

Committee: Children and Young People Overview and Scrutiny Panel

13th November 2012

Healthier Communities & Older People Overview and Scrutiny Panel

15th November 2012

Sustainable Communities Overview and Scrutiny Panel

27th November 2012

Overview and Scrutiny Commission

28th November 2012

Agenda item: 5

Wards: All

Subject: Business Plan Update 2013-2017

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 2013/14, including, in particular, the draft capital programme 2013-17
2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the draft capital programme 2013-17 to Cabinet when it meets on the 10th December 2012.

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 2013/14, including, in particular, the draft capital programme 2013-17 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 capital programme 2013-17 to Cabinet when it meets on the 10th December 2012.

2. Details - Revenue

- 2.1 The Cabinet of 22 October 2012 received a report on the business plan for 2013-17. This included details of savings targets, and, in particular set out the draft Capital Programme 2013-17.
- 2.2 At the meeting Cabinet resolved that
- A. agreement is given to the savings targets identified in the submitted report and requests officers to identify options to meet those targets for consideration by Cabinet at its December 2012 meeting and Scrutiny in January 2013;
 - B. agreement is given to the deferral of savings and alternative proposals put forward as set out in paragraph 3.4 of the submitted report; and
 - C. agreement is given to the draft Capital Programme 2013-2017 for consideration by scrutiny in November.
- 2.3 The Director of Corporate Services also advised the Cabinet meeting that the submitted report was written before the recent Government announcement of Council Tax freeze proposals for 2013/14, full details of which were currently awaited.
- 2.4 Details provided by the Government on Council Tax Freeze Grant indicate that £450m will be set aside for local authorities in England. The £450m will be made available through a new grant scheme, to local authorities who decide to freeze or reduce their council tax next year. If they do, councils, police and fire authorities will stand to receive a share of £225m of funding in both financial years 2013-14 and 2014-15, equivalent to raising their 2012-13 council tax by one per cent.
- 2.5 Council Tax Freeze Grant equivalent to a 1% increase in council tax is worth approximately £0.830m to Merton.
- 2.6 In addition, in 2013-14 the Government is proposing to lower the local authority tax referendum threshold to two per cent. This will mean that if a local authority seeks to raise its relevant basic amount of council tax by more than two per cent, residents will have the right to veto the proposed council tax increase through a binding referendum. The Secretary of State for Communities and Local Government will formally set out the detail on this in December 2012.

3. Alternative Options

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 22 October 2012 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 10 December 2012, with a further report to Cabinet on 18 February 2013, prior to Council on 6 March 2013, agreeing the Budget and Council Tax for 2013/14 and the Business Plan 2013-17, including the MTFs and Capital Programme 2013-17.

4. Capital Programme 2013-17

- 4.1 Details of the draft Capital Programme 2013-17 were agreed by Cabinet on 22 October 2012 in the attached report for consideration by Overview and Scrutiny panels and Commission.

5. Consultation undertaken or proposed

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

6. Timetable

- 6.1 The timetable following this round of Scrutiny is set out in appendix 2 to the Cabinet report.

7. Financial, resource and property implications

- 7.1 These are set out in the Cabinet report for 22 October 2012

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 budget report to Cabinet on the 10 December 2012.
- 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.

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: Cabinet report 22 October 2012: Business Plan Update 2013-17

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

Cabinet

22 October 2012

Agenda item: 8

Business Plan Update 2013-2016

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, Interim Assistant Director of Resources

Cabinet Member: Mark Allison, Cabinet Member for Finance

Recommendations:

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1. That Cabinet agrees the savings targets and requests officers to identify options to meet those targets, for consideration by Cabinet in December 2012 and Scrutiny in January 2013.
 2. That Cabinet agrees the deferral of savings and alternative proposals put forward as set out in paragraph 3.4 of the report.
 3. That Cabinet agrees the draft Capital Programme 2013-2017 for consideration by scrutiny in November.

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2013-17 and in particular on the progress made so far towards setting a balanced revenue budget for 2013/14 and over the MTFS period as a whole.
- 1.2 The report also sets out proposals for producing an achievable and affordable capital programme for 2013-17.
- 1.3 The report includes an update on the latest information relating to the Business Rate Retention Scheme and proposals for localising support for council tax, and an assessment of the implications for the Medium Term Financial Strategy.
- 1.4 The details in this report will be considered by the Overview and Scrutiny Panels and Commission in November and reported back to Cabinet in December 2012.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFs was undertaken and reported to Cabinet on 2 July 2012. The budget gap over the four year period was as set out in the following table:-

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Budget Gap (cumulative)	1,651	9,163	14,320	17,419

- 2.2 Cabinet noted the rolled forward MTFs and in respect of revenue outturn for 2011/12, officers were requested to review ongoing items to incorporate into 2012/13 monitoring and the Medium Term Financial Strategy (MTFS) for 2013/17. Although further work is continuing to set a balanced budget over the whole four year MTFs period, initial assumptions are that the gap of £1.651m in 2013/14 can be funded from ongoing savings already identified through budget monitoring as follows:-

	£000
Income from Adult Social Care	800
Waste Services	500
Single Status	351
Total	1,651

As the position on the financial outturn becomes firmer during the course of the financial year, more ongoing underspends will be “taken” as part of the budget process.

2.3 Review of Assumptions

2.3.1 Pay

The current assumptions regarding pay inflation incorporated into the MTFs are

	2013/14	2014/15	2015/16	2016/17
Pay inflation in MTFs (%)	1%	1%	2%	2%
Estimate (cumulative £000)	790	1,580	3,160	4,740
Change (cumulative £000)	(34)	(52)	(104)	(156)

The Government’s pay policy is for increases on pay for the public sector in 2013/14 and 2014/15 to be capped at 1%.

It is proposed that no change is made to this financial planning assumption at the present time.

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFs are

	2013/14	2014/15	2015/16	2016/17
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,230	4,461	6,691	8,922

CPI annual inflation stands at 2.5 per cent in August 2012, down from 2.6 per cent in July. Inflation has been falling for the past few months due to the reducing impact of the 2011 VAT increase and falling energy, food and commodity prices. The RPI rate fell from 3.2% in July to 2.9% in August. It is not falling as quickly as the Bank of England originally anticipated as the price of oil has started to increase again.

It is proposed that no change is made to this financial planning assumption at the present time.

2.3.3 Inflation > 1.5%:

The MTFS includes £332k p.a. for Community and Housing department, including concessionary fares, up to 2015/16 and this is currently being reviewed.

2.3.4 Income

The MTFS assumes that departments will achieve an additional 2% p.a. on their fees and charges. A review is currently underway and all departments should have completed their review by mid October.

