1	Project Title:	Support new intake of councillors	Improved customer satisfaction	Likelihood	Impact	Score
Start date	01/04/2013	Project Details:	To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.		1	1	1
End date	31/03/2015						
Pro	oject 2	Project Title:	2013/17 Implement individual electoral registration	To meet legislative requirements			
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.		3	3	9
End date	31/12/2016						
Pro	oject 3	Project Title:	2013/17 Administer statutory elections, referendums and ballots.	To meet legislative requirements			
Start date	01/04/2013	Project Details:	Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other		3	3	9
End date	31/03/2017		referendums and ballots that may be required				
Pro	oject 4	Project Title:	Prepare for and implement changes to single fraud initiative	To meet legislative requirements			
Start date	01/02/2014	Project Details:	To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload		2	2	4
End date	31/03/2015		from Housing Benefit fraud to other areas of fraud				
	oject 5	Project Title:	Committee report workflow	More efficient way of working			
Starte	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as		2	1	2
End date	01/10/2014		well as sign off by Directors and Cabinet Members.				
	oject 6	Project Title:	Scrutiny Improvement Programme	Improved reputation			
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors		2	1	2
End date	31/03/2015		in scrutiny activities.				
Pro	oject 7	Project Title:	LLC service delivery	To meet legislative requirements			
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	31/03/2015						
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					o
End date		,					
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					o
End date		-					
Pro	ject 10	Project Title:		Select one major outcome		1	
Start date		Project Details:					o
End date							

					Pla	nning Assur	mptions					Service contributes to						
Selec	t your Cabinet N	lember & Port	folio			Anticipate	d demand		201	3/14	201	4/15	201	5/16	2016/17	2017/18		service contributes to
Enter a brief descrip	otion of your mai	in activities an	nd objectives be	low	Benefit/Council	Tax support cla	aimants		16	,000	16,	000	16.0	000	15,000	14,000	14,000	Customer Services Strategy
					Telephone calle	rs			500	0,000	600	,000	600,	,000	500,000	450,000	400,000	Homelessness Strategy
There are 5 core services:					Face to face cus	stomers			115	5,000	100	,000	90,0		85,000	80,000	70,000	Medium Term Financial Strategy
Local Taxation - responsible for Bailiff collection services; - this in					Council tax prop					,000		500	83,0		83,000	83,000	85,000	Social Inclusion Strategy
Housing Benefit - responsible for	or administering ho					cipated non fi	nancial resou	urces		3/14	201	4/15	201		2016/17	2017/18	2018/19	
identification and prevention of fra	aud;	-				Staff (62.4	13		13		134.4	133.4	133.4	
Merton Link - first point of contact face or via telephone - also provide	de Translation Sei	rvices & Conce	ssionary Travel 9	Schemes:		Apprentic				3				1		1		
Registrars - responsible for regis	stration of births &						,											
citizenship ceremonies & nationa Communications - responsible f		onhonding #	roputation of Ma	ton Courselle					1							1		
promoting Merton as a good plac									Perform	nance Target	s (T) & Provi	sional Perfo	rmance Targ	ets (PT)				Main impact if indicator not
have access to services; ensuring	g the community is	s able to have a	a say in the coun	cil decisions;		Performanc	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
and engaging council staff so the		direction of the	council and are	committed to		Business Rat	tes collected		97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
putting customers at the heart of Front line service for Universal	all they do. I Credit - local aut	thorities will be	responsible for d	elivering front	% of N	lerton Bailiff Se		d in full	58%	58%		58%					Outcome	
line services for universal credit f						xcluding parking and					58%		58%	58%	High	Monthly		Loss of income
anticipated that this new service vague due to the uncertainty of the					HB - (COC & new cla		g days	16	16	16	16	16	16	Low	Monthly	Business critical	Customer hardship
Universal Credit will impact on the						First contac				60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service
	5				Income from	events (marria	0 : 1	nerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income
						Successful w			83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service
						No. of on-line			<u> </u>			30,000	45,000	60,000	High	Monthly	Business critical	Reduced customer service
						Council Ta:	x Collected		97%	97%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income
			BUDGET AND							:	2015/16 Ex	oenditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Expenditure	2013/14	2013/14	2014/15	2015/16	2016/17 9,394	2017/18	2018/19	-			-			Employees				Government grants
Expenditure	9,618 5.200	9,752 5.267		9,487 5.008	9,312 4,788		4										Ť	
Premises	5,200	5,267		5,008		4,780		1						Premises				
Transport	63	73	63	64	65	65	5	1					-					Reimbursements
Supplies & Services	1,467	1,551	1,447	1,459	1,491			1				_						
3rd party payments Support services	920	450	828 2,465	467 2,465	479		-						Transport				Customer & client receipts	
Depreciation																		
	Budget Actual Budget Budget Budget							1						Supplies & Se	rvices			
	2013/14 2013/14 2014/15 2015/16				2016/17	Budget 2017/18	2018/19											Recharges
Income	7,613	8,055		6,966		6,801		4						3rd party payr	nents			
Government grants Reimburser unts	2,270 930	2,264 1,497	1,981 930	1,520 930		1,302 930		1	-									Reserves
Customer Cus	2,138	2,334	2,184	2,211		2,264		1						. ·				
Recharges	2,275	2,275	2,305	2,305		2,305		1						Support service	es			
Reserves V	0	-315	0					ł				/						Capital Funded
Capital Funded Council Funded Net Budget	2,005	4 007		2,521		0.544	0	4			-			Depreciation				
Soundi Panaea Net Budget		1,697	2,465		2,620	2,511												
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget etc	changes		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	1							2015/16			
	├		ł	ł			+	The DWD !	aug a - 1 -	anaitte -1 f.	ling fr - H-	000114/-1/	oro Cuine - 1	a a h a *		ananding future for P	for the east and a state	le administration
	├		ł	ł			+	Funding for							uecision is required r	egarding future funding	for the ascheme and it	sauministration
			1												nme the impact of the	Customer Service Rev	view will not save £30k	in this year. Savings from
			 					elsewhere v									WIII HOL BAVE LOUK	and your outings nom
			 											mentation	of telephone parking £	10k		
			 												work for supporting Ur			
			 					1	5									
		٥		n			0 0								2016/17			
	, vi	U					-, U	Deferred h	idaotoni co	lings from	1/15 includ	e a deletier	of monor	r position		one and a reduction with	hin the debt recover 1/h	ailiff function review of welfers
3,000								benefits res				e a uelelioi	n or manage	position (within Customer Servic	co anu a reduction Wit	initiale debt recovery/c	ailiff function , review of welfare
0,000								Continued i				view will sa	ave £30k an	nuallv				
															of telephone parking £	210k.		
2,500								The roll out	of Universa	al Credit will	impact fur	ther on the	level of Hou	uising Bene	fit administration gran	t.		
					\			There may	be funding	from the DV	VP for the n	ew Local S	upport Serv	ices frame	work for supporting Ur	niversal Credit.		
					<u>۱</u>			New perform	mance targe	et required f	o monitor ta	ake-up of o	n-line servic	es. This in	cludes revision of num	ber of telephone calls a	and face-toface custom	ers
2,000 -					<u>۱</u>										2017/18			
£.000					\			CS60 Delet	tion of Assis	tant Directo	r nost £100	lk .						
ц ц 1 500	500												reduce teln	hone calls	and face-to-face custo	mers		
1,500					· · · · ·								. Suude telpi					
1,000 -						\												
						1												
						\									2018/19			
500 -						\		Continued	impact of C	istomer Co	ntact project	t to further	reduce telel			mere		
						\		Anticipated						IONE CallS	and face-to-face custo	11013.		
						\		, intopated				on rux prop						
0	0011	0.51	,	2010	2017													
2013	2013 2014 2015 2016 2017 2018																	
		Budget			Actual													
L						_												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Customer Services	10 OVER THE FOUR YEAR PERIOD		0 // 0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Saara
Pro	oject 1	Project Title:	Customer Service review	More efficient way of working	Likelinood	Impact	Score
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed		3	2	6
End date	31/03/2015	Desired Titles					
Pro	oject 2	Project Title:	Improve access to on-line services	More efficient way of working			
Start date End date	01/04/2013	Project Details:	Maintain successful visits to the website target at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.		2	2	4
Pro Start date	oject 3 01/04/2013	Project Title:	Council Tax support scheme	To meet legislative requirements	2	1	2
End date	31/03/2016	Project Details:	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16		2		2
Pro	oject 4	Project Title:	Implement and review Welfare Assistance Scheme	Improved resident well being	1		
Start date	01/04/2013	Project Details:	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16		2	1	2
End date	31/03/2015		regarding ratic forming form for to				
	oject 5	Project Title:	Appoint a medical examiner	To meet legislative requirements			
	01/04/2014	Project Details:	The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.		2	2	4
End date	31/12/2014		through the shalling of another boroughs reclutinent and appointment.				
	oject 6	Project Title:	Local Support Services	To meet legislative requirements			
Start date	01/04/2014	Project Details:	In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be		2	2	4
End date	31/03/2016		multi agency and include Job Centre Plus, volunarty sector and neighbouring authorities				
Pro	oject 7	Project Title:	Review Debt Collection Processes	More efficient way of working			
Start date	01/06/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.		3	2	6
End date	01/04/2016						
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	ject 10	Project Title:		Select one major outcome	1		
Start date		Project Details:					0
End date		-					



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Human Resources									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Likelihood Impact Score			
Pre	oject 1	Project Title:	Occupational Health Service	More efficient way of working		Likelihood	Impact	Score	
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency			3	3	9	
End date	31/03/2016 oject 2	Project Title:	Employee Assistance programme	More efficient way of working					
		Project fille.		wore encient way or working					
Start date End date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency.			3	4	12	
		D	West free Oration			_			
Start date	oject 3 01/04/2014	Project Title:	Workforce Strategy Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for	More efficient way of working		3	3	9	
End date	31/03/2017	Project Details:	organisational change						
Pro	oject 4	Project Title:	Establishment and workforce	More efficient way of working					
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff			3	3	9	
End date	31/03/2016								
	oject 5	Project Title:	Review HR policies	Select one major outcome					
Starte P		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development			3	3	9	
Start date	oject 6	Project Title: Project Details:	Budget savings Deliver both exisiting and new budget savings for the HR function	To meet budget savings		4	3	12	
End date		Troject Detailo.							
Pre	oject 7	Project Title:		Select one major outcome					
Start date		Project Details:						0	
End date									
Pr	oject 8	Project Title:		Select one major outcome					
Start date		Project Details:						0	
End date									
Pro	oject 9	Project Title:		Select one major outcome					
Start date		Project Details:						0	
End date									
Pro	oject 10	Project Title:		Select one major outcome					
Start date		Project Details:						0	
End date									