2.4 **Business Rates Retention Scheme**

2.4.1 As indicated in the report to Cabinet in July, this is a major area of uncertainty because:-

- the amount of detail about the Business Rates Retention model is insufficient to enable accurate estimates of future funding to be calculated.
- the national economic situation is not improving quickly enough and the Government may decide to impose further funding cuts on local government when they produce the next Spending Review (expected in 2013) to cover the resource allocations from 2015/16 onwards or, indeed, even within the Autumn Statement for 2013/14.

2.4.2 The consultation period for the Business Rates Retention Scheme closed on 24 September 2012 and Merton submitted a response by the deadline. It is not expected that the final details of the scheme will be known until the provisional Local Government Settlement is published in mid December 2012. (It will be after the Government's Autumn Statement 2012 which is timetabled for 5 December 2012).

2.4.3 A great deal of analysis has been undertaken of the technical consultation papers by officers and also by various groups such as London Councils and the Local Government Association.

2.4.4 The overall funding allocations will be closely aligned to the spending control totals that the Government set for local government in the Spending Review 2010. These essentially consist of:-

Formula Grant + Rolled in Grants (RIG) where RIG consists of

- **Central Education Services currently within LACSEG**
- **Council Tax Freeze Grant 2011/12**
- **Council Tax Support Grant**
- **Early Intervention Grant**
- **GLA General Grant**
- **GLA Transport Grant**
- **Homelessness Prevention Grant**
- **Lead Local Flood Authorities Grant**
- **Learning Disability and Public Health Grant**

In addition, the Government propose to deliver the commitment to New Homes Bonus by removing an amount from the starting allocation to fund this.

Finally, there are some potential changes in methodology which may have a financial impact on Merton's opening position.

Therefore, whereas under the previous methodology, in 2013/14 Merton would have received Government funding in the form of Formula Grant (Revenue Support Grant (RSG) and Business Rates) plus rolled-in grants (subject to a floor reduction), under the BRR scheme Merton will get

RSG + Business Rates * via the Rate Retention scheme.

* For 2013/14 a baseline will be calculated for each individual authority. There have been no indications in the technical consultation as to whether the Government intend to include a floor level of funding for 2013/14.

- 2.4.5 The Government has decided that the Business Rates total will be divided 50:50 between the central government share and the local government share. In addition, the London share will be divided 60:40 between London Boroughs and the GLA.

So in effect, the total of Business Rates collected in Merton will be shared:-

- 50% to Central Government
- 20% to the GLA
- 30% to Merton

- 2.4.6 For 2013/14 and 2014/15 the Government will base its funding allocations on control totals agreed as part of the Spending Review 2010. The uncertainty arises over some of the key variables such as changes in methodology, the level of safety net and top slice of resources for New Homes Bonus for example.

- 2.4.7 For 2015/16 and 2016/17 funding allocations are much harder to forecast because they depend on the next Spending Review and the level of cuts that the Government set for local government over the next Spending Review Period. Some modelling has been carried out assuming cuts in grant over the range 3% p.a. to 10% p.a.

2.4.8 Based on the modelling carried out so far the impact on the budget gap over the MTFS period is summarised in the following table:-

Impact on Funding and Change in Budget Gap				
	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m
Worst case	+0.3	-0.3	+6.1	+11.8
Mid Case	-2.0	-2.4	+1.6	+4.0
Best Case	-3.4	-3.8	-1.8	+0.2

2.4.9 Work will continue to model the implications of the BRR scheme as more details become available but there will not be any certainty over funding 2013/14 until the provisional Local Government Finance Settlement is published in mid December. It should be noted that work to date implies that there may be a re-phasing of gaps between years and all scenarios imply a worsening across the 4 year period. The position, however, remains uncertain.

2.5 Localising Support for Council Tax

2.5.1 The council undertook a formal consultation on the proposed new local Council Tax Support scheme from 9 July to 28 September. All feedback received will be collated and used to shape the recommendations to the Full Council for the new 2013/14 scheme.

2.5.2 The MTFS includes provision of £1.500m for the cost of reduced Government funding towards council tax benefit. More work will need to be done to model the cost beyond 2013/14 based on the profile of actual spending.

2.6 Technical Reforms of Council Tax

2.6.1 These are aimed at giving new flexibilities about Council Tax on second homes and empty dwellings.

2.6.2 Cabinet received a report on these in July 2012 and agreed to the withdrawal of the existing discounts and exemptions for empty homes from April 2013 in order to minimise Council Tax charges for Merton residents and to encourage property owners to bring homes into use more quickly.

2.6.3 The MTFS assumes that there will be additional Council Tax of £1.400m arising from these changes. Should these options be taken up the actual amount generated in 2013/14 will need to be closely monitored to revise the income achievable in future years.

2.6.4 There are a variety of other technical issues that will impact on the budget gap in 2013/14 and beyond. The major ones relate to pensions: The impact of auto-enrolment needs to be reviewed; the cost of the new pension scheme due for commencement in 2014/15 will need to be considered alongside the actuarial valuation due for that year.

2.7 Capital Programme

2.7.1 The revenue implications of funding the capital programme can have major implications for the Council's MTFS. It is important that accurate projections of capital financing costs are available as soon as possible because they can have a significant impact on the budget gap.

2.7.2 A considerable amount of work has been undertaken this financial year to re-profile budgets throughout the Capital Programme. Managers are being asked to undertake a thorough review of current and future years spend projections as part of the September Monitoring process.

2.7.3 Attached as Appendices 3a and 3b is:

2.7.3.1 Appendix 3a - The current Capital Programme 2012-16 as Reported to Cabinet on 22 October plus the proposed programme for 2016/2017. The departmental programme is summarised below

Current Capital Programme 2012/13 to 2015/16 and Proposed Capital Programme 2016/17

Department	Revised 2012/13 budget	Revised 2013/14 Budget	Additional Bid (Growth)	Revised 2013/14 Budget	Revised 2014/15 Budget	Additional Bid (Growth)	Proposed 2014/15 Budget	Revised 2015/16 Budget	Additional Bid (Growth)	Proposed 2015/16 Budget	Proposed 2016/17 (Growth)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Services	5,614	4,084	0	4,084	4,376	1,000	5,376	4,057	1,000	5,057	3,172
Children, Schools and Families	31,231	25,051	485	25,536	13,090	5,050	18,140	4,165	8,025	12,190	28,450
Environment and Regeneration	15,693	17,721	0	17,721	10,086	0	10,086	15,946	0	15,946	5,192
Community and Housing	2,379	0	0	0	0	0	0	0	0	0	550
Total	54,917	46,856	485	47,341	27,552	6,050	33,602	24,168	9,025	33,193	37,364

2.7.3.2 Current financial modelling has been undertaken, illustrating the funding implications of variations to the current programme above, compared to the funding in the MTFS

- Base Option – No Growth, no use of capital receipts or direct revenue funding and assumed spend 5% below managers forecast.
- Base Option - Adjusted for the direct revenue funding of all short life assets (12/13 only).
- Separate Analysis of the financial impact of the £53 million Growth shown above

2.7.3.3 The Table below shows the revenue impact of the proposed options on the current MTFS budget gap:

Option	Budget Required 2012/13	Budget Required 2013/14	Budget Required 2014/15	Budget Required 2015/16	Budget Required 2016/17
a) Base Option	(616)	(912)	(665)	(211)	146
b) Base Option – Adjusted for Direct Revenue Funding	(644)	(1,905)	(1,704)	(1,273)	(887)
c) £53 Million Growth	0	139	120	596	2,568

2.7.4 Appendix 3b - Shows the proposed Capital Programme for 2016/17 and the Indicative Programme for 2017 to 2022. The departmental Programme is summarised below

Proposed Capital Programme 2016/17 and Indicative Capital Programme 2017/18 to 2021/22

Department	Proposed 2016/17 Budget	Indicative 2017/18 Budget	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget
	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Services	3,172	3,416	2,250	1,855	2,271	2,156
Children, Schools and Families	28,450	38,925	400	400	15,400	400
Environment and Regeneration*	5,192	5,140	5,164	4,890	4,355	4,355
Community and Housing	550	0	0	0	0	0
Total	37,364	47,481	7,814	7,145	22,026	6,911

2.7.5 For every £1million capital expenditure that is funded by external borrowing there will be revenue debt charges of between £225,000 for assets with a life of 5 years to £45,000 for an asset life of 50 years.

2.7.6 **Primary Expansion Programme:** The approved Capital programme to March 2016 contains provision to add 21 forms of entry to Merton's Primary Schools. Current proposals for the primary expansion programme would result in a further 4 permanent forms of entry and 4 temporary classrooms. These proposals will require the following additional funding:

Financial Year	Total Additional Funding	Permanent Expansions	Temporary Classrooms
	£m	£m	£m
2012/13	0.485	0	0.485
2013/14	5.050	4.400	0.650
2014/15	6.725	6.400	0.325
2016/17	5.525	4.800	0.725
2017/18	3.525	3.200	0.325
Total	21.310	18.800	2.510

- 2.7.7 **Secondary Expansion Programme:** Current proposals would provide an additional 20 permanent forms of entry this would be split roughly 10 forms of entry from a new school and 10 forms of entry from expanding existing schools. The 2016/17 capital programme includes £22.6 million towards the Secondary Expansion Programme, with indicative bids of £35,000 in 2017/18 and £15 million in 2020/21. It is currently envisaged that additional funding would be required to complete the proposed programme. Much more work is required in this area before a forward programme can be established.
- 2.7.8 The proposed additions to the budget from 2016/17 are indicative allocations it is not intended that these should be allocated for spending. Additional work needs to be undertaken to clarify need and identify the most cost effective solutions.
- 2.7.9 For indicative purposes a secondary school costing an estimated £40 million this would be charged to revenue over an average period of 36 years. This would result in an annual revenue charge of £2.95 million at current interest rates. This could double if expansion of existing schools is also required.

3. CONTROLLABLE BUDGETS AND SAVINGS TARGETS

- 3.1 As has happened in previous years, savings targets have been set for each department using controllable budgets.
- 3.2 Based on weighted controllable budgets to reduce the burden on Children, Schools and Families and Community and Housing departments, the targets set for each department are as set out in the following table:-

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
TARGET SAVINGS BY DEPARTMENT					
Community and Housing	0	2,357	1,618	972	4,947
Children, Schools and Families	0	898	617	371	1,886
Environment and Regeneration	0	2,582	1,772	1,065	5,419
Corporate Services	0	1,675	1,150	691	3,516
Total Savings	0	7,512	5,157	3,099	15,768
Total Cumulative Savings	0	7,512	12,669	15,768	

- 3.3 It is also worth reminding Members and officers that as part of the 2012/13 budget process, the following departmental savings have already been agreed and built into base budgets for future years:-

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing	6,317	1,625	0	0	7,942
Children, Schools and Families	822	710	0	0	1,532
Environment and Regeneration	2,023	2,197	0	0	4,220
Corporate Services	555	314	0	0	869
Total Savings	9,717	4,846	0	0	14,563
Total Cumulative Savings	9,717	14,563	0	0	24,280

3.4 Revisions to Savings previously agreed for 2012-16

Since the budget was approved in March 2012, some of the savings proposals agreed have been reviewed and there are a number of proposed changes.

3.4.1 Children, Schools and Families

Alternative savings totalling £0.350m are proposed in 2013/14. Details are set out in Appendix 1(a).

3.4.2 Environment and Regeneration

E&R Leisure and Arts Alternative proposal (ER05)
 E&R Regulatory Services (ER10) Defer from 2013/14 to 2014/15 £400k
 E&R Development & Building Control (ER07) Defer saving of £200k from 2013/14 to 2014/15
 Details are set out in Appendix 1(b).

3.4.3 Corporate Services

Business Rates
 Corporate Services Saving CS13
 Customer Services – Recovery/Bailiffs
 CS13 - Reduce Debt recovery/bailiff admin. By 1 f.t.e

Saving in 2013/14 £31k Defer to 2014/15

Proposal to defer the budget saving for 12 months to enable the shared bailiff service and the administrative requirements to support this to bed in – in addition the post will assist with supporting the business rates team in the collection of unpaid business rates, in particular prior to the debt being passed to the bailiff team and also in providing extra assistance with the collection of housing benefit overpayments.

Corporate Services Saving CS51

CS51 - Human Resources - Employee relations: Staff Side

Saving in 2013/14 £20k Replace with alternative saving

Officers have reviewed the staffing saving and are now looking to meet it by a commensurate reduction of other non-staffing budgets. The proposed arrangements are in the process of being consulted upon and finalised with the recognised trades unions.

3.4.4 Community and Housing

The Director of Community and Housing is revising his savings position.

3.4.5 Overall Impact on the MTFS

The overall impact of these proposed amendments on the MTFS is as follows:-

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
CSF	0	0	0	0
E&R	600	(600)	0	0
CS	31	(31)	0	0
Total	631	(631)	0	0

3.5 Service Planning

3.5.1 Officers will be reviewing their services between now and December to identify options for delivering the savings targets set out in paragraph 3.2.

3.5.2 The service planning process for 2013/14 was launched on 1 October with the first draft of service plans due to be returned by 2 November. Draft plans will be presented to Cabinet in December.