	Infrastructure ar											anning Assu				-		service contributes to	
Cllr Mark Allison Cabinet Member for Finance					Anticipated demand				2013/14		2014/15		2015/16		2016/17	2017/18	2018/19		
Enter a brief description of your main activities and objectives below					Repairs & Maintenance of Corporate Buildings (Rever						800,00		780,000		740,000	740,000	700,00	Asset Management Plan	
Infrastructure and Transactions Division (I&T) is a support service made up of three functions which are:-					IT Service Calls Service Reques			23,600			25,700		,800	26,500 7,000	25,000 6,500	22,500 5,000	Customer Services Strategy Customer Services Strategy		
							ortmonto		6,400		6,800 130,000		7,200		115,000	110.00	105,00	87	
IT Service Delivery - IT (SD) so desktop equipment and associa		Transactions re	UFCOR	130,000 ces 2013/14			4/15	120,000 2015/16		2016/17	2017/18	2018/19	Customer Services Strategy						
Desk facilities, IT Disaster Reco					Anti	icipated non fi	FTE)	urces			-		2015/16		2010/17	24	2010/13		
governance and data security.	-		0.11			Transactional)	36		35 14.7			13	13	10	8		
- I ransactional S							elivery (FTE)	1		2.8		2.8		32	30	23	19		
accommodation, building repairs	rs and maintenand	e for the portfolic	o of corporate bu	ildings,		Staff (Apprentices)			2		5		4		3	3	3		
energy management and conser and other associated hard and s	ervation, cleaning,	catering, print ar	nd post room ser	vices, security			. ,				ts (T) & Provisional Perfor		rmance Targets (PT)				· · · · ·	Main impact if indicator not	
						Performance	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met	
Transactional Services incorpo Administration and Vendor Main					Repairs & I	Maintenance ra	tio of Reactive	e to Planned 50/50 40/60			30/70	30/70	30/70	30/70	Low	Annual	Outcome	Increased costs	
and services provided to LBM.						Total externa	al fee income		200,00	225,000	235,000	285,000	320,000	320,000	High	Quarterly	Output	Loss of income	
revenue received. Maintain acc	curate records re	client contribution	ons on Carefirst to	o enhance	CO2 er	missions corpo	(tonnes)	4,200	4,100	4,000	3,900	3,800	3,800	Low	Quarterly	Output	Environmental issues		
correct involving and reduce que cleansed, Providing training an					Firs	t time fix rate f	Desk	63%	64%	68%	70%	72%	75%	High	Monthly	Outcome	Reduced service delivery		
invoicing.					Custom	er Satisfaction	esolution	85%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service		
					Invoices	paid within 30	days of receip	ot by LBM	91%	93%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery	
					Carefirst invo	pices paid withi	n 30 days from	n invoice date	88%	93%	95%	95%	95%	95%	High	Monthly	Business critical	Increased costs	
		EPARTMENTAL									2015/16 E	kpenditure					2015/16 Income		
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					-							
Expenditure	2013/14 13,212	2013/14 13,599	2014/15		2016/17 10,807	2017/18		5						Employees				Government grants	
Employees	3,589	3,717			3,080	2,99		1		/									
Premises	2,705	2,608	2,733	2,185	2,132	2,16	0]		/				Premises				Reimbursements	
Transport Supplies & Services	39 2.863	33 3,151			33 2,558			4		/								mixemburaeffiefits	
3rd party payments	2,003				2,550			-			- 11			Transport					
Support services	1,941	2,113	875	875	875	87	5	1										Customer & client receipts	
Depreciation	1,871	1,871	1,916	1,916	1,916	1,91		4						Supplies & S	ervices				
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							- coppies a c				Recharges	
Income	12,264	12,914			11,868	11,90		5	-					_					
Government grants Reimbursen ents		ļ!												3rd party party	ments			_	
Customer anglient receipts	1.990	2,335	2,063	2,112	2.116	2,15	5	-										Reserves	
Recharges	10,057	10,362			9,752	9,75							/	Support server	ices				
Reserves D	217	217	0]					/					Capital Funded	
Capital Funded Council Funded Net Budget	0 948	685		-803	-1.061	-1.139	0	-						Depreciation					
		Actual			.,	.,	, Durdward					/							
Capital Budget £'000s	Budget 2013/14	2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summar	of major budget et	c changes			
Information Technology		1,244,814	1,105,280	584,000	1,862,000	1,881,00	0 1,007,000)							2015/16				
Facilities Management		3,288,425	1,410,920	2,185,300	1,000,000	1,000,00	0 1,750,000	CS5 Review	procurement	t of support	, maintenano	e & license	contracts £3	4k					
									urement of m										
L		<u> </u>						CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k											
		ļ!	L					CS20 Energy refit £100k, CS21 Increase income targets for building and repair work£45k											
		<u>ا</u> ــــــــــــــــــــــــــــــــــــ				ļ	+	CS22 Restru	icture of Arch	ive Store £	15k, CS23 O	utsourcing b	uilding servi	ces and secu	rity services £35k				
		<u>ا</u> ــــــــــــــــــــــــــــــــــــ	 				-	CS25 Deleti	on of one pos	t £30k, CS2	7 consolidat	ion of utilities	s budgets £5	50k					
<u> </u>		4 500 000	0 540 000	0 700 000	2,862,000	2 004 00	0 2 757 000	<u> </u>							2016/17				
	0	4,533,239	2,516,200	2,769,300	2,662,000	2,881,00	0 2,757,000		(procurem	t of ourses -t	maintence	n & licons -	contracta or	20k	2010/17				
1,500									procuremen curement of m				CONTRACTS £2	-9K					
.,								CS8 Reduct	tion of WAN c	osts £20k									
1.000 -									ourcing of ser			00 00ct 007							
1,000 -									ion of post £3 red from 14/1					ourcina huild	ng services and securit	v services £50k			
									gamation of ir							,			
500 -								Ľ											
														2017/18					
s								CS70 Apply	admin charg	e to custom	er requesting	hard copy	paper invoic	e £35k					
0 0000			-		2017	2018		CS71 Deleti	ion of two pos	sts £85k idgets £34k									
о сч 2013	2014	2015	5	2016	2017														
80 0 40 2013	2014	201:	5	2016	2017					0									
2010	2014	201	5	2016	2017					Ū									
-500 -	2014	201	5	2016	2017					0									
2010	2014	201:	5	2016						Ū					2010/40				
-500 - -1,000 -	2014	201:	5	2016											2018/19				
-500 -	2014	201	5	2016	2017										2018/19				
-500 - -1,000 - -1,500 -	2014	201:	5	2016											2018/19				
-500 -	2014	201.	5	2016	2011										2018/19				
-500 - -1,000 - -1,500 -		2018	5	•	Actual										2018/19				

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) -				
Infrastructure and Transactions PROJECT DESCRIPTION MAJOR EXPECTED OUTCOME							
					Likelihood	Impact	Score
Start date	oject 1 01/11/2014	Project Title: Project Details:	Implementation of IT Strategy & Plan Implementation of corporate IT Strategy & Plan which has been developed on the basis of	More efficient way of working	3	2	6
End date	31/03/2017	· · · · · ·	information derived from departmental Target Operating Models.				
Pro	oject 2	Project Title:	Backscanning of existing paper records	More efficient way of working			
Start date	01/06/2014	Project Details:	Backscanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records		1	2	2
End date	31/03/2018		Management System (EDRMS).				
Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Improve IT Disaster Recovery and Business Continuity arrangements			
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of		2	3	6
End date	31/03/2015		service in the event of a major incident or IT equipment failure.				
Pro	oject 4	Project Title:	Flexible Working Programme	More efficient way of working			
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective manner possible.		2	2	4
End date	31/12/2015						
	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Improved customer satisfaction and more efficient ways of working.			
Starte	01/01/2014	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with		1	2	2
End date	30/06/2016		statutory requirements.				
8Pr 2	oject 6	Project Title:	Energy "Invest to Save" Initiatives	More efficient way of working			
Start date	01/04/2007	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum		1	1	1
End date	01/04/2018		financial pay back of between 7 and 10 years.				
Pro	oject 7	Project Title:	Review Civic Centre Building Services & Security arrangements	To meet budget savings			
Start date	01/07/2013	Project Details:	Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the reputational risks inherent in managing a front-line service in the highest profile corporate building within	2	2	4	
End date	01/04/2015		the authority.				
Pro	oject 8	Project Title:	Process review of Accounts Payable and Receivable functions	More efficient way of working			
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the				2
End date	31/03/2017		development and use of E-Billing and electronic invoicing.				
Pro	oject 9	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	More efficient way of working			
Start date	01/10/2013	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the		2	2	4
End date			longer term strategic management of property and assets across the authority.				
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

	Der										Di-	nning Ass	motions					The Corporate strategies your
Clir Mari	Resou k Allison Cabine	irces et Member for F	inance			Anticipate	ed demand		201	3/14		nning Assur 4/15		15/16	2016/17	2017/18		The corporate strategies your
Enter a brief descrip				w	Re		Budget Manage	ers		7/23		7/23		7/23	147/23	147/23		Asset Management Plan
Resources is made up of four main	jor areas of activ	ity:				i	ganisations Sup			i0+		60+		7723 50+	147/23	147/23		Capital Programme
Accountancy - manage financial	health of the cou	uncil through adv	vice & support to of	ficers and		, ,	ormance & Risk			ports		ports		eports	8 Reports	8 Reports	1	Central Government
Members, production of council's & monitoring, council's day to day							mance & Risk M		8 Re			ports	8 Re		8 Reports	8 Reports		Corp Equality Scheme
pensions. Over the next four year	s we will transfor	m by improving u	use of technology	/reviewing	Budget,	Service, Perfo	ormance & Risk	Closing		ports		ports		eports	2 Reports	2 Reports		Corp Procurement Strategy
processes /how information is sto Business planning - manage Fir			v/Monitorina Fina	ancial	Anti	icipated non f	financial resou	rces		2/13	201	3/14	201	14/15	2015/16	2016/17	2018/19	Medium Term Financial Strategy
Systems Liaison & Development,	Business & Ser	vice Planning, Pe	erformance Manag	ement (PM)		Staff	(FTE)			9.2	64	4.2	6	4.2	61.2	61.2		Risk Management Strategy
& Risk Management, developing I multi-year planning, target resource						Staff (T	Trainees)			4		4		4	4	4		Treasury Management Strategy
information. Over the next four ye	ars we will impro	ve robustness of	f our systems & pr	ojections,		Staff (Ap	prentices)		1	0		2		2	0	0		Voluntary Sector Strategy
challenge services to improve the quality and risk management	ir performance m	nanagement to fa	acilitate transforma	tion, data														Select Strategy delivery
Commercial & procurement - Th						Performan	ce indicator	_			ts (T) & Prov				Polarity	Reporting cycle	Indicator type	Main impact if indicator n
is to be a strategic centre of excel training and advice including own									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	115-6			met
key tender processes, identification	on of savings opp	portunities and co	ommercial benefits	,			orecast (compar 2013/14) Capital	,		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
compliance with EU and UK proce ownership of the contracts register	urement legislation	on, benchmarking	g and best practice	e and			2013/14) Capital ents to Draft Acc		C	90%	90%	90%	90%		High Low	Annual Annual	Outcome Business critical	Poor decision making Government intervention
Policy and strategy - coordinate	corporate strate	gy & policy; ensu	ure effective & high	-quality			overseen by Procure		0	0 80%	0 80%	0 80%	0 80%		High	Quarterly	Quality	Poor decision making
policy development across the co	uncil; promote a	positive relations	ship with the volun	tary and			overseen by Procure blace for 'red' ris		00%						High	Quarterly	Outcome	Poor decision making Poor decision making
community sector; ensure the cou cohesion policy; lead on effective					A	ocon pians in p	HACE TOT THE TIS	51.5	90%	90%	90%	90%	90%		riigit	Qualterry	Outcome	r oor decision making
partnership, including leading on t	the Stronger Con	nmunities agenda	a and delivery of the	ne														
Sustainable Community Strategy;	and provide a se	ecretariat function	n for CMT and LS	З.												<u> </u>	<u> </u>	
	DF	PARTMENTAL	BUDGET AND R	ESOURCES							2015/40 5	nonditure	1		Π	I	2015/10 10000	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget				2015/16 Ex	penaiture					2015/16 Income	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Employees				Government grants
Expenditure	9,175	9,177	8,660	8,717	8,539	8,52												gund
Employees Premises	4,084	4,121	3,821	3,815 106	3,643 107	3,59 10								Premises				
Transport	4	7	4	4	4		4							-remises				Reimbursements
Supplies & Services	4,532		3,834	3,895	3,889	3,91						2						
3rd party payments	23			179	178									Transport				Customer & client receipts
Support services	429	467	718	718	718	71	0											Costomer & client receipts
Depreciation	0 Budget	Actual	0 Budget	0 Budget	Budget	Budget	0 Budget				N"			Supplies & Servi	ces		1	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19										/	■Recharges
Income Government grants	7,657			6,732										a 2rd parts and				
	0	9	0	0	0		0		V.			0		3rd party payme	11.5			Denne
Reimburse inents Customer & client receipts	50 739		8 0	0 818	0 833	84	18											Reserves
Customer elient receipts Recharge	6,443		5,914	5,914	5,914	5,91								Support services				
Reserves (D)	425	425		0	0	2,01	0			<								Capital Funded
Capital Funded Council Funded Net Budget	0	1,190	0	0	0	1,762	0							Depreciation				
				•														
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget etc	changes		
Financial System re-engineering	2010/14	2010/14	333,450	228,250	0	2017/10	0 0								2015/16			
Acquisitions Budget		30,730	1,042,340	500,000	500,000													
Transformation Budgets			240,160	507,000														metable for compilation and horizor
Capital Bidding Fund			500,000	1,000,000	500,000											d detailed scenario plan		
			1					Financial Syste streamlined pr							onal. It is envisaged the	at the implementation of	this new financial system	and the adoption of new
					İ										m the new financial sys	tem.		
								<u></u> . cuvi	J	,								
	0	30,730	2,115,950	2,235,250	1,000,000	l	0 0								2016/17			
2 000		-						MTFS/Rusines	ss Planning	Throughou	It the financia	al vear office	ers within the	team will be	compiling the Rusiness	Plan for 2017-21 this w	vill include provision of a ti	metable for compilation and horizo
2,000		0														nd detailed scenario plar		
1,800 -								Financial System	em: The ne	w financial s	system and t	he adoption	of new stream	amlined proce	sses will facilitate the	further savings below.	-	
				-					ngs of £103	k (checking) will be deliv	ered by redu	uction of thre	ee posts , nor	salary budgets saving	s £137k through improv	ed processes , consolidati	on of budgets and review of
1,600 -					\			recharges.										
1,400 -					\													
1,400					\										2017/18			
g 1,200 🔴 🔴					\										2017/10			
0.0					· · · · ·					-								
1,000					· · · · ·											Plan for 2018-22, this w d detailed scenario plan		metable for compilation and horizo
800 -						\									the appropriate chargin		ning undertaken.	
						\		<u></u>		teneckii	. _{o/} be dei		p.otou pr	- 500000 uniu	appropriate oridigit			
600 -						1												
						\									2018/19			
400 -						\									2010/15			
200 -						<u>۱</u>												
200						<u>۱</u>												
0			-		001-													
2013	2014	201	5 2	016	2017	2018												
	-	-Budget			Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - M Resources			10 // 0	
			PROJECT DESCRIPTION		RENDO		
Pr	oject 1	Project Title:	Evaluation of future funding levels	To meet legislative requirements	Likelihood	Impact	Score
Start date End date	01/04/2013 31/03/2018	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.		2	2	4
Pr	oject 2	Project Title:	Financial systems re-engineering programme	More efficient way of working			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 December 2015 -		3	3	9
			project length allows for post implementation review				
Pr Start date	oject 3 01/09/2014	Project Title: Project Details:	Develop and implement whole life costing for capital projects This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes	More efficient way of working	3	2	6
End date	31/03/2016	Project Details.	A mend the template of two selected schemes Apply the temple to selected schemes				
Pr	oject 4	Project Title:	Improve joint finance and business planning	More efficient way of working			
Start date	01/04/2015	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4
End date	31/03/2018						
	oject 5	Project Title:	Evaluation of different models of funding the capital programme	Required to deliver options for the MTFS			
	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and		2	2	4
End date	31/03/2016		borrowing or any other suitable methods of funding capital expenditure.				
OPr 4 Start date	oject 6 01/04/2014	Project Title:	Fully implement the new performance/risk management IT system Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed:	More efficient way of working	2	2	4
End date	31/03/2015	Project Details:	 The transfer of risk registers will be completed by the end of May 2014 The roll out of the system for use in monitoring local performance indicators the provision of screen icons to senior management for performance and risk information. 				
Pr	oject 7	Project Title:	Capital Review	More efficient way of working			
Start date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.		2	2	4
End date	31/03/2015						
Pr	oject 8	Project Title:	Recharge Review	More efficient way of working			
Start date	01/04/2014	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to		3	2	6
End date	31/03/2015		develop and implement the new financial system.				
Pr	oject 9	Project Title:	Infrastructure Assets Accounting	Required to deliver options for the MTFS			
Start date	31/03/2014	Project Details:	Legislative requirement for sset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to workclosely with technical staff within				0
End date	31/03/2016		Environment and Regeneration.				
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