4. CONSULTATION UNDERTAKEN OR PROPOSED

4.1 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.

5. TIMETABLE

5.1 Charts of the revenue and capital budget timetables are attached as Appendix 2.

6. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1 All relevant implications have been addressed in the report.

7. LEGAL AND STATUTORY IMPLICATIONS

7.1 All relevant implications have been addressed in the report.

8. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

8.1 Not applicable

9. CRIME AND DISORDER IMPLICATIONS

9.1 Not applicable

10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1 Not applicable

APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

Appendix 1(a):	Revision to CSF Savings 2013/14
Appendix 1(b):	Revision to E&R Savings 2013/14
Appendix 2 (a):	Revenue Budget timetable
Appendix 2 (b):	Capital Budget timetable
Appendix 3 (a):	Current Capital Programme 2012/13 to 2015/16 and Proposed Capital Programme 2016/17
Appendix 3 (b):	Proposed Capital Programme 2016/17 and Indicative Capital Programme 2017/18 to 2021/22

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

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Original Savings			Revised Savings			New Ref	
Original Ref	Service	Description	2013/14 £000	2013/14 £000	Service		Description
CSF24	CSF Contracts, Procurement and School Organisation	Reduction of 1fte contracts officer	40	90	CSF Commissioning Function and Commissioning Budgets	CSF Department has been reviewing our strategy for early intervention and prevention services in response i) to Ofsted's new inspection regime requiring more robust assessment and care planning for children to ensure more timely and effective reduction of needs and risks and ii) the need to target more sharply those children and families provided with early intervention and prevention services in the current financial climate to minimise the numbers requiring more intrusive and expensive interventions. Funding agreements for all current externally commissioned early intervention and prevention services are due to end in March 2013 and it is planned to establish in house early intervention case management services supported by a lower level of externally commissioned services from April 2014.	CSF12
CSF40	CSF SEN Transport	Introduce new modes of fulfilling the council's statutory responsibilities for the provision of SEN transport	100	50	CSF SEN Transport	Reduction in level of saving from introducing new modes of fulfilling the council's statutory responsibilities for the provision of SEN transport	CSF15
CSF21	CSF SEND Integrated Service	Deletion of further management post/s from SEND integrated service and/or reduction of staffing in teams. Some income generation through joint working with other boroughs or buy back of specialist services.	70	30	CSF SEND Integrated Service	Reduction in level of saving from restructuring within the service to deliver management efficiencies.	CSF09
CSF19	CSF School Standards and Quality	Further reduction of posts and increase income generation	100	60	CSF School Standards and Quality	Reduction in level of saving from increased income generation and management efficiencies	CSF07
				80	CSF Early Years	Proposed increased saving to offset the reduction in CSF21 and CSF19 through the service restructuring and realignment to deliver efficiencies.	CSF08

APPENDIX 1

Original Ref	Service	Description	2013/14 £000	2013/14 £000	Service	Description	New Ref
CSF35	CSF Commissioning Function and Commissioning Budgets	Reduce overall commissioning capacity by further 1fte commissioning post following rationalisation of commissioning function across the department	40	13	CSF Commissioning Function and Commissioning Budgets	Clarification of how CSF35 will be delivered through efficiency savings in contracts function	CSF10
	CSF Contracts, Procurement and School Organisation			27	CSF Contracts, Procurement and School Organisation	Clarification of how CSF35 will be delivered through efficiencies achieved through shared service with LB Sutton	CSF11
Total Savings			350	350			

APPENDIX 1(a)

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS: 2012-2015

Ref	Service	Level	2012/13 £000	2013/14 £000	2014/15 £000
ER05	Leisure & Culture	Level 2			
		1)			
		2)	10	103	15
		3)			
		4)			
Total E&R Department Savings for 2012-2015			10	103	15

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Alternative Savings proposals

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS: 2012-2015

Ref	Service	Level	2012/13 £000	2013/14 £000	2014/15 £000
ER05	Leisure & Culture	Level 2			
		1)			
		2)	10	103	15
		3)			
		4)			
Total E&R Department Savings for 2012-2015			10	103	15

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS: 2012-2015

Ref	Service	Level	2012/13 £000	2013/14 £000	2014/15 £000
ER10	Regulatory Services	Level 1 1)		-400	400
Merton, Sutton, Kingston, Richmond and Croydon are in the process of exploring the possibility of sharing regulatory services or of one authority becoming the lead provider of services for other council(s). Merton is relatively well placed to act as lead provider in a number of service areas as a result of the high level of professional expertise and knowledge that is not reflected in the other boroughs involved. This approach would maintain a level of resilience.					
Total E&R Department Savings for 2012-2015			0	-400	400

Previously Agreed Savings**DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS: 2012-2015**

Ref	Service	Level	2012/13 £000	2013/14 £000	2014/15 £000
ER07	Development & Building Control	Level 1	300		
1) The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit.					
Total E&R Department Savings for 2012-2015			300	0	0