	Legal Ser	vices								PI	nning Assur	mntions					The Corpo	rate strategies your
Clir Mark	rk Allison Cabinet		inance			Anticipate	ed demand		013/14		4/15)15/16	2016/17	2017/18			
Enter a brief descrip				ow	Chargeable ho				18602		500		9500	19500	→			
					Chargeable hor	urs for Richmon	id		18602	12	747	1	2747	19500	→	→		
This is a shared legal service with	th the London Bord	oughs of Richmo	ond and Sutton ar	nd the Royal	Chargeable hor					19	819	2	0319	20319	>	→		
Borough of Kingston upon Thame representation to all services acro	nes. The service de	elivers legal adv	vice, support and	erv vehicles		urs for Kingston					38		9238	9238	→	→		
(Achieving for Children and curre	ently ,Sutton Housi	ng Partnership)	and council owned	ed	Chargeable hor	urs for Achievin	g for Children			12	000	1	2000	12000	→	→		
companies. The service also prov	ovides advice in rel	ation to the cons	stitution and decis		Chargeable hor	urrs for Sutton H	lousing Partners	hip		3	25							
in all councils and advice to mem	nders in relation to	their roles.			Ant	ticipated non fi	inancial resourc	es	012/13	201	3/14	20)14/15	2015/16	2016/17	2018/19		·
The current agreement for a sha	ared service is for a	a further 2 years	S.		Staff (FTE)				42.5	8	7.5		87.5	85.5	84.5			
					Apprentices				1		1		1	4	→			
					Select anticipat	ted resources												
					Select anticipat	ted resources												
						Performance	a indicator	Perf	ormance Targe	ts (T) & Prov	sional Perfo	ormance Ta	rgets (PT)	Polarity	Penarting evole	Indicator type	Main	impact if indicator no
						Feriormand	Le mulcator	2013/14() 2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/19(PT)	Polarity	Reporting cycle	Indicator type		met
					Chargeable hor	urs		36,404	76,429	73,804	Ŷ	÷		High	Monthly	Business critical		Increased costs
	DEI	PARTMENTAL	BUDGET AND R	RESOURCES						2015/16 Ex	penditure					2015/16 Income		
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			-						-		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				=Cours	rnment grants
Expenditure	3,802	4,799	4,776	4,775											5		_00ve	
Employees Premises	3,134	3,164	4,150	4,150	4,090	4,07	5						Premises					
Transport	6	8	9	9	9		9	1									Reim	bursements
Supplies & Services	468	1,439	426	426	426	42	6						Transport					
3rd party payments	0	1	0	105						N								
Support services Depreciation	189	185	185	185	185	18	5			N							■Custo	omer & client receipts
	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Supplies & Se	ervices		N		
Revenue £'00 s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19											
Income	3,851	4,893	4,829	4,829	4,829								3rd party pays	ments		1	■Rech	arges
Government grants	0.077	0.405	4.050	4.050	4.050	1.05												
Reimbursements Customer & lient receipts	2,277 304	3,195 383	4,353 476	4,353 476	4,353 476	4,35							Support servi	ces				
Recharges	1,270	1,316	0	410	470	41	<u> </u>										■Capit	al Funded
Capital Funded										-			Depreciation					
Council Funded Net Budget	-49	-94	-53	-54	-114	-134	0			-								
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Summar	y of major budget e	to changes			
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						••••••		to onlangeo			
Legal Case Management		213,588	0	0	U	,	0 0							2015/16				
							+											
							+											
							+											
							+											
					<u> </u>	1	+											
					<u> </u>	1	+											
	0	213,588	0	0	0)	0 0							2016/17				
						•		£60,000 savings for M	erton are requ	red. Further	savings for	Sutton, Kin	gston and Rid	chmond may be requir	ed.			
0	1										3	,		,				
2013	2014	2015	5 2	016	2017	2018												
-20 -																		
-40																		
s –						1								2017/18				
- 00- - 00-	-					1		£20,000 savings for M	erton are requ	red. Further	savings for S	Sutton, King	gston and Rid	chmond may be require	ed.			
ч			\		4	/												
-80 -					/	r												
-100 -																		
														2018/19				
-120 -																		
-140																		
-140																		
-140 J		Budget			Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Legal Services	10 OVER THE FOUR YEAR PERIOD		040	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pr	oject 1	Project Title:	Shared service	Improved customer satisfaction	Likelinood	Impact	Score
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings		2	2	4
End date	31/03/2016	Decident Titles	Smarter Working	Mars officiant way of warking			
	oject 2	Project Title:	Sinarter Working	More efficient way of working			
Start date End date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1	2
	oject 3	Project Title:	Delivering Savings	To meet budget savings			
Start date	01/04/2015	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and		2	2	4
End date	31/03/2018	Trojour Dotalio.	Richmond				
Pr	oject 4	Project Title:	Future Model	Income generation			
Start date	01/04/2015	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.		2	2	4
End date	31/03/2016						
Startogte	oject 5	Project Title:		Select one major outcome			
		Project Details:					0
OPr OStart date	oject 6	Project Title:		Select one major outcome			
End date		Project Details:					0
Pr	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pr Start date	oject 8	Project Title:		Select one major outcome			
End date		Project Details:					0
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		. rojest Dotaild.					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

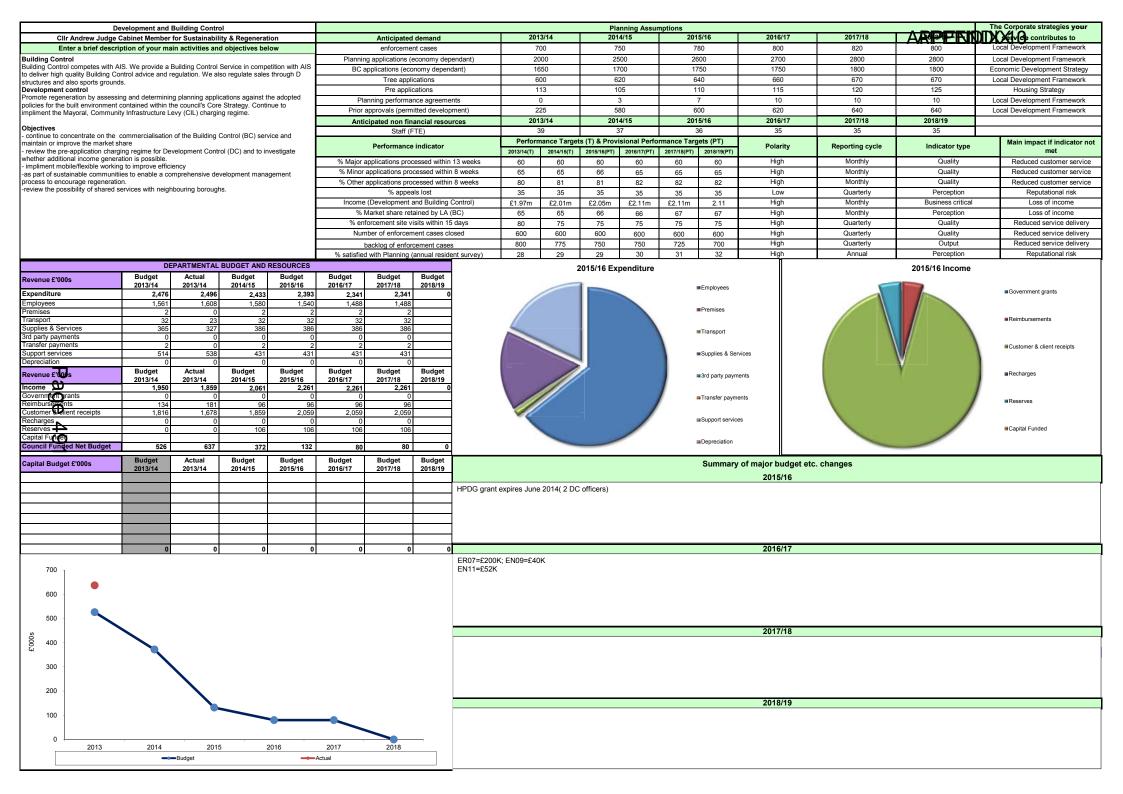
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ARPEBIDDXX10

Environment and Regeneration Department

Commercial Services (Waste Operations)				DIs	Inning Assur	nntione					The Corporate strategies your
Clir Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	201	13/14		4/15		15/16	2016/17	2017/18		contributes to
Enter a brief description of your main activities and objectives below	Residual contracts		983		83		000	1100	1200	1300	Waste Management Plan
	Dry recycling contracts		643		93		600	700	800	800	Climate Change Strategy
Commercial Waste & Recycling, Collection & Disposal directly from local businesses.				5					500		Medium Term Financial Strategy
Under government legislation the council has a duty to arrange for the collection of commercia	1							1	1		
waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholly or mainly for the purposes of a trade or business or the purposes of sport,	Anticipated non financial resources	201	13/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	
recreation or entertainment".	Staff (FTE)		14		1		11	11	11	11	
	Transport		4		4		4	4	4	4	
Pest Control Service: Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners / tenants have discretion on pest control											
providers. Merton is able to offer its residents and businesses a good quality, competitively											
priced service using fully qualified officers.	Performance indicator		mance Target		isional Perfo	rmance Targ		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Objectives		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
- to make both services more efficient, cost effective and competitive in the commercial market		£1.45m	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	High	Monthly	Business critical	Loss of income
 be more reactive to seasonal demands become competitive in both commercial waste and pest control, looking at the marketing of 	Market Share Commercial waste %	New	30	26	28	29	30	Low	Quarterly	Outcome	Loss of income
the services and pricing structure.	Customer satisfaction survey %	New	85	87	89	91	91	High	Annual	Outcome	Reputational risk
том											
									-		
									+		
			I		1	1	1	lH			
DEPARTMENTAL BUDGET AND RESOURCES			:	2015/16 Ex	penditure					2015/16 Income	
Budget Actual Budget Budget 2013/14 2013/14 2013/14 2014/15 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19										
2013/14 2013/14 2014/15 2015/16 Expenditure 712 430 723 72							Employees				Government grants
Employees 404 234 357 35											-
Premises 6 0 6	6 6						Premises				
Transport 126 24 126 12											Reimbursements
Supplies & Services 62 55 62 6 3rd party payments 0 0 0 0 0							Transport				
Transfer payments 0 0 0											Customer & client receipts
Support services 103 106 172 17	2 172 172						■Supplies & Se	rvices			
Depreciation 11 11 0	0 0										
Revenue £'000s Budget Actual Budget Budget 2013/14 2013/14 2013/14 2014/15 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19						3rd party payn	nents			Recharges
Income 2.029 1.599 2.245 2.24											
Government 0 0 0							Transfer paym	ents			
Reimburgements 7 0 7 Customer definit receipts 2,022 1,599 2,238 2,23	7 7 7				1						Reserves
Customer client receipts 2,022 1,599 2,238 2,23 Recharges	3 2,238 2,238						Support servic	29			
Reserves											Capital Funded
Capital Fundamental							Depreciation				
Council Fanded Net Budget -1317 -1169 -1522 -1522	-1522 -1522 0										
Capital Bodget Budget Actual Budget Budget	Budget Budget Budget						Summan	of major budget et	c changes		
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19						ounnary		c. changes		
								2015/16			
	<u>↓ </u>										
	<u>↓ </u>										
0 0 0								2016/17			
								2010/11			
0											
2013 2014 2015 2016	2017 2018										
-200 -											
	/										
-400 -											
v -600 -								2017/18			
9 -600 - 00 - 14 - 200 -											
ಷ -800 -											
-1,000 -											
-1,200 -											
								2018/19			
-1,400											
νυτι											
-1,600											
-1,000											
-D-Budget -	-Actual										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - M. Commercial Services (Waste			10. (1. 0	
			PROJECT DESCRIPTION		RENDD		-
De	-lao(4	Drain et Titler	Market Testing of Pest Control Service		Likelihood	Impact	Score
Start date	oject 1 2014-15	Project Title: Project Details:	Market testing has been completed. We are entering into a full procurement exercise for the Pest	To meet budget savings	2	2	4
End date	2014-15	-	Control service.				
Pro	oject 2	Project Title:	Sales and Marketing Plan	Income generation			
Start date	2014-15	Project Details:	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.		3	2	6
End date	2014-15						
Pre	oject 3	Project Title:	South London waste partnership (phase C)	More efficient way of working			
Start date	2015-16	Project Details:	The SLWP inlcudes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as		0	0	0
End date	2017-18		well as commercial waste collection.				
Pre	oject 4	Project Title:					
Start date		Project Details:			0	0	0
End date							
	oject 5	Project Title:					
Starte B		Project Details:					0
End date							
Start date	oject 6	Project Title:		Select one major outcome			
End date		Project Details:					0
Pro	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pre	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							



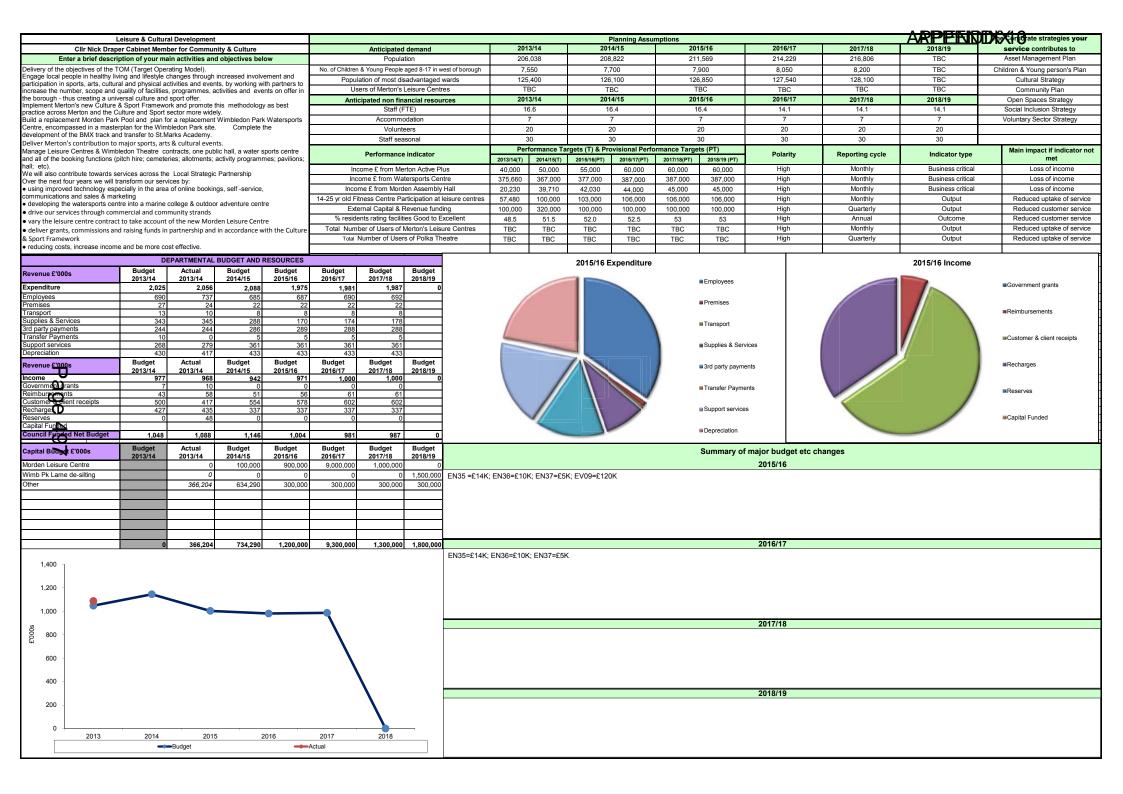
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM Development and Building Cont			040	
			PROJECT DESCRIPTION		FENDE		0
Pro	oject 1	Project Title:	Commercialisation of Building Control	Income generation	Likelihood	Impact	Score
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.		3	2	6
End date	2014-15						
Pro	oject 2	Project Title:	Mobile/Home working	More efficient way of working			
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.		2	2	4
End date	2014-15						
Pro	oject 3	Project Title:	Improving the development management processes	Delivering regeneration in the Borough			
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.		2	2	4
End date	2014-5		management process to deriver regeneration objectives.				
Pro	oject 4	Project Title:	developing eforms and M3 capability and e-payments	utilising IT to our advantage	1		
Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments		4	1	4
End date	2015-6						
	oject 5	Project Title:	Section review	More efficient way of working			
Starge	2014-15	Project Details:	Section review looking the structure and interaction with other services		6	2	12
End date							
OPro	oject 6	Project Title:	Shared services review with Wandsworth (part of TOM)	More efficient way of working			
N Start date	2014/15	Project Details:	Looking at oportunities for sharing with wandsworth, especalli back office functions given both authorities use the same IT product		3	2	6
End date	2015/16						
Pro	oject 7	Project Title:	Lean review of pre-application process (part of TOM)	Income generation			
Start date	2014/15	Project Details:	To ensure the priocess is efficient and robust from a customer perspective and to		6	1	6
End date	2014/15		investigate any further incom opportunities.				
Pro	oject 8	Project Title:	DC 60 Day rapid improvement plan	Improved customer satisfaction			
Start date	2014/15	Project Details:	Improving all elements of the service from a customer care perspective and		5	1	5
End date	2014/15		embedding new working practices.				
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome	1		
Start date		Decised D. J. W					0
End date		Project Details:					

R	Regulatory Servi	ices Partnersh	iip								Pla	Inning Assur	nptions					Service contributes to
Cllr Andrew Judge C	Cabinet Member	r for Sustainal	oility & Regenera	ation		Anticipat	ed demand			13/14		4/15		15/16	2016/17	2017/18		
Enter a brief descrip	ption of your m	ain activities a	and objectives b	elow		Total number	of food premise	es	1	530	15	535	1	540	1545	1550	1550	Air Quality Action Plan
						Total number of	f service reque	sts		000		250		500	6760	7030	7030	Central Government
Provide statutory environmental					9	Licence/perm	nit applications		1	860	18	370	1	880	1890	1900	1900	Climate Change Strategy
council's that make up the Regu Richmond).	liatory Services	Partnership (c																nmercial & Trading Standards Delivery
,					An	ticipated non		urces		13/14		4/15		15/16	2016/17	2017/18		Crime & Disorder (partnership plan)
Deliver savings and efficiencies	by:					Staff	f (FTE)			35	2	27		27	27	27	27	
 reducing overheads generating additional incor 	me																	
 attracting new business 																		
 rationalising ICT systems 																		-
Transform the service by:						Performan	ce indicator			nance Targe					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Tansionn the service by.									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	-			met
 demand management 						lests replied in			90	85	90	95	96	96	High	Monthly	Perception	Reduced customer service
 streamlining business proc implementing new ways of 					-	ation by EHTSL			£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
 Implementing new ways of 	working					A,B & C food p		ted	95	95	96	97	98	98	High	Annual	Business critical	Government intervention
						ge sales test pur e from air pollut			220	220	230	235	240	240	High	Quarterly	Business critical	Anti social behaviour
							0	SITES	90	90	90	90	90	90	High	Quarterly	Business critical	Reduced enforcement
						ps. processed v			95	95	96	96	98	98	High	Quarterly	Business critical	Reputational risk
					% of food pren	nises rated 2* o	a svode		90	92	94	95	96	96	High	Quarterly	Outcome	Reputational risk
									1	1	l		I	1	n			I
			AL BUDGET AND							:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget											
Expenditure	2013/14 2,536						2018/19	1						Employees				Government grants
Employees	1,521							4	/									-
Premises	2		0 () (0	1						Premises				
Transport	48		7 39	3	9 39		39	1								1		Reimbursements
Supplies & Services 3rd party payments	322 162						54 04	4						Transport				
Transfer payments	162	10	4 10	10.			0	1										Customer & client receipts
Support services	481	49	8 37						A					Supplies & Se	rvices			
Depreciation	0		0 5	i !	5 !	5	5										1	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			1	1			3rd party payn	nents			Recharges
Income	2013/14 695	2013/14 80	2014/15 4 34	2015/16	2016/17 7 34	2017/18 7 34	2018/19											
	67		0 (34		7 3	0	<u>'</u>						Transfer paym	ente			
Government grants Reimburschents	86	16	0 3	i :	3	3	3	1		//				Transier payin	icina i			Reserves
Custome & jient receipts	346			34	1 34	4 34	44			/				- Cuppert convic				
Recharges Reserves	0		0			0	0	-	- V4				,	Support servic	es			Capital Funded
Capital Funded	190		0	, 	, ,	0	0	1										
Capital Funded Council Funded Net Budget	1,841	1,818	3 1,392	1,163	1,16	4 1,16	5 0							Depreciation				
0	Budget	Actual	Budget	Budget	Budget	Budget	Budget							•	<u> </u>			
Capital Brdget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget et	c. changes		
															2015/16			
								ER10=£230	к									
					<u> </u>			1										
			4		1			1										
				ļ	-													
	0	(0 0	0	0		0 0								2016/17			
2,000																		
1,800 - 🔍																		
1,000																		
1,600																		
4.400																		
1,400 -																		
<u>ර</u> 1,200 -															2017/18			
0		-																
44 1,000 -					\													
800 -																		
000					· · · · ·													
600 -																		
						\									2010/40			
400						\									2018/19			
200 -						\												
200						· ∖												
0	1	1				` _												
2013	2014		15	2016	2017	2018												
	_	 Budget 		-	Actual													
			-					_!										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE F Regulatory Services Partnership				
			PROJECT DESCRIPTION		PPE		
Pro	oject 1	Project Title:	Development of shared 'regulatory' service		Likelihood	Impact	Score
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Creydon and Richmond with Merton acting as the lead/host borough.	To meet budget savings	2	3	6
End date	2014-15						
Pro	oject 2	Project Title:	Implementation of 'Flexible Working' across section				
Start date	2014-15	Project Details:	Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance flexible working arrangements i.e. working from home and satellite "touch-down" areas in partner boroughs arrangements to provide for a more efficient and resilient service.	More efficient way of working	2	1	2
End date	2015-16						
Pro	oject 3	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes	Improved resident well being	2	2	4
End date	2016-17						
Pro	oject 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes	Improved resident well being	2	2	4
End date	2016-17						
U Pro	oject 5	Project Title:	Investigation of contaminated land at Marlowe Square				
	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents	Improved resident well being	5	2	10
	2015-16						
	oject 6	Project Title:	Introduce hard charging to determine core service costs				
- Start date	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.	More efficient and cost effective way of working	2	1	2
End date	2015-16						
Pro	oject 7	Project Title:	Establish commissioning model				
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.	More efficient and cost effective way of working	2	1	2
End date	2015-16						
Pro	oject 8	Project Title:					
Start date							0
End date							
Pro	oject 9	Project Title:			1		
Start date		Project Details:					0
End date		r iojeci Delalis:					
Pro	ject 10	Project Title:			1	1	
Start date		Project Details:					0
End date		r rojoor Detailo.					

Future I Clir Andrew Judge Cabinet Member Enter a brief description of your ma futureMerton is tasked with delivering development	for Sustainability	y & Regenerat	ion		Anticipated	d domond		20/			nning Assum						The Corporate strategies your
futureMerton is tasked with delivering development						u uemanu		20	3/14	201	4/15	201	5/16	2016/17	2017/18		contributes to
futureMerton is tasked with delivering development	in activities and	objectives be	low		Popula			206	6,038	208	822	211,	,569	214,229	216,806	218,100	Asset Management Plan
a second se	regeneration, ec	onomic growth			Actual business			7,	500	77	00	79	00	8,100	8,150	8,200	Road Safety Plan
accomodating population growth for the long-term [to be merged with Traffic & Highways in 2015/16]	ustainability of the	e borough.															Local Implementation Plan
	harden bergen in der																Local Transport Plan
 Develop new Local Plan policies and site assemil development and growth objectives 	ly strategies to s	support regener	ation, economic	Anti	cipated non fin		ces		3/14	201		201		2016/17	2017/18	2018/19	Community Plan
 Develop sustainable development policies to sup 	port Merton's com	mitment to carl	bon reduction		Staff (F	,			28	2		2		27	27	27	Climate Change Strategy
Develop urban design / planning frameworks to design quality in the borough	support regenerati	ion and growth	and increase		Staff (Appr	rentices)			1			2	2	2	0	0	Core Planning Strategy
 Deliver projects as set out in our Economic Deve 	opment and Clima	ate Change Str	ategies and the														Economic Development Strategy Local Development Framework
Regeneration Delivery Plan (future Growth Strateg • Attract developer interest, external funding and ir	v 2015) ward investment,	public sector fu	unding and					Perfor	nanco Targo	s (T) & Provi	sional Perfor	manco Taro	ots (PT)				Main impact if indicator not
support to deliver our regeneration and growth obje	ctives.		-		Performance	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	main impact if indicator not met
 To develop transport policies and secure externa deliver improvements to Merton's public realm, tran 	sport infrastructui	ire and sustaina	ible travel.	Nev	v homes target ((number per ve	ar)	320	320	411	411	411	411	High	Annual	Outcome	Loss of Government grant
Lead on Major Planning developments (Wimble	Ion Stadium / YM	ICA / Rainbow `	Yards / Colliers		ntre vacancy rat			10	10	10	9	8	8	Low	Quarterly	Outcome	Reputational risk
 Wood Tower, St Georges Quarter, Morden town ce LBM lead on planning and design guality for em 				% Inc walking	+ cycling mode s	share from 35.40	% base 2012	0.3	0.3	0.4	0.3	0.2	0.2	High	Annual	Perception	Reputational risk
partnership with Circle (High Path, Eastfields, Rav	ensbury) and Moa	at (Pollards Hill)		Em	nissions reductio	on from building	gs	6.5	9.0	11.5	12.0	12.5	13.0	High	Annual	Outcome	Environmental issues
LBM lead on non-operational property assets	decisions for gro	owth and rege	neration	Reduction in	KSI's: road traffic ac	ccidents (Number of	f incidents)	60	55	50	45	42	40	Low	Annual	Perception	Reputational risk
 Investment purposes. LBM lead on Crossrail 2, Tramlink Extension; 	ID growth opport	tunities and ex	ternal funding	% Modal in	crease in cycling	ig from 2% 2012	2 baseline	0.2	2.0	3.0	0.2	0.2	0.2	Low	Annual	Output	Political risk
opportunities	2 · · · · · · · · ·				f new jobs create	ő		150	300	450	600	TBC	TBC	High	Annual	Outcome	Social exclusion
					obs created; nun			40	60	80	100	TBC	TBC	High	Annual	Outcome	Social exclusion
				Number of new	w businesses cre	eated as part of	f EDS MBSS	50	100	200	300	TBC	TBC	High	Annual	Outcome	Reduced Business Rates
	PARTMENTAL E								:	2015/16 Ex	oenditure					2015/16 Income	
Revenue £'000s Budget	Actual	Budget	Budget	Budget	Budget	Budget											
2013/14 Expenditure 3,547	2013/14 3,463	2014/15 2,987	2015/16 2,987	2016/17 2,573	2017/18 2,573	2018/19						= 6	Employees			and the second se	Government grants
Employees 1,356	1,434	2,987	1,046	2,573	2,573												3
Premises 294	284	270	270		270			1				= i	Premises				
Transport 9	3	9	9	9	9												Reimbursements
Supplies & Services 889 3rd party payments 512	798 441	808 445	808 445		808 445							1	Transport				
Transfer payments 0	0	445		445	445			1									Customer & client receipts
Support services 363	379	287	287		287		6						Supplies & Se	rvices			
Depreciation 124	124	122	122	122	122												
Revenue £'000s Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19		-					3rd party payr	nents			Recharges
Income 1,653	1,659	1,289	1,329		1,379			-									
Government rants 20	20	0	0	0	0								Transfer paym	nents			Reserves
Reimburgements 678 Customer collect receipts 306	655	114	114		114 396												
Customer eceipts 306 Recharges 0 0	335	306	346	396	390							a 5	Support servic	es			
Reserves 649	649	869	869	869	869						/						Capital Funded
Capital Funded												a (Depreciation				
Council Fanded Net Budget 1,894	1,804	1,698	1,658	1,194	1,194	0			-								
Capital Budget £'000s Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget et	c changes		
2013/14 Regeneration Partnerships 878,330	2013/14 488,270	2014/15 3,878,000	2015/16 1,037,000	2016/17	2017/18	2018/19								2015/16	U		
Plans and Projects 74,090	74,368	3,878,000	1,037,000			-	EN42=£40K							2013/10			
	74,000						Capitalisation	n onaoina fo	Mitcham. C	olliers Wood	Cvcling and	Asset Disp	osals.				
														ng futureMerton and	raffic & Highways from	May 2014	
										us pai	p. opose					,	
952,420	562,638	3,878,000	1,037,000	0	0	0								2016/17			
							ER23=£414,0	000 saving o	or income to	be achieved	via major de	velopment p	lanning & gr	owth agenda			
2,000							EN42=£50K EDS reserves	o project to	uind down								
1,800 -							ED3 reserves	s project to									
1,600 -																	
1,400 -																	
1,400						-								2017/18			
ළි 1,200 -			`											201//10			
8 1,200 - 4 1,000 -				\													
1,000				\													
800 -																	
				· · · · · ·													
600 -																	
400 -					\									2018/19			
					\												
200 -																	
					<u> </u>												
		· .	2016	2017	2018												
0 2013 2014	2015		2016	2017	2010												
2013 2014	2015 Budget			Actual	2010												