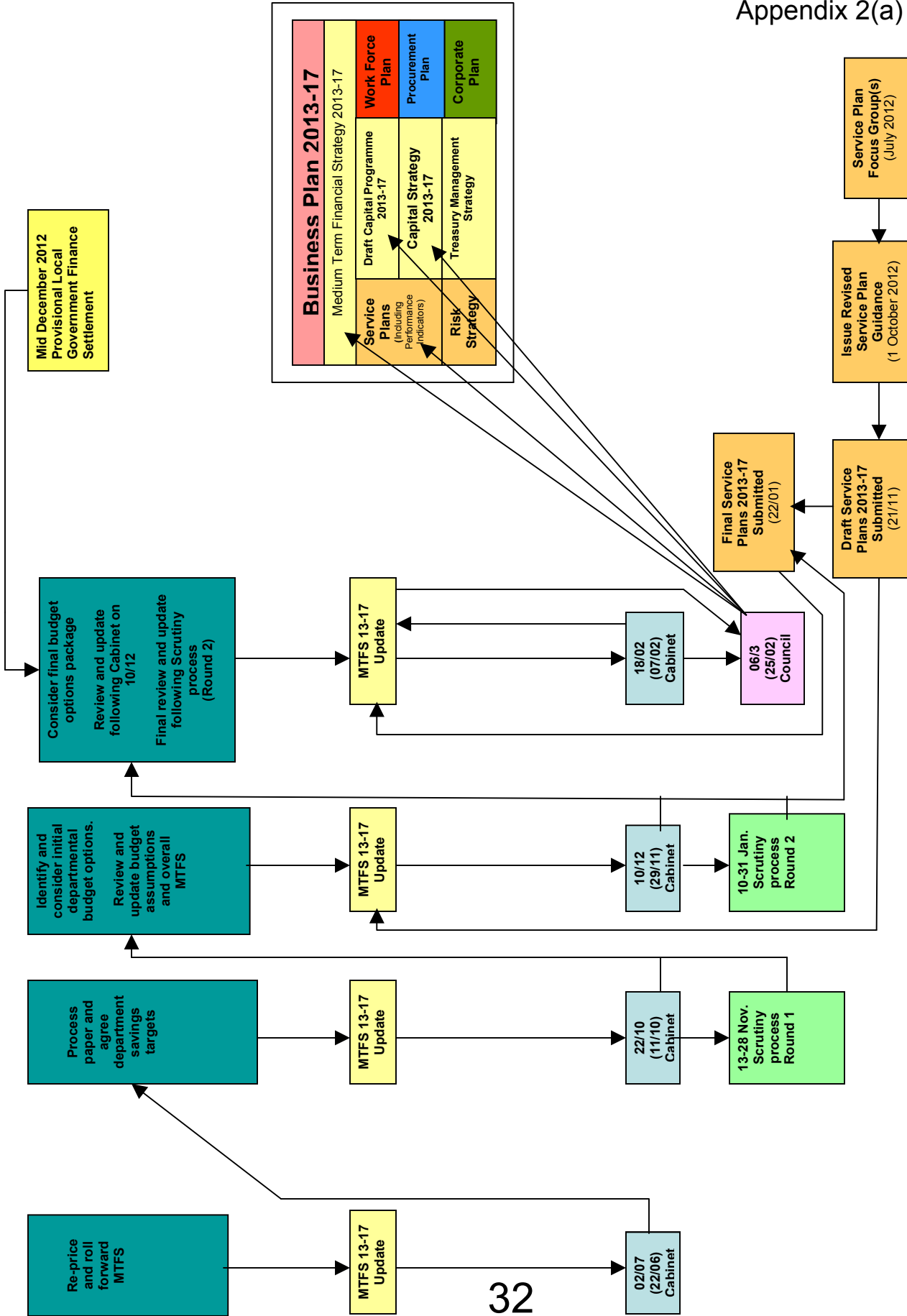
Alternative Savings proposals**DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS: 2012-2015**

Ref	Service	Level	2012/13 £000	2013/14 £000	2014/15 £000
ER07	Development & Building Control	Level 1		-300	200
1) The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit.					
2) DCLG have recently proposed a one-off adjustment to increase planning application fees in line with inflation amounting to around 15%, as the Government, who set the fee, have not increased it since 2008.				100	
Total E&R Department Savings for 2012-2015			0	-200	200

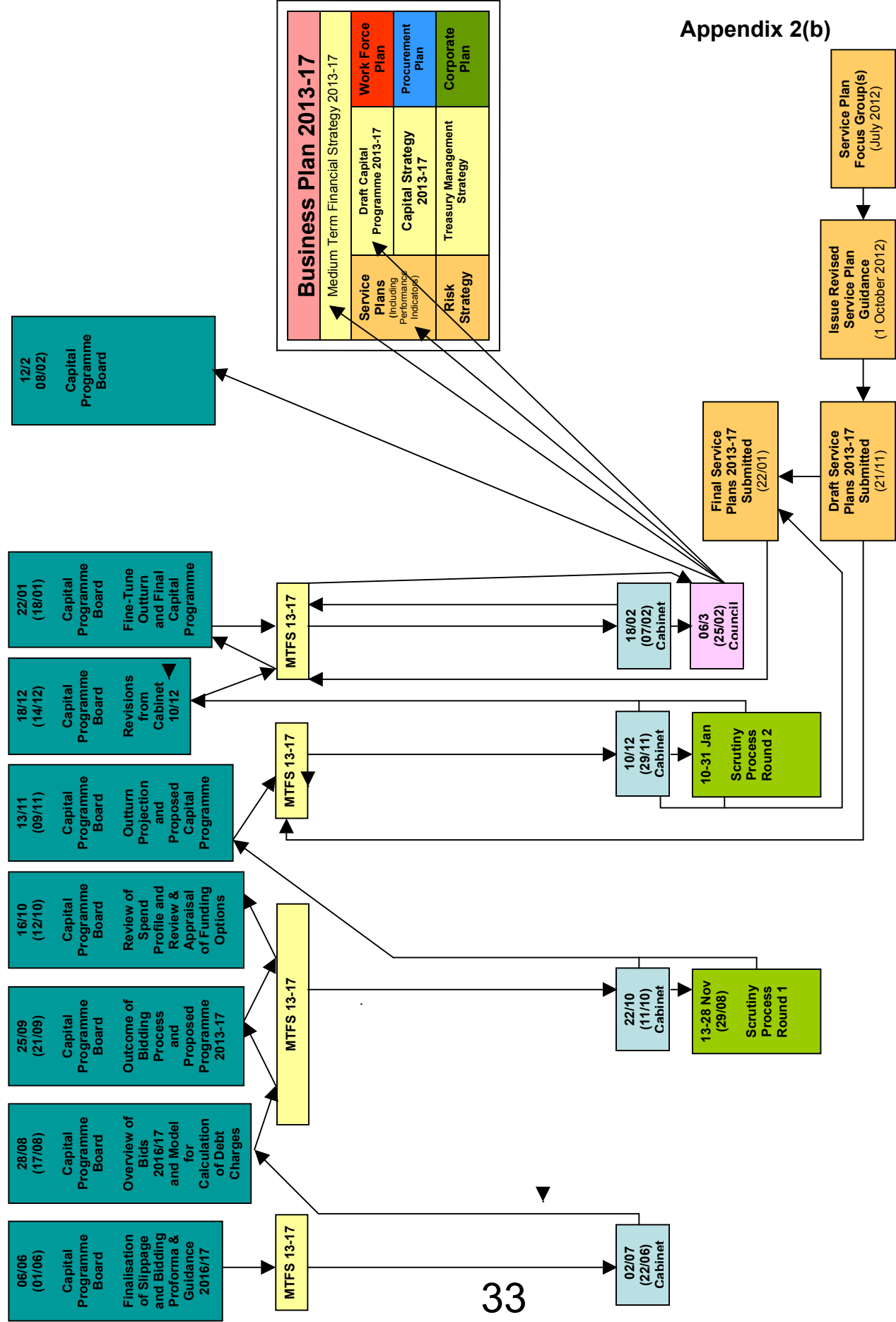
In-year budget shortfall is being addressed through monthly budget monitoring and in-year underspends.

Business Planning Timetable - Business Plan 2013-17 (Revenue) APPENDIX 1

Appendix 2(a)



Business Planning Timetable - Business Plan 2013-17 (Capital)



Appendix 2(b)

Corporate Services	Scrutiny Panel *	Approved 2012/13 Budget	Adjustments	Re-Profile to 2013/14 budget	Revised 2012/13 budget	Approved 2013/14 budget	Re-Profiled Budget	Additional Bid	Revised 2013/14 Budget	Approved 2014/15 Budget	Re-Profiled Budget	Additional Bid	Revised 2014/15 Budget	Approved 2015/16 Budget	Re-Profiled Budget	Additional Bid	Revised 2015/16 Budget	Approved 2016/17 Budget	
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Infrastructure & Transactions																			
IT Equipment	OSC	423	128		551	809			809	232			232	940					
Office 2007 Upgrade	OSC	0	50		50														
Windows 7 Upgrade	OSC	0	14		14														
Black Diamond Switch Replacement	OSC	0	2		2														
IT Strategy - unallocated	OSC	610			610				0										
PABX	OSC	0	90		90														
Information lifecycle Mgt (Phase 1 complete, now on Phase 2)	OSC	100			100														
Transformation (IT) - I&T	OSC	608	77		685	310			310	417			417	167				250	
Connect to N3 Network NHS Spine	OSC	0	100		100														
Disaster recovery	OSC	0	371		371														
Cloud Computing - Cap Ambition	OSC	0	298		298														
Transformation (IT) - Unallocated	OSC	490			490	500			500	500			500	500				500	
IT SD Stability	OSC																		1422
Subtotal - I&T		2,231	1,130	0	3,361	1,619	0	0	1,619	1,149	0	0	1,149	1,607	0	0	1,607	1,672	
Business Improvement																			
CRM / Self Service	OSC	40	(40)		0	45	(45)		0	45			0						
Livelihood Updated	OSC	100	(100)		0				0										
Capital Reporting Project	OSC	0	0		0														
Replacement parking system - E&R	OSC	0	46		46														
Customer access strategy	OSC	562	40	(562)	40		525		525	127			127						
Replacement document management system	OSC	240	100	(340)	0		340		340										
Carefirst Mobile	OSC				0	70			70										
Subtotal - BI		942	46	(802)	86	115	820	0	935	45	82	0	127	0	0	0	0	0	0
Resources																			
FMIS Version Upgrade	OSC	0	4		4				0										
Document Management-Contractual	OSC	0	21		21														
Capital Reporting Project	OSC	0	27		27				0										
PCIDSS	OSC	0	8		8														
Proactis to Carefirst link	OSC	45			45				0										
Improve Information Systems	OSC	68	31		99				0										
Subtotal - BI		113	91	0	204	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate																			
Capital Bidding Fund	OSC				0														
Acquisitions Budget	OSC		1,000		1,000		1,000		1,000	1,000			1,000						500
Redundancy Payments	OSC	1,000	(1,000)		0	1,000	(1,000)		0	1,000			0						500
Subtotal - Corporate		1,000	0	0	1,000	1,000	0	0	1,000	1,000	0	1,000	2,000	0	1,000	1,000	1,000	1,000	500

Corporate Services	Scrutiny Panel *	Approved 2012/13 Budget	Adjustments	Re-Profile to 2013/14 budget	Revised 2012/13 budget	Approved 2013/14 budget	Re-Profiled Budget	Additional Bid	Revised 2013/14 Budget	Approved 2014/15 Budget	Re-Profiled Budget	Additional Bid	Revised 2014/15 Budget	Appendix A		Appendix B	
														2015/16 Budget	2015/16 Bid	2016/17 Budget	2016/17 Budget
FM Capital Works																	
Civic Centre refurbishment	OSC	210	11		221	110			110	100			100				
Civic Centre	OSC	0	2		2				0				0				
Gifford House Legal Move	OSC	0	2		2				0				0				
Energy Utilities Invest to Save	SC	0	78		78	100			100	100			100				150
Invest to Save schemes - General	OSC	100	127		227	100			100	100			100				150
Civic C-Fire Alarm Panel	OSC	0	30		30				0				0				0
Civic C - Porta Cabin Heating	OSC	0	15		15				0				0				0
Chaucer Centre Replace Boilers	OSC	0	2		2				0				0				0
New Wim Theatre - Ext Repairs	OSC	0	5		5				0				0				0
Replace air conditioning equip	OSC	0	50		50				0				0				0
IT Equip Room-Air Conditioning	OSC	0	67		67				0				0				0
Roadway-Chapl Orchard&Worslid H	OSC	0	6		6				0				0				0
JMC - Roof Renewal	OSC	0	3		3				0				0				0
Security Improvements	OSC	0	13		13				0				0				0
Wim Lib/ Marlborough Hall-Lift	OSC	0	7		7				0				0				0
Pollards Hill RG- Access Works	OSC	0	20		20		20		20				0				220
CHP Equipment	OSC	0	15		15				0				0				150
Water Safety Works	OSC	0			0				0				0				250
Asbestos Works	OSC	0			0				0				0				300
FM Capital Works - Facilities	OSC	200			200	200			200	200			200				1600
Civic Centre Windows	OSC				0				0	1,600			1,600				0
Civic Centre - Upgrading of 4 main passenger lifts	OSC												0			650	0
Subtotal - FM		510	453	0	963	510	20	0	530	2,100	0	0	2,100	2,450	1,000	2,450	1,220
Total		4,796	1,720	(902)	5,614	3,244	840	0	4,084	4,294	82	1,000	5,376	4,057	1,000	5,057	3,392