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



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUI Leisure & Cultural Developme			040	
			PROJECT DESCRIPTION		RENDD		
Pro	ject 1	Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being	Likelihood	Impact	Score
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the		2	2	4
End date	2018-19	Troject Details.	Culture & Sport Framework				
Pro	ject 2	Project Title:	Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being	_		
Start date	2014	Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.		2	2	4
End date	2018-19						
Pro	ject 3	Project Title:	Leisure Centres Contract	To meet budget savings			
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
End date	2017-18						
Pro	ject 4	Project Title:	Morden Park Pool & Wimbledon Park Masterplan including Replacement Watersports Centre	Improved resident well being			
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.		4	2	8
End date	2017-18						
	ject 5	Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working	_		
	2012	Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with Customer Contact Programme to ensure service needs are appropriately embedded within that		2	2	4
End date	2016-17		initiative.				
	ject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings	_		
Start date	2014	Project Details:	Rebrand the Merton Active Plus programme and generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. Also move the work of the development team to cover two distinct		2	2	4
End date	2016-17		strands of commercial and community activities.				
Pro	ject 7	Project Title:	St Mark's Academy School - Community Use	Improved resident well being	_		
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.		2	1	2
End date	2016-17						
Pro	ject 8	Project Title:	Cultural Framework Implementation	More efficient way of working	4		
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that		2	1	2
End date	2017-8	· · • , • • • • • • • • • • • • • • • • • • •	framework.				
Pro	ject 9	Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved reputation			
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and		2	2	4
End date	2018-19		required				
Proj	ject 10	Project Title:	External Funding & Inward Investment Opportunities	Income generation	4		
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		2	1	2
End date	2018-19	-	Wimbledon Park, etc.				

Clir Judy Saunders	Par	rking									anning Assun						The Corporate strategies you
e suuy ouunuers	s Cabinet Membe	r for Performan	e & Implement	ation		Anticipate	ed demand	20	13/14	201	4/15	201	5/16	2016/17	2017/18		A Contributes to
Enter a brief descr	ription of your m	ain activities an	d objectives be	low	N	umber of reside	ent permits issued	13	,638	14	,481	Not k	known	Not known	Not known		N Sterry Plan
ne service is required to enforce	ce the parking reg	ulations to ensur	e the through flow	w of traffic can		lumber of visito	ors permits issued	25	2,520	280	,600	Not I	known	Not known	Not known		Medium Term Financial Strateg
maintained and ensuring resid	sidents and blue ba	adge holders have	e the ability to pa	ark in bays they						1							Local Transport Plan
ve a permit or badge for. Surp insport related areas.	Jus income gener	aleu by trame ma	anayement musi	. De USEO 101													
					Ant	icipated non f	inancial resources	20	13/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
ojectives enforce parking regulations aci	cross the borough	including Contro	llad Parking Zon	os and bus		Staff	(FTE)		71		72	8	37	87	87	87	
les	JUSS the bolough	Including Control	ieu Farking 201	es anu bus		Tran	nsport		15		15	1	15	Not known dependant	Not known dependant		
to implement measures to impl	prove traffic enford	cement efficiency	, specifically the	introduction of	1	ITal	isport		10		10		10	upon ANPR needs	upon ANPR needs		
utomatic Number Plate Recogn his will improve compliance and																	
to maintain a survey of parking																	
e charging structure	-					Porforman	ce indicator	Perfor	mance Targe	ets (T) & Prov	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicato
to monitor the borough 's parkin ontrols can be effectively enfor								2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Tolarity	Reporting cycle		met
to take account in business pla	lanning of the inc	rease in populati	on and changes	in planning	% of parking per			90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
sislation allowing business prei						, ,	12 month rolling av		11	10	9	8	8	Low	Quarterly	Quality	Loss of income
crease in demand for parking s rking to introduce CPZ's.	spaces in existing	CP2's and press	ure in areas with	n no controlled		ases won at PA	TAS compared to	revious 48%	50%	52%	54%	54%	54%	High	Monthly	Business critical	Loss of income
					years data							• · · ·	• • • •				
					Percentage of ca years data	ases lost at PA	TAS compared to	24%	23%	22%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
						ases where cou	uncil does not conte	t at PATAS	1	+	t	<u> </u>					
							I to the previous yea		27%	26%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
								20,0		_0/0							
	C.	DEPARTMENTAL	BUDGET AND	RESOURCES					:	2015/16 Ex	penditure			Π		2015/16 Income	
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget		-								
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				Government grants
penditure	4,527		4,677	4,67		4,67		1									- coronality grants
nployees emises	2,407		2,476	2,47		2,47							Premises				
ansport	144	4 130	155	15	5 155	15	5										Reimbursements
pplies & Services	229	9 261	229	22	9 229	22		4				2	Transport		16		
d party payments ansfer payments	221	1 215	225	22		22	5										Customer & client receipts
upper services epreciation	747	7 775	832			83	2					۱.	Supplies & Se	rvices			Customer & client receipts
epreciation	87		71	7	1 71	7				· .							
te Que £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						3rd party payr	nents			Recharges
	2013/14 11,725	2013/14 5 11,383	2014/15 12,182	2015/16 12,50	2016/17 5 13,013	2017/18 13,29	2018/19			8							
	11,725	0 0	12,182	12,50	3 13,013	13,29	0						Transfer paym	ente			
einnent grants leinnbursements) 4	0		0 0		0			Į.			ritansici payn	ici ita			Reserves
Customer & client receipts	11,725	5 11,379	12,182	12,50	5 13,013	13,29	5						Support servic				
Referves	+	'	-		++								Support Servic	.05			Capital Funded
Capital Funded		1								1			Depreciation				
ouncil Funded Net Budget	-7,198	-6,914	-7,505	-7,828	-8,336	-8,618	0						Depreciation				
anital Rudget C'000a	Budget	Actual	Budget	Budget	Budget	Budget	Budget						C	of mains budget sta			
apital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Summary	of major budget etc.	changes		
ackling Traffice Congestion	_	4'	1,300,000		0 1		0 0							2015/16			
mer		57,095	42,910) 0			05=£37K; EV02=£4K;				handla '				(
		 '			┦───┤			d 12 FTEs (72.5 to 84.) PR income = £3,214k	o total) ME7	grade admir	officers to	nandle increa	ase in back	ornice volumes with intro	duction of ANPR camer	a enforcement £340K	
		 '			┥───┤				o mitigate los	ss of income	from propos	ed Dereaula	tion Bill rega	rding the enforcement o	static contraventions. Fi	unded from introduction o	f ANPR .
		 '			┥───┤		<u> </u>				1.1.1.50			5			
		 '			┥───┤		╂───┤										
		<u> </u>			+		╂───┤										
			1,342,910											2016/17			
		57 005			<u>'</u> 0			02=£226K; EV12=£12	5V					2010/17			
		0 57,095	1,542,310					U2=£226K; EV12=£12 PR income reduction = £									
	(57,095	1,542,310						1,5001								
0 2013	2014	0 57,095		2016	2017	2018	I										
	2014			2016	2017	2018											
-1,000 -	2014			2016	2017	2018											
2013	2014			2016	2017	2018											
2013 -1,000 - -2,000 -	2014			2016	2017	2018											
2013 -1,000 - -2,000 - -3,000 -	2014			2016	2017	2018								2017/18			
2013 -1,000 - -2,000 - -3,000 -	2014			2016	2017	2018		12=£125K						2017/18			
2013 -1,000 - -2,000 - -3,000 - % 94,000 -	2014			2016	2017	2018		12=£125K PR income reduction = £	500k					2017/18			
2013 -1,000 -2,000 -3,000	2014			2016	2017	2018			500k					2017/18			
2013 -1,000 - -2,000 - -3,000 - 86	2014			2016	2017	2018			:500k					2017/18			
2013 -1,000 - -2,000 - -3,000 - -5,000 - -6,000 -	2014			2016	2017	2018			:500k					2017/18			
2013 -1,000 - -2,000 - -3,000 - 5,000 - -5,000 -	2014			2016	2017	2018			:500k					2017/18			
2013 -1,000 - -2,000 - -3,000 - -5,000 - -6,000 - -7,000 -	2014			2016	2017	2018			:500k					2017/18			
2013 -1,000 - -2,000 - -3,000 - -5,000 - -6,000 -	2014			2016	2017	2018			:500k								
2013 -1,000 - -2,000 - -3,000 - -5,000 - -6,000 - -7,000 -	2014			2016	2017	2018			:500k								
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - I Parking			040	
			PROJECT DESCRIPTION		Likelihood		Score
Pr	oject 1	Project Title:	Tackling Traffic Congestion		Likeliilood	impaci	Score
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions.	More efficient way of working	2	2	4
End date	2015-16						
	oject 2	Project Title:	Cashless parking				
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1	1	1
End date	2014-15	D. 1. 1. 7.11			_		
Pr Start date	oject 3	Project Title:					
End date		Project Details:					
Pr	oject 4	Project Title:					
Start date		Project Details:					
End date	oject 5	Project Title:					ļ]
Starioate							
		Project Details:					
	oject 6	Project Title:					
Start date		Project Details:					
End date							
	oject 7	Project Title:					
Start date		Project Details:					
End date	aliant 0	Deale i Titl					
Pr Start date	oject 8	Project Title:					
End date		Project Details:					
Pr	oject 9	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:					
Start date		Project Details:					
End date							