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

APPENDIX 1

Appendix 3a

Children, Schools and Families	Scrutiny Panel*	Approved 2012/13 Budget	Adjustments	Re-Profile to 2013/14 budget	Revised 2012/13 budget	Approved 2013/14 budget	Re-Profiled Budget	Additional Bid	Revised 2013/14 Budget	Approved 2014/15 Budget	Re-Profiled Budget	Additional Bid	Proposed 2014/15 Budget	Approved 2015/16 Budget	Re-Profiled Budget	Additional Bid	Proposed 2015/16 Budget	Proposed 2016/17 Budget
Hilcross - task works	CYP	0	6	0	6				0				0				0	0
Hilcross - Fire alarm & roof	CYP	30	10	0	40				0				0				0	0
Lonsome-replace windows&doors	CYP	0	2	0	2				0				0				0	0
Lonsome - Window Replacement	CYP	30	10	0	40				0				0				0	0
Merton Abbey - refurb toilets	CYP	0	5	0	5				0				0				0	0
Merton Abbey - window replacement	CYP	0	6	0	6				0				0				0	0
Pelham - Window Replacement	CYP	30	10	0	40				0				0				0	0
Stanford-improvement to toilets	CYP	20	10	0	30				0				0				0	0
Cricket Gm-improvd site access	CYP	30	22	0	52				0				0				0	0
Poplar - Repairs nursery roof	CYP	20	10	0	30				0				0				0	0
Poplar - Safer access scheme	CYP	20	10	0	30				0				0				0	0
Wimbledon Park - roof replace	CYP	0	5	0	5				0				0				0	0
Malmesbury-under floor heating	CYP	0	2	0	2				0				0				0	0
Merton Pk- Entrance adaptation	CYP	40	15	0	55				0				0				0	0
The Sherwood - Roof repairs	CYP	30	20	0	50				0				0				0	0
Various schis-asbestos removal	CYP	0	7	0	7				0				0				0	0
Contingency	CYP	40	(10)	0	30				0				0				0	0
Adventure Playground	CYP	0	10	0	10				0				0				0	0
St Ann's Primary Phase (Split)	CYP	0	59	0	59				0				0				0	0
Cricket Green Site	CYP	0	24	0	24				0				0				0	0
Liberty Primary School	CYP	0	61	0	61				0				0				0	0
Hilcross Unit	CYP	0	2	0	2				0				0				0	0
Primary school autism unit	CYP	630	(60)	0	580	30	0	0	30				0				0	0
Brightwell	CYP	100	200	0	300	100	0	0	100				0				0	0
Breaks-disabled children grant	CYP	0	107	0	107				0				0				0	0
Youth & Community centres reprovision	CYP	170	64	0	234				0				0				0	0
Youth Capital Fund	CYP	0	3	0	3				0				0				0	0
Youth Centre Buildings	CYP	0	12	0	12				0				0				0	0
Secondary School expansion	CYP	50		0	50	100	0	0	100	200		600	800	250		1,300	1,550	22,600
Targeted Capital Fund (TCF)	CYP	0	135	0	135				0				0				0	0
Brightwell - PV Raynes Prk Pav	CYP	0	17	0	17				0				0				0	0
Raynes Park Sports Pavilion	CYP	0	484	0	484				0				0				0	0
Urthing Loan	CYP	0	600	0	600				0				0				0	0
Schools Equipment Loans	CYP	0	500	0	500				0				0				0	0
Other		3,313	4,064	0	7,377	630	0	0	630	600	0	600	1,200	650	0	1,300	1,950	23,000
Total		33,214	12,353	(14,336)	31,231	15,065	9,986	485	25,636	9,290	3,800	5,050	18,140	3,615	550	8,025	12,190	28,450

* OSC = Overview and Scrutiny Commission, CYP = Children and Young People, HCOOP = Healthier Communities and Older People SC = Sustainable Communities.

Environment and Regeneration	Scrutiny Panel*	Approved 2012/13 Budget £000s	Adjustments £000s	Re-Profile to 2013/14 budget £000s	Revised 2012/13 budget £000s	Approved 2013/14 budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Revised 2013/14 Budget £000s	Approved 2014/15 Budget £000s	Re-Profiled Budget	Additional Bid	Proposed 2014/15 Budget	Approved 2014/15 Budget	Proposed 2015/16 Budget	Proposed 2016/17 Budget
Earmarked Schemes - Transport for London	SC	3,245	(709)	(150)	2,386	1,816	150		1,966							
CCTV and Anti-Social Behaviour (ASB)																
CCTV (Match Funding)	SC	150	65		215				0				0			0
CCTV - Raynes Park	SC	0	2		2				0				0			0
Relocation of cameras 50 & 52	SC	0	8		8				0				0			0
B495a/b/c CCTV Upgrade	SC	0	16		16				0				0			0
CCTV - Safer Merton & Parking	SC	0	4		4				0				0			0
Works for Merton Priory Homes	SC	0	9		9				0				0			0
Environmental Health																
Disabled Facilities Grant - DFG Contribution	SC	444			444	724	724		724	724	724		724	724		724
Disabled Facilities Grant - LBM Contribution	SC	280			280				0				0			280
Small Repairs Grant (Private Sector Housing Programme)	SC	40	50		90	40	40		40	40	40		40	40		60
DFG - Ex-Service Personnel	SC	0	39		39				0				0			0
Universal Cold Busiers	SC	0	48		48				0				0			0
Empty Homes Grant	SC	0	100		100				0				0			0
Highway Maintenance																
Footways																
Footways Planned Works	SC	1,000	0		1,000	1,000	1,000		1,000	1,000	1,000		1,000	1,000		1,000
B517 Enhancement to Footway	SC	0	3		3				0				0			0
B499a/b Improve Holborn Way link	SC	0	10		10				0				0			0
B500 7-13 Church Rd footway	SC	0	11		11				0				0			0
General																
Demand for Surface Water Drainage - Flooding	SC	62	0		62	62	62		62	62	62		62	62		69
Highways bridges and structures improvements	SC	348	0		348	260	260		260	260	260		260	260		260
Manchester Anti-Skid and Coloured	SC	90	0		90	90	90		90	90	90		90	90		90
Public Rights of Way Improvement Plan	SC	20	0		20	20	20		20	20	20		20	20		20
Wimbledon Bridge	SC	0	4		4				0				0			0
B340MOSS Rpt (Land Rullish Road)	SC	0	4		4				0				0			0
B497/8 Lombard Rd Improvements	SC	0	36		36				0				0			0
Langley Road Resurfacing	SC	0	14		14				0				0			0
River Wandale Footbridge	SC	0	36		36				0				0			0
Haydens Road	SC	0	58	(1)	57		1		1				0			0
Highway Asset Management	SC	75	0		75				0				0			0
Haydens Road - Puffin Crossing	SC	0	3		3				0				0			0
Hartfield Road - Carriageway Reconstruction	SC	0	0		0				0				0			0
Ashcombe Road Bridge - South Spans	SC	0	0		0				0				0			0
Beddington Lane Widening	SC	0	0		0				0				0			0
Wales Way Culvert	SC	0	0		0				0				0			0
Willow Lane Bridge	SC	0	0		0				0				0			0
Bridge Inspections	SC	0	0		0				0				0			0
New Traffic Schemes	SC	0	306		306				0				0			0
B638d/e Sustainable Transport	SC	0	6		6				0				0			0
B646a Lombard Industrial Esiat	SC	0	24		24				0				0			0
B646b 7 Abbey Road	SC	0	4		4				0				0			0
B639a Fair Green	SC	0	43		43				0				0			0
Roads																
Highways Planned Roadworks	SC	1,600	0		1,600	1,500	1,500		1,500	1,500	1,500		1,500	1,500		1,600
Greenspaces																
MSJCB Loan	SC	0	1,000		1,000				0				0			0
B506 Haydens Rd Rec-play areas	SC	0	11		11				0				0			0
Commons Extension	SC	0	0		0				0				0			0
King Georges Playing Field	SC	0	0		0				0				0			0
B464/5 Cannizaro PK Public Art	SC	0	30	(30)	0				0				0			0
Wim Pk Tennis Crt re-surfacing	SC	0	125		125				0				0			0
B487 Landscape Ravensbury Park	SC	0	7	49	56				0				0			0