	Parks and Gre	on Snaces									PI	anning Assur	nntions					The Corporate strategies your
Clir Andrew Judge C			lity & Regenera	tion		Anticipate	ed demand		20	13/14		4/15		15/16	2016/17	2017/18		Contributes to
Enter a brief descrip					Increased spo		nd (Total numb	er of bookinas)		2%		%		1%	1%	1%	1%	Open Spaces Strategy
The service manages, maintains a								ts (No. of people		,000		,000		,000	55,000	60,000	60,000	Children & Young person's Plan
management of a cemetery service	ce, and a varied pro	ogramme of eve	ents from small o	community to			s at LBM cemei			200		05		210	215	220	240	Cultural Strategy
large commercial ones. There are manages allotments and works wi																		
possible. The service is becoming	g increasingly efficient	ent and comme	ercial in the way i	it manages its	Ant	cipated non f	financial resou	irces	20	13/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	Capital Programme
sports and other lettings and is me contribute directly to front-line deli	oving to a position	where commun	nity groups and c	organisations		Staff	(FTE)			64	8	3.8	8	0.3	77.8	73.8	73.8	
transformation process will empha					Staff accom	modation units	(No. of mess r	ooms/depots)		12		12		12	12	10	10	
						Transpor	rt vehicles			19		19		19	19	18	17	
Objectives:																		
The team's primary objectives in t	the forthcoming yea	rs include the f	following princip	al tasks:		Performan	ce indicator					isional Perfo			Polarity	Reporting cycle	Indicator type	Main impact if indicator not
 increasing income reducing operational expenditur 	re								2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
 maintaining and improving servi 	vice standards and						with parks & gr		71	72	73	74	75	76	High	Annual	Perception	Reputational risk
 securing investment and deliver encouraging and facilitating con 	ring improvements	o open space f	facilities				on with parks & eteries income		70	71	72	73	74	75	High High	Biennial Monthly	Perception	Reputational risk
 encouraging and facilitating con providing project management, 				elivery of major			events income		396,000 305,000	536,000 316,000	553,000 328,000	569,000	586,000 351,000	604,000 362,000	High	Monthly	Business critical Business critical	Loss of income Loss of income
open space construction and rede	evelopment project	5					Green Flags	L	5	5	528,000	341,000 5	5	6	High	Annual	Quality	Reputational risk
 implementation of agreed TOM 	I transformation pro	ess outcomes	\$		Ni		or events in pa	urks	120	130	130	130	130	130	High	Monthly	Perception	Reputational risk
							igement (No. of		25	30	35	40	45	50	High	Quarterly	Perception	Reduced service delivery
				l.	. siamoor input	parto mandi	.g=	5.00po/	20	30	30	40	-+0	30		Guartony	. стоерногі	ricalized dervice dervery
				l.					t	1	1			1				
	DEE		BUDGET AND	RESOURCES					•					1	·n		0045/461	
-	Budget	Actual	Budget	Budget	Budget	Budget	Budget			1	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Employees				
Expenditure	5,540	5,670	5,255	5,251		5,25		1						= _ mpioyees				Government grants
Employees	2,240	2,319	2,202	2,202		2,20								Premises				
Premises Transport	873 244	899 249				71 24		1	1					=110111385				Reimbursements
Supplies & Services	541	490				49								Transport				
3rd party payments	49	47					19]	1				<u>،</u>	Tansport				
Transfer payments	7	-2	7	7	7	1.10	7			1			1	-0				Customer & client receipts
Support services Depreciation	1,471 115	1,553 115	1,460	1,460		1,46								Supplies & Se	rvices			
•	Budget	Actual	Budget	Budget	Budget	Budget	Budget			1								Recharges
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						· ·	3rd party payr	nents			■ Necharges
Government ants	3,024	3,025				3,01												
	50 188	43 251	53 48	53 48		53		1						Transfer payn	nents			Reserves
Reimburgements Customer cuient receipts	2,276	2,197	2,319			2,367												
Recharge	487	511				570								Support servio	es			- One litel Evended
Reserves Capital Funder	23	23	-25	-25	-25	-25	5	{			1							Capital Funded
Council Fanded Net Budget	2,516	2,645	2,290	2,251	2,238	2,238	8 0							Depreciation				
Ň	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget etc	c. changes		
Parks Investment		692,055	998,350	401,420	365,000	250,00									2015/16			
P&D Machines				60,000				EN45=£39K										
			ļ'															
			ļ'															
			ļ'															
															~~ ~ ~ ~ ~			
	0	692,055	998,350	461,420	365,000	250,000	0 350,000								2016/17			
0.000								EN45=£13K										
2,800																		
2,600																		
2,400				-														
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80 1,600																		
а 1,400 -					· · · · ·													
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1,200																		
1,000 -						\												
800 -						1												
600 -						\									2018/19			
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400 -						\												
400 -						· · · · ·												
400 - 200 -						<u> </u>												
400 -	2014	2015	5	2016	2017	2018												
400 - 200 - 0		2015 Budget	5		2017 Actual	2018	,											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Parks and Green	Spaces App	ERIND	X1A	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Management of parks & open spaces				
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks	More efficient way of working	2	2	4
End date	2017-18						
Pro	oject 2	Project Title:	Management of bowling greens				
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton	More efficient way of working	2	2	4
End date	2017-18	-					
Pro	oject 3	Project Title:	Commercialisation of grounds and sports services				
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor	Income generation	2	2	4
End date	2018-19		events				
Pro	oject 4	Project Title:	New cemetery extensions				
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries	Income generation	2	3	6
End date	2015-16						
	oject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec				
Starte	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3	2	6
End date	2017-18						
0Pro 2	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec				
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	2	2	4
End date	2016-17						
Pro	oject 7	Project Title:	Management of paddling pools				
Start date	2013-14	Project Details:	Investment in new water play facilities.	More efficient ways of working	2	2	4
End date	2015-16			······			

Property Planning Assum Other a bird description of your main activities and objectives below The number of proposed deposals 2 12 To ensum that all proper transactivities and objectives below The number of proposed deposals 2 12 To ensum that all proper transactivities and objectives below The number of proposed deposals 2 12 To ensum that by Oppiss and Transage the councils investment ophywith status of to support the sources access that all proper transactives and the finance of the council access that all proper transactives and the finance of the council access that all properts and the finance of the council access that all properts and the finance of the council access that all properts and the finance of the council access that all properts and the finance of the council access that all properts and the finance of the council access that all properts and the council access that all properts and the council access that all properts and the council access that all properts and the council access that all properts and the council access that all properts and the council access that all properts and the council access that all properts and the council access that all properts and the council access that all properts all properts all properts all properts and the council access that all properts	2015/16 4 8 21 394 2015/16 6	2016/17 5 8 21 394 2016/17 6 Polarity High Low Low High	2017/18 1 8 21 394 2017/18 6 Quarterly Quarterly Quarterly Annual	2018/19 2018/19 2018/19 2018/19 2018/19 Indicator type Business critical Outcome Outcome Business critical 2015/16 Income	Covernment grants
Enter a bref ascrption of your main activities and objectives below The number of proposed disposals 2 12 To ensure that all proper transactions provide vulsability of the ouncils and to provide asset valuations on the ouncils investment polyholito to maxime provide transactions provide vulsability of the ouncils and to provide asset valuations of ouncil and to provide asset valuations of ouncil and to provide asset valuations and to provide asset valuations of ouncil and to provide asset valuations of ouncils and to provide asset valuations of ouncil and to provide asset valuations of ouncil and to provide asset valuations of ouncil and to provide asset valuations of ouncil and to provide asset valuations to be lated and capital resources The number of proposed rent reviews 300 25 Origonal and the ouncils accesses of the ouncils weet meth polyholis to maxime participation of mount weet asset to be lated and capital resources 201314 2014/15 201314 2014/15 Objectives Objectives Staff (PTE) 6 6 • ontrole to seek to another of corporate Services of the ouncil of the o	4 8 21 394 2015/16 6 2017/16(PT) 2018/19(PT) 2018/19(PT) 2018/19(PT) 150 150 Employees Premises Transport	5 8 21 394 2016/17 6 Polarity High Low Low	1 8 21 394 2017/18 6 Reporting cycle Quarterly Quarterly Quarterly Quarterly	2018/19 Indicator type Business critical Outcome Outcome Business critical	Capital Programme Economic Development Strategy Housing Strategy Medium Term Financial Strategy Asset Management Plan Main impact if indicator n met Loss of income Loss of income Breach statutory duty
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b sport the councils accounts. To manage the councils meeting profile to maxime optimized project to an adjust of the sport regeneration of support the previous at a standard to an adjust of the support regeneration. Neal with non-super states that adjust the integrated Project Team to deliver a apport the previous and state and lead the integrated Project Team to deliver a apport the previous state state access. 394 394 Output The number of commercial properties 394 394 origin the dy topped state state address community (Rel to Bd - to manage the delivery the possibility of acting for other authorise on special, may address address address address of the number of compared set of the number of commercial properties 394 394 Objectives Staff (FTE) 6 6 • "Origin compared values to many impact on the timing of sales and captal receipts. Community (WH to Bd - to manage the comport to ensure the council has the minimum mecessary to support the business plan. • Performance Indicator Performance Targets (T) & Provisional Perfor • "Intellive state than be arranged to support objectives." • Support to business plan. • Statest event event is arranged to support objectives. • Statest event event is arranged to support objectives. • Statest event event is arranged to support objectives. • Statest event event is arranged to support objectives. • Statest event event is arranged to support objectives. • Statest event event is arranged to support objectives. • Statest event event is arranged to support objectives.	394 394 6 6 mance Targets (PT) 2017/18(PT) TBC 3.3 8.5 150 Employees Premises Transport	394 2016/17 6 Polarity High Low Low	394 2017/18 6 Reporting cycle Quarterly Quarterly Quarterly	Indicator type Business critical Outcome Outcome Business critical	Medium Term Financial Strategy Asset Management Plan Main impact if indicator n met Loss of income Loss of income Loss of income Breach statutory duty
Income, manging the councils asset base to ensure that it has the accommodation necessary to support its events at standard it can afford. Support regeneration, deal with occupation of ournal hard by Gyptes and Travelers and Iravelers and lead the Integrated Project Team to deliver applications for community assets to be listed and relies for compensation. Told will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration. Tholwill lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration. Tholwill lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration. Tholwill lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration. Tholwill lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration. Tholwill lead to increase of the possibility of acting for possibility of acting for other authorities on specialisms and most significantly driving elevant progenty. Objectives Performance Targets (T) & Provisional Perfor 2013/dt 2016/file Expenditure Performance Targets (T) & Provisional Perfor 2013/dt 2016/file Expenditure Comport the business plane evenue from seven programme of property descent programme of property descent programme of property descent programme of property descent programme of property descent programme of property descent programme of property descent programme of property descent programme of property descent protecontome server programme of property descent protecont	2015/16 6 mance Targets (PT) 2017/18(PT) 2018/19(PT) TBC 3.3 8.5 150 150 Employees Premises Transport	2016/17 6 Polarity High Low Low	2017/18 6 G Reporting cycle Quarterly Quarterly Quarterly	Indicator type Business critical Outcome Outcome Business critical	Asset Management Plan Main impact if indicator n met Loss of income Loss of income Breach statutory duty
Desprot its services at standard i.can attrict. Io support regeneration, deal with occupation programme of property sates transing - cabit regets. Community Right D Bid row manage pipelications for community assets to be listed and claims for compensation. TOM will lead to increased efficiency the possibility of acting or other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future terms. This mining of alses and collar leoptic. Anticipated non financial resources 2013/14 2014/15 Clipicities 0 <td>6 mance Targets (PT) 2017/18(PT) TBC 3.3 8.5 150 150 Employees Premises Transport</td> <td>6 Polarity High Low Low</td> <td>6 Reporting cycle Quarterly Quarterly Quarterly</td> <td>Indicator type Business critical Outcome Outcome Business critical</td> <td>Asset Management Plan Main impact if indicator n met Loss of income Loss of income Breach statutory duty</td>	6 mance Targets (PT) 2017/18(PT) TBC 3.3 8.5 150 150 Employees Premises Transport	6 Polarity High Low Low	6 Reporting cycle Quarterly Quarterly Quarterly	Indicator type Business critical Outcome Outcome Business critical	Asset Management Plan Main impact if indicator n met Loss of income Loss of income Breach statutory duty
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Increased efficiency the possibility of acting for other authorities on specialisms and most significanty driving economic development and receipts. Improve the development and receipts. Performance indicator Performance Targets (T) & Provisional Perfor 2014/400 Objectives Performance indicator Performance Targets (T) & Provisional Perfor 2014/400 Valuations to intrable agreed with Director of Corporate Serves Performance indicator Performance indicator Performance Targets (T) & Provisional Perfor 2014/400 Valuations to intrable agreed with Director of Corporate Serves Notations to property denses to maximise capital receipts and exceed target - entrable for the submet by letting vacant property - maximise expension by letting vacant property - entrable agreed to support objectives. Performance Indicator Vacancy rate of prop. owned by council - maximise requestion by letting vacant property - entrable agreed to support objectives. Performance Indicator Vacancy rate of prop. owned by council - maximise requestion by letting vacant property - entrable agreed to support objectives. Performance Indicator Vacancy rate of prop. owned by council - maximise requestion Pereformance Targets (T) & Pervisional Perfor	2017/18(PT) 2018/19(PT) TBC 3.3 8.5 1 150 1 Employees ■Premises ■Transport	High Low Low	Quarterly Quarterly Quarterly Quarterly	Business critical Outcome Outcome Business critical	Loss of income Loss of income Loss of income Breach statutory duty
Metron. This may impact on the timing of sales and capital receipts. Opticities Performance nucleator Performance nucleator Opticities Opticities Capital receipts					

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Property			0 4 0	
			PROJECT DESCRIPTION		Likelihood		Score
Pr	oject 1	Project Title:	Integrated Project Team		Likelihood	πιμασι	Score
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	2	2	4
End date	on going						
Pr	oject 2	Project Title:	Asset Management Plan				
Start date	2012-13	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council	Income generation	1	2	2
End date	on going oject 3	Project Title:					
Start date	oject S	Project Details:					
End date		Tioject Details.					
Pr	oject 4	Project Title:					
Start date		Project Details:					
End date							
Starforate	oject 5	Project Title:					
		Project Details:					
	oject 6	Project Title:					
Start date		Project Details:					
End date		-					
	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pr Start date	oject 8	Project Title:					
End date		Project Details:					
	oject 9	Project Title:					
Start date		Broloot Dataila					
End date		Project Details:					
Pro	oject 10	Project Title:					
Start date		Project Details:					
End date							

	Safer M	erton									Pla	nning Assur	nntions					The Corporate strategies your
CIIr Edith Joan Maca			gement & Equ	ality		Anticipate	ed demand		201	3/14	201			5/16	2016/17	2017/18	ARPEN	The Corporate strategies your
Enter a brief descrip						Number of ne				40	60			00	600	600	600	Adult Treatment Plan
Safer Merton is a partnership of t						Popu	lation			6,038	208	822		,569	214,229	216,806		Anti Social Behaviour
work together to combat crime &	disorder and incr	ease safety & th	e perceptions of	safety,	No. Multi Ager		sment cases (do	mestic abuse)		58	15			58	158	158	158	Central Government
within the borough. The team co staff. The delivery of Crime and E					Clien	its presenting a	t the One Stop S	Shop	1	91	23	30	2	30	230	230	230	Children & Young person's Plan
interventions such as			ough a range of		Ant	icipated non fi	inancial resour	ces	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Community Plan
Tackling anti social behaviour a		ence				Staff	(FTE)		:	22	2	0	2	20				Crime & Disorder (partnership plan)
 Managing Neighbourhood Wate Drugs and alcohol abuse 	cn																	
The provision of school officers																		
Other support and commissioned that the council is compliant with		t of the teams re	emit as well as e	nsuring														E Merton & Mitcham N'bourhood Renev
The service is managed through	the council, and	delivered by Pol	lice officers, joint	health		Performanc	ce indicator			nance Target					Polarity	Reporting cycle	Indicator type	Main impact if indicator no
staff, voluntary sector and the co The Statutory duty of the council						9/ CCT) / aama	eras operational		2013/14(TP) 94	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	High	Quarterly	Outcome	met Reputational risk
· A duty to establish a crime and	disorder partners						frunk & rowdy be		94) 41	95 40	95 40	95 39	95 39	95 38	Low	Annual	Perception	Reputational risk
 Complete an annual strategic as Respond to and deal with crime 							ed about ASB (A		44	43	43	42	42	41	Low	Annual	Perception	Reputational risk
Delivering Anti-Social Behaviou	ir actions and inte	rventions	aseu analytical i	WOIK	% of	residents worrie	ed about crime ((ARS)	50	50	50	49	49	48	Low	Annual	Perception	Reputational risk
 Specific duties around Domestic 	c Violence.				No. Multi Ager	ncy Risk Assess	sment cases (do	mestic abuse)	158	129	141	153	153	153	High	Monthly	Business critical	Breach statutory duty
						No. of One Stop	p Shop sessions	;	45	46	46	46	46	46	High	Quarterly	Business critical	Reduced service delivery
							Problem Solving		33	27	27	27	27	27	High	Quarterly	Business critical	Reduced service delivery
							about drug users		33	32	32	31	31	30	Low	Annual	Perception	Reputational risk
					% of residents	s feeling well info	rmed about tackli	ng ASB (ARS)	35	31	31	33	33	34	High	Annual	Perception	Reputational risk
			BUDGET AND							2	015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget									_		
Expenditure	2013/14 1,668	2013/14 1,544	2014/15 1,526	2015/16 1,490	<u>2016/17</u> 1,490	2017/18 1,49	2018/19			1				Employees				Government grants
Employees	863	799	1,526	1,490	1,490				1									-
Premises	2	. 35	2	2	2		2							Premises				
Transport Supplies & Services	7	1 159	7	7	7 143	143	7		1									Reimbursements
3rd party payments	179	159			143				1					Transport				
Transfer payments	0	0	0	0	0	(0		1									Customer & client receipts
Support services	330	337			230								•	Supplies & Se	ervices			1
Depreciation	125 Budget	125 Actual	139 Budget	139 Budget	139 Budget	139 Budget	Budget		-	1								
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							3rd party payr	ments			Recharges
	337	270	278		278													
Government grants	217 84	195 48	202	70 202	70 202	202								Transfer payn	nents		9	Reserves
Reimbursements Customer transition receipts	123	114		6	6	20			5									
Recharge	0	0	0	0	0	(0							Support servio	ces			Capital Funded
Reserves Capital Funder	-87	-87	0	0	0	(0			J/L		/						
Council Funded Net Budget	1,331	1,274	1,248	1,212	1,212	1,212	2 0							Depreciation		-		
ž	Budget	Actual	Budget	Budget	Budget	Budget	Budget							•	· · · · · ·			
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget etc	c. cnanges		
		10,167	0	300,000	300,000	(0 0								2015/16			
								EV01=£36k	< Comparison of the second sec									
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0 2013	2014	201	5															
2013		-Budget	5	/		2010												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUN Safer Merton			040	
			PROJECT DESCRIPTION		Likelihood		Score
Pr	oject 1	Project Title:	Risk limitation of future grant loss		Likenii00a	impact	Score
Start date	2013-14	Project Details:	CCTV Review - This includes planning and funding of the system going forward. A coordinated and cohesive approach across numerous partner agencies and departments in the council will be a key requirement in delivering successful outcomes	More efficient way of working	4	2	8
End date	on going						
	oject 2	Project Title:	ASB changes				
Start date	2014-15	Project Details:	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery	To meet legislative requirements	4	3	12
End date	on going						
Pr	oject 3	Project Title:					
Start date		Project Details:					
End date							
Pr	oject 4	Project Title:					
Start date		Project Details:					
End date		··- ,-					
DPr	oject 5	Project Title:					
Starte		Project Details:					
တ	oject 6	Project Title:					
Start date		Project Details:					
End date							
Pr	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pr	oject 8	Project Title:					
Start date		Project Details:					
End date		,					
Pr	oject 9	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:					
Start date		Decident D. f. "					
End date		Project Details:					

	he Corporate strategies you					nntions	Inning Assun	PI									aning	Street Cl	
	Contributes to		2017/18	2016/17	5/16				3/14	201		ated demand	Anticipa		ation	e & Implement			Clir Judy Saunders Ca
	Anti Social Behaviour	TBC																	
	ormance Management Framev	TBC Per							-			1							•
	Waste Management Plan														ullies clean.	and keeping g	fiti, fly posting	er, detritus, grat	g fly tips, removing litte
	Community Plan	l l						1		1				1	ement,	ice and enforc	education, adv	street scene by	ment: to improve the s
		2018/19	2017/18	2016/17	5/16	2015	4/15	201	3/14	201	urces	n financial resour	ticipated non	Ant	osting; and	praffiti and fly p	ned vehicles, g	fouling, abando	
		103	103	103	3	103	03	1	03	10		aff (FTE)	Sta	í	section	with Highways	in accordance	efficient service	
		26	26	26	6	26	26		26	2		ransport	Tra	í –		in an ingrid group of			
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	Main impact if indicator		Descention and a	Detector	ets (PT)	rmance Targe	isional Perfo	ets (T) & Prov	nance Target	Perform			Destaura		isinossos				
	met	Indicator type	Reporting cycle	Polarity	2018/19(PT)	2017/18(PT)	2016/17(PT)	2015/16(PT)	2014/15(T)	2013/14(T)		ance indicator	Performa	1 1	1511105505		the needs of re		
0 00 00000000000000000000000000000000	Reputational risk	Perception	Annual	High	59	58	57	56	60	58	eanliness	ed with street cle	dents satisfie	% Resid			ove feedback	ation and impro	ve our customer inform
	Reputational risk	Perception	Quarterly	Low	8	8.5	9	9.5	7.5	8.5	for litter	below standard f	es surveyed b	% Site	environment,				
	Reputational risk	Perception	Quarterly	Low	13.5	14	14.5	15	12	12.5	or Detritus	elow standard fo	surveyed be	% Sites					
	Reputational risk	Perception	Quarterly	Low	4	4	4.0	4.5	5.0	5.5	or graffiti	elow standard fr	s surveyed be	% Sites	le for	oyees and stri	for all our empl		
	Reputational risk	Perception	Quarterly	Low	12	12.5	13.00	13.50	14.00	14.50	or weeds	elow standard fc	s surveyed be	% Sites	nt	ind improveme	ervice design a		
	Reputational risk	Outcome	Monthly	Low	3400		3600	3700	3200	3300	t	fly tips reported	Number of	(
9, 95 Februarded for frycoling 1 <	Increased costs	Outcome	Quarterly	Low															
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DPARTENTAL BUDGET AND RESOURCES Barriest 52000 Budget	Loss of income																		
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Artification 2013/14 2013/14 2014/15 2015/16		2015/16 Income					penditure	2015/16 Ex	2		1	t Budget	Budget	Budget					
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			Street Cleaning		PERNE		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		I Impact	Sco
Pr	roject 1	Project Title:	Introduce mobile working			mpuor	
Start date	2014-15	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	More efficient way of working	2	2	4
End date	2015-16	· , · · · · · · ·					
Pr	roject 2	Project Title:	Introduce timed commercial waste collections in town centres				
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre now completed. We are expanding this year to Mictham and Morden Town centres.	To meet legislative requirements	2	2	
End date	2015-16						
Pr	roject 3	Project Title:	Review Street Cleansing equipment				
Start date	2014-15	Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.	Improve residents satisfaction	2	2	
End date	2015-16						
Pr	roject 4	Project Title:	Street Champions Initiative				
Start date	2014-15						
End date	2014-13	Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	
	roject 5	Project Title:	Increase Enforcement Capacity		_		_
0		Floject fille.					
Start date	2014-15	Project Details:	We have develop and launched a pilot programme to increase enforcement potentially utilising additional private contractor capacity. We are considering whether this should be extended.	Improve residents satisfaction	3	1	
End date	2015-16						
	roject 6	Project Title:	South London waste partnership (phase C)	More efficient way of working			
Start date	2015-16	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as		2	2	
End date	2017-18		well as commercial waste collection.				
Pr	roject 7	Project Title:	Litter bin type and provision	More efficient way of working	-		
Start date	2014-15	Drain at Data "	Review of existing litter bin provision and type considering different options for greater capacity and	-	1	2	
End date	2015-2016	Project Details:	reduced emptying				
Pr	roject 8	Project Title:	Optimisation of Mechanical equipment	More efficient way of working			
Start date	2015-16				2	2	
End date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.				
Pr	roject 9	Project Title:					
Start date		Project Details:					
End date		.,					1

r	Troffic A	labuova									P1	Inning Assur	motions					The Corporate strategies your
Clir Andrew Judge	Traffic & H		ity & Regenerat	tion		Anticipated	d domand		201	13/14		4/15		15/16	2016/17	2017/18		
Enter a brief descri						Street				,673		673		2,673	12,673	12,673	/ WRIPEEN	Road Safety Plan
					Ni	umber of trees t	0	d		,570		640		6,710	16,710	16,710		Local Transport Plan
The service discharges the cour Authority, assists with its respon						ork Maintenanc				,570 8.5km		.5km		3.5km	363.5km	363.5km		Local Implementation Plan
delivery of the Community Plan	vision. It maintains	s 12,673 street lig	ghts, 363.5 kms	of road		ber of Streetw				,650		000		8,000	18,000	000.01411		Capital Programme
network and 16,500 trees on the planted per year.	e public highway w	ith an anticipated	d additional 70 r	iew trees	-	cipated non fir				13/14		4/15		15/16	2016/17	2017/18	2018/19	Local Development Framework
planted per year.					Anu	Staff (663		38		38		T&H and fM			2010.10	
The main aims of the service are	e to:					otan (
 Ensure the safe and expedition 	us movement of a	Il traffic on the H	iahway Network															
 Improve the condition of the I 		in danie on die m	ignway Network															
 Improve the Public Realm. 									Perform	nance Targe	ts (T) & Prov	isional Perfo	rmance Tar	gets (PT)				Main impact if indicator not
 Improve the Street Scene. Improve the quality of life of lo 	cal residents					Performanc	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)		Polarity	Reporting cycle	Indicator type	met
• Improve the quality of the of to	Joan residents				Avg days ta	aken to repair o	out of light Lamp	p Columns	New	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
Objectives					% respon	se to Emergenc	cy Callouts (with	hin 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality	Increased costs
The overall objectives of the Ser	rvice is to effective	ly maintain and	manage the high	way network	% S	Streetworks perr	mitting determir	ned	98	98	98	98	98	98	High	Monthly	Quality	Loss of income
and to ensure that this network i					% S	treetworks insp	ections comple	eted	32	35	37	38	38	38	High	Quarterly	Unit cost	Loss of income
Specific Objectives:						eted where no I			96	98	99	99	99	99	High	Monthly	Outcome	Reduced customer service
Specific Objectives.						ondition Survey			90%	92%	95%	95%	95%	95%	High	Annual	Quality	Increased costs
Introduce Mobile working		1				Condition - Uncl			New	21%	20%	19%	19%	19%	Low	Annual	Quality	Increased costs
Channel shift and move to on-lin	ne selt service sys	iem			D Footway condition	efectivenes Cor						19%	19%	19%	Low	Annual	Quality	Increased costs
					1 Jouway condition	UII - DEIECUVEN		INIUGUU	New	21%	20%	19%	19%	19%	LOW	Annuar	Quality	increased costs
	-	PARTMENTAL	BUDGET AND	PESOUPCES					1	1			L	1	П	1		
					Budaat	Budaat	Budmat			:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							= E-mail				
Expenditure	12,708	12,455	12,127	11,856	11,792	11,808	3 0							Employees				Government grants
Employees	1,857	1,645	1,831	1,543	1,544	1,544								_				
Premises	1,224	1,158	1,138	1,138	1,108	1,108	3							Premises				
Transport Supplies & Services	131 399	113 350	131 326	131 327	131 307	131 307										4		Reimbursements
3rd party payments	2,152	2,144	2,058	2,074	2,059	2,075								Transport				
Transfer payments	0	0	0	0	0	0)		0				1					Customer & client receipts
Support services	1,294	1,394	1,259	1,259	1,259	1,259)							Supplies & Ser	vices			
Depreciation	5,651 Budget	5,651 Actual	5,384 Budget	5,384 Budget	5,384 Budget	5,384	Budget											
Revenue £'999s	2013/14	2013/14	Budget 2014/15	2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19				Λ		7	3rd party paym	ients			Recharges
Income	2,957	2,705	2,787		2,797	2,797												
Governmengrants	0		0	0	0	0)							Transfer payme	ents			Reserves
Reimbursements Customer arslient receipts	954 1,444	526	837 1,453	837 1,453	847 1,453	847 1,453												
Recharges	559	1,639 540	497	497	497	497								Support service	es			
Reserves Capital Fulse																		Capital Funded
											1			Depreciation				
Council Funded Net Budget	9,751	9,750	9,340	9,069	8,995	9,011	0			A DECKS						-		
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget et	c. changes		
Traffic & Parking Management	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19								2015/16			
Highways Gen Planned Works		326,474 451,089	216,730 714.630	135,000 434,600	150,000 419,000	156,000 419,000	175,000	EN00 0050							2013/10			
Footways Planned Works		451,089	1,000,000	434,600	1,000,000	1,000,000		EN29=£252		to budget an	occure of rod.	rod ability to	canitalico		tura Fundad from inter	duction of ANDP		
Street Lighting		628,532	410,000	200,000	462,000	290,000	509,000	GIUWL[] = ±464	+ĸ- iuminga	ite buuget pre	essure or real	iceu ability to	capitalise re	evenue experidi	ture. Funded from intro	GULLION OF ANYPR .		
Street Scene		306,921	80,000	375,190	462,000	290,000	100,000											
Highways Planned Road Works		1,590,625	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000											
Transport For London		2,350,921	2,295,050	1,310,000	1,271,000	n/k												
		2,000,921	2,290,000	1,310,000	1,271,000	n/K	. 1VK											
	0	6,715,421	6,499,510	4,954,790	4,862,000	3,425.000	3,703,000								2016/17			
		.,,	.,,	,,	,,	.,,		EN27=£10k	· EN30=£2	0K EN31=	£30K EN33	2=£10K						
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0			1		1													
	2014	2015	5 :	2016	2017	2018												
0		2015 Budget	5 2	2016		2018												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MA Traffic & Highways			040	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			Cases
Pro	oject 1	Project Title:	Flood and Water Management Schemes		Likelihood	Impact	Score
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1
End date	2015-16						
Pro	oject 2	Project Title:	Delivery of Mitcham Town Centre scheme				
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12
End date	2015-16						
Pro	oject 3	Project Title:	Ride London				
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1
End date	2015-16						
Pro	oject 4	Project Title:	Mobile Working	More efficient way of working			
Start date	31/01/2015						
		Project Details:	Implement Mobile working solution across Trafic and Highway		2	2	4
End date	31/03/2015						
	oject 5	Project Title:	On-line self Service System	Improved customer satisfaction			
Starte C	2015-16	Project Details:	Move to on-line self service system		2	2	4
End date	2016-17						
	oject 6	Project Title:	4 Year work Programme				
O Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3
End date	2019-20						
Pro	oject 7	Project Title:	Street Lighting Investment - Conversion to LED	Improved resident well being			
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4
End date	2018-19						
Pro	oject 8	Project Title:		Improved resident well being			
Start date		Project Details:			2	2	4
End date		Project Details:					
Pro	oject 9	Project Title:					
Start date		Project Details:					
End date							
Pro	ject 10	Project Title:					
Start date							
		Project Details:					
End date							

Transport																The Corporate strategies your		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration						Anticipate		201	3/14	2014/15		2015/16		2016/17	2017/18	ARPPAN	contributes to	
Enter a brief descrip					CSF	Passenger Jou		actors	95	000	95	000	95	6000	95000	95000		Capital Programme
To provide a comprehensive and effective Home to School and Vunerable Adults transport						F Passenger Jo			70	000	70	000	70	000	70000	70000		Children & Young person's Plan
service, in support of the user de	epartments such	as Children Sch				Passenger Jou	,			000		000		000	50000	50000		Adult Treatment Plan
& Housing using the in-house fle	et and taxi provid	ders.				H Passenger Jo				000		000		0000	70000	70000		Customer Services Strategy
Providing self drive vehicles for t	he in-house dep	artments (Waste	e Operations. Lei	sure. Parking		icipated non fi					2014/15		15/16	2016/17	2017/18	2018/19		
etc.) who require vehicles to carr				j		mmissioned Tax					34		34	34	34	2010/10		
Full fleet manaegment is provided to support the council fleet of vehicles. This includes all						Sta		oontractore		58		33		63	63	63		
servicing, repairs maintenance a				ludes all		No.Transport F				92		92	192		192	192		
	No. mansport i	ICCL VEHICICS			32		32	192		132	132							
Providing health & safety and ve	hicle related in-h	ouse training to	all council staff a	and external					Borfor	nanco Torgo	to (T) 8 Brow	inional Darfa						
organisations						Performanc	e indicator		2013/14(T)	2014/15(T)	s (T) & Provisional Perform 2015/16(PT) 2016/17(PT)		2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Procurement of vehicles for the a	authority ensurin	a depts aet the	vehicles to suit th	eir services.		Crist sheels a									Llink	Manthia	Duciness critical	
and provide assistance on vehicl		5			Derest	Spot checks o s/carers satisfac			50	50	50	50	50 80%	50	High	Monthly Annual	Business critical Perception	Reduced customer service Reduced customer service
Objectives					Falent			ourneys	0	75%	75%	80%		80%	High High			Reduce customer service
Objectives Ensuring that the service provid	ded by cTranspo	rt is effective va	lue for money wh	nile still	A	% MOT vehic			95	95	95	95	95	95	-	Quarterly	Outcome Unit cost	Increased costs
meeting customers expectations						erage % passng house journey t			65	65	70	70	70	70	High	Quarterly		
Procurement of goods & service		nop area. Ensuri	ng value for mon	ey and	% IN-	, ,		scales	85	85	85	85	85	85	High	Quarterly	Outcome	Incresed costs
compiling with authorities standir Procurement of replacement ve	ng orders abicles for the wh	ole of the autho	rity			% Client user			97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
We will ensure legal compliance	with regards to a	all stautory requi	rements for road	tranposrt	S	ickness - avera	ge days per F	IE	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs
services including operators licer																	L	
														1	L			
	DI	EPARTMENTA	L BUDGET AND	RESOURCES				1			2015/16 Ex	penditure			1		2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1										
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			1				Employees				
Expenditure	8,665	9,017	8,572		8,687	8,687			1									Government grants
Employees	1,806	2,176		1,835	1,835	1,835		1						Premises				
Premises	91	97			88	88								Fiemises				Reimbursements
Transport Supplies & Services	5,740 97					5,492 95		1						_ .				
3rd party payments	0	52			0	0		1					<u>ا</u>	Transport				
Transfer payments	0			0	0	C			1									Customer & client receipts
Support services	541				752	752								Supplies & Se	rvices			
Depreciation	387	387		425	425	425											/	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							3rd party payr	nents			Recharges
Income U	8,771					2017/18 8,687		1										
Government	0,11	0,000	0,012	0	0,007	0,001)							Transfer payn	nents		/	
Reimburgements	911	839			911	911								- Transier payin	icitta			Reserves
	7,868	7,716	8,572	7,776	7,776	7,776	6											
Recharges	0	C	0 0	0	0	C)					1		Support service	ces			Conitel Funded
Reserves Capital Funder												/						Capital Funded
Council Funded Net Budget	-106	462	0	0	0	0	0	1		-	/			Depreciation				
· · · · · · · · · · · · · · · · · · ·				-	•													
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget et	c. changes		
Replacement Fleet Vehicles	2013/14	2013/14 89,100	2014/15 590,000	2015/16 500,000	2016/17 500,000	2017/18 500,000	2018/19 500,000	-							2015/16			
Other		14,236	30,000	46,890	300,000	500,000	000,000	E definer a	T			0-1-0045	N			- inite in the second second	witten Kinnen and Diel	and the transmission Associated
Other		14,230	30,000	40,090	0		, .	2015	ssenger I av	a framewor	k expires in	Oct 2015 -	New passe	enger frame	ework working with n	eignbouring borougns S	Sutton, Kingson and Rich	nmond due to commence August
								2015										
								4										
								-										
				ł				{										
				ļ			<u> </u>											
															004047			
	0	103,336	620,000	546,890	500,000	500,000	500,000								2016/17			
500																		
400 -																		
300 -																		
<u>9</u>															2017/18			
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2013 2014 2015 2016 2017 2018														2018/19				
-100 -	-																	
-100																		
-200																		
	-	Budget			Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Transport PROJECT DESCRIPTION		REND		
	-1	Decised Titles			Likelihood	Impact	Score
Start date	oject 1 2015-16	Project Title: Project Details:	New Joint Passenger Transport Framework Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.	More efficient way of working, reducing costs and sharing routes	2	2	4
End date	2019-20 oject 2	Draiget Titler	Benchmarking - Internal Services				
Pr	oject 2	Project Title:	Benchmarking - Internal Services				
Start date	2014-15	Project Details:	To carry out benchmarking excersises on internal services to find alternative options, value for money and possible savings to client departments	To imporve service and reduce costs	2	2	4
End date	2015-16						
Pr	oject 3	Project Title:					
Start date		Project Details:					o
End date							
Pr	oject 4	Project Title:					
Start date		Project Details:					0
End date		Troject Details.					
	oject 5	Project Title:					
Starte		Project Details:					0
	aiaat 6	Project Title:					
N Start date		Project fille.					0
End date		Project Details:					
Pr	oject 7	Project Title:					
Start date		Project Details:					0
End date		Trojoot Dotano.					
Pr	oject 8	Project Title:					
Start date		Project Details:					0
End date							
Pr	oject 9	Project Title:			+		┝──┤
Start date		Broject Datality					o
End date		Project Details:					
Pro	oject 10	Project Title:					
Start date		Project Details:					0
End date							

	Waste Mar	agement									Pla	Inning Assur	nntions					The Corporate strategies your
Clir Judy Saunders C		<u> </u>	e & Implementa	ation		Anticipate	ed demand		20	13/14		4/15		15/16	2016/17	2017/18	ARPERND	Cerve contributes to
Enter a brief descrip		Population					206,038		208,822		1,569	214,229	216,806	tbc	Waste Management Plan			
As a unitary authority, Merton is	nd disposal.	Anticipate	er annum	<u> </u>			000		5600	15900	16000		Performance Management Framework					
Household Reuse and Recycling	g Centres - Merto	on is required to	provide facilities	for the			d waste tonnage		71	,000,	71,	000		,000	71,000	71,000	71,000	London wide strategy
disposal of excess household an Objectives	id garden waste i	rree of charge.			Anticipate	ed number of C	Garden waste cu	ustomers					60	012	6312	6612	6912	Climate Change Strategy
 provide efficient and accessible 	e services to all o	of our customers,	including those	with specific	Anticipated non financial resources				2013/14		201	2014/15		15/16	2016/17	2017/18	2018/19	
 needs. to advise our customers on the services provided and to keep improving our services in line 						Staff				107		0.5		07.5	107.5	107.5	107.5	
 traditional customer needs. promote public awareness of waste minimisation and encourage re-use and recycling through 						Tran	isport			31	3	81	29		29	29	29	
 promote public awareness of w information, education and empore 		on and encourage	e re-use and recy	cling through														
internation, occount and empe																		
						Performanc	ce indicator			mance Target					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
						0/ Llausshald -			2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Llink	Manthlu	Dusiness stitical	met
							waste recycled with refuse colle	ection	42 72	42 74	40 72	41 74	43 76	43 77	High High	Monthly Annual	Business critical Perception	Reputational risk Reputational risk
							per household		512	504	496	483	483	483	Low	Monthly	Outcome	Increased costs
						0	d waste landfille		48	47	46	46	403	46	Low	Monthly	Outcome	Increased costs
							d bins per 100,0	-	60	55	50	45	45	45	Low	Monthly	Outcome	Reduced customer service
							g per household		874	873	872	868	868	868	Low	Monthly	Outcome	Reputational risk
							sickness per FTE		12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
							with recycling fa		73	75	75	76	77	78	High	Annual	Perception	Reputational risk
									1					1	High	Annual	Output	Reduced customer service
	DI	EPARTMENTAL	BUDGET AND	RESOURCES							15/16 545	andituro					2015/16 Income	
Povonuo £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			20	15/16 Exp	enulture					2010/10 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Employees				-0
Expenditure	16,370	15,392	14,053	13,833	14,029	14,224			1									Government grants
Employees Premises	3,620 231	4,049 120	3,532 182	3,504 180	3,577 178	3,64								Premises				
Transport	1,386	1,189	1,387	1,321	1,321	1,32												Reimbursements
Supplies & Services	740	692	890	890	890	890	0							Transport				
3rd party payments Transfer payments	8,368	7,301	6,073	5,949	6,074	6,20	0						1					
Support services	1,321	1,339	1,360	2 1,360	1,360	1,360	2		11				1	■Supplies & Se	rvices			Customer & client receipts
Depreciation	702	702	627	627	627	62					V							
Revenue <u>£'000</u> s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					-		■3rd party payr	nents.			Recharges
	2013/14 1,170	2013/14 1,268	2014/15 1,374	2015/16 1,374	2016/17	<u>2017/18</u> 1,374	2018/19						1	Lord party pays	ionio			
Government rants	288	288	288	288	1,374 288	288			1				/	Transfer paym	ents			
Reimburgements Customer scrient receipts	138	16	140	140	140	140	0							- rranolor paym				Reserves
Customer continue field for the contract of th	274 598	461 631	308 638	308 638	308 638	304 634								Support servic				
Reserves	-128	-128	638	638	638	63	8								63			Capital Funded
Capital Funder					-									Depreciation				
Council Funded Net Budget	15,200	14,124	12,679	12,459	12,655	12,850	0 0											
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget		Summary of major budget etc changes									
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							••••••		o ondingeo		
		103,384	215,400	49,000	25,500	25,500									2015/16			
								EN14=£100)K; EN16=£	.66K;								
							<u> </u>											
							+											
	0	103,384	215,400	49,000	25,500	25,500	25,500								2016/17			
16,000																		
14,000 -																		
12,000	•			-	\													
					<u>۱</u>		_											
» 10,000 - الم					<u>۱</u>		-								2017/18			
50					\			EV08=£250k	<									
8,000					\													
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6,000																		
						\												
4,000						\	-								2018/19			
						\	-								_0.0/10			
2,000						\ \												
						· /												
0 2013	2014	2015	5 .	2016	2017	2018												
2013		Budget	, ,		Actual	2010												

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Waste Management ADDITIS NOTICE ADDITIS										
			PROJECT DESCRIPTION								
Pr	oject 1	Project Title:	South London waste partnership (phase B)		Likelihood	Impact	Score				
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service	More efficient way of working	2	4	8				
End date	2014-15		commencing on 1 April 2014								
Pr	oject 2	Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working							
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented		3	2	6				
End date	2015-16		until 2015-16, therefore planned savings need to be deferred.								
Pr	oject 3	Project Title:	Double shift garden waste collection vehicles reduce 2 x vehicles								
Start date	2015-16	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working	3	2	6				
End date											
Pr	oject 4	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working							
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the		2	2	4				
End date	2014-15		future. Phase one completed need to agree if we move forward with phase 2.								
-	oject 5	Project Title:	South London waste partnership (phase C)								
Stattonte	2014-15		The SLWP inlcudes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste		3	2	6				
	2017-18	Project Details:	collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.	More efficient way of working	3	2	Ū				
Pr	oject 6	Project Title:	SLWP HRRC Procurement								
Start date	2013-14	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working	3	2	6				
End date	2014-15										
Pr	oject 7	Project Title:	Waste Framework procurement								
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different	More efficient way of working	3	2	6				
End date	2014-15		waste streams, to achieve better pricing from materials in the medium term.								
Pr	oject 8	Project Title:					1				
Start date		Project Details:					0				
End date											
Pro	oject 10	Project Title:					1				
Start date		Project Details:					0				
End date		-									