Environment and Regeneration	Scrutiny Panel *	Approved 2012/13 Budget £000s	Adjustments £000s	Re-Profile to 2013/14 budget £000s	Revised 2012/13 budget £000s	Approved 2013/14 budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Revised 2013/14 Budget £000s	Approved 2014/15 Budget £000s	Re-Profiled Budget	Additional Bid	Proposed 2014/15 Budget	Approved 2015/16 Budget	Additional Bid	Proposed 2015/16 Budget	Proposed 2016/17 Budget
Ravensbury Park (B526)	SC		2		2				0								
B619 Ravensbury Park entrance	SC		5		5				0								
B640-Ravensbury PK.Development	SC		2		2				0								
Abbey Rec (B527)	SC		0		0				0								
S106 South Park Gardens B346	SC		49	(49)	0		49		49								
B509a/b/c South Park Gardens	SC		0		0				0								
B488 Landscape Dundonald Rec G	SC		22	(22)	0		22		22								
B508/B510 Dundonald Rec	SC		0		0				0								
Dundonald Rec (S106)	SC		0		0				0								
WimPrk Electric and refurbish	SC		1		1				0								
B617a-c Wimbledon Park upgrade	SC		15		15				0								
Waterfall Project Wimbledon Pk	SC		4		4				0								
B485 Lndscp Chinnm Pk Hind Gdn	SC		0		0				0								
B486 Lndscp Chinnm Pk Hind Gdn	SC		2		2				0								
Repairs to Water Wheel (B531)	SC		2		2				0								
B489 Landscape Colliers Wd Rc	SC		11		11				0								
B506 Colliers Wood Rec	SC		5		5				0								
B595 Colliers Wd Rec-play area	SC		10		10				0								
Rowan Rd Rec (B525)	SC		6	(6)	0		6		6								
Rock Terrace rec (B523)	SC		5		5				0								
Joseph Hood Playground (B524)	SC		9	(9)	0		9		9								
B621 Joseph Hood Rec	SC		3	(3)	0		3		3								
B627a&b Cottinm Pk-play area	SC		3		3				0								
B521 - Morden Park	SC		30		30				0								
B564 Grant to National Trust	SC		0		0				0								
Leisure Services Parks&OpenSp	SC		0		0				0								
John Innes Rec/Rutlish wall	SC		0		0				0								
Colliers Wood Area (S106)	SC		10		10				0								
Mitcham Urban Village SINC	SC		3		3				0								
B596a&b,B625a-c Crckl Gm Area	SC		21	(21)	0		21		21								
B620 Pollard Hill/Domnelly Grn	SC		11		11				0								
B626a Cottinm Pk&Hollnd Gdn	SC		28	(28)	0		28		28								
CPZ Investment	SC	250	0		250	250	250		250	250			250	250		425	0
Morden Trial BMX Track	SC	0	99		99	0			0				0			0	0
WallRep Chrichtn& JohnInnes Pks	SC	40	10		50	0			0				0			0	0
Cemeteries	SC	0	29		29	0			0				0			0	0
Trees for Cilles	SC	0	11		11	0			0				0			0	0
Wimbledon Park Drainage Improv	SC	0	10		10	0			0				0			0	0
Other	SC	0	3		3	0			0				0			0	0
Wimbledon Athletics Track	SC	0			0	0			0				0			0	0
Tennis Court Investment	SC	0			0	0			0				0			0	0
B648 Jhn Innes Wim Cha & JphH	SC	0	9		9	0			0				0			0	0
B652b&B653 Abbey Rec Park Imp	SC	0	4		4	0			0				0			0	0
B652a Abbey Rec Play Area	SC	0	3		3	0			0				0			0	0
B651 South Park Gardens Pavil	SC	0	17		17	0			0				0			0	0
B647 John Innes Park Improvmt	SC	0	2		2	0			0				0			0	0
B650 Rowan Road Park Improvmt	SC	0	3		3	0			0				0			0	0
Leisure Centres																	
Replacement of Leisure Centre Plant and Machinery including accelerated schemes in 2009/10	SC	360	120		470	300	300		300	300			300	300		300	300
Wimbledon Park Watersport Cent	SC	0			0	0			0				0			0	0
Leisure Centre Improvements	SC	0	36		36	0			0				0			0	0
Morden Pool Park and Leisure Centre Investment	SC					1,000	1,000		0	1,000			1,000	10,000		10,000	0
On and Off Street Parking																	
Review & extension of CPZ W6	SC	0	15		15	0			0				0			0	0
W6 CPZ Works	SC	0	34		34	0			0				0			0	0
B548 Obstructive Pkg Grove Rd	SC	0	1		1	0			0				0			0	0
B576 West Bames CPZ And CarC	SC	0	25		25	0			0				0			0	0
B578 Marton Park CPZ (MP1)	SC	0	14		14	0			0				0			0	0
B579 Upper Creeb West	SC	0	3		3	0			0				0			0	0
St Marks Car Park	SC	0	2		2	0			0				0			0	0
Improved parking for shop parades (dropped kerbs, machines, etc)	SC	100	0		100	0			0				0			0	0
Parking Management - CPZ	SC	0			0	0			0				0			0	0

Environment and Regeneration	Scrutiny Panel *	Approved 2012/13 Budget £000s	Adjustments £000s	Re-Profile to 2013/14 budget £000s	Revised 2012/13 budget £000s	Approved 2013/14 budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Revised 2013/14 Budget £000s	Approved 2014/15 Budget £000s	Re-Profiled Budget	Additional Bid	Proposed 2014/15 Budget	Approved 2015/16 Budget	Additional APPENDIX	Proposed 2015/16 Budget	Proposed 2016/17 Budget
Parking Management - Kinston Road Shops	SC				0				0				0			0	0
Plans and Projects																	
Climate Change Initiatives	SC	140	0		140	140			140				0			0	0
Low Carbon Zone	SC	0	8		8				0				0			0	0
B632- Solar PV near Morden Pk	SC	0	16		16				0				0			0	0
Future Merton (Regeneration & Partnerships)																	
Investment in industrial estates to create high-tech industrial park for key sectors	SC					250			250	500			500			0	0
Regeneration	SC					2,220			2,220								
East Merton Investment	SC	0	112		112				0				0			0	0
Colliers Wood Regeneration Fund	SC	1,480		(1,480)	0		1,480		1,480				0			0	0
Mitcham - Outer London Fund	SC	715	(223)	(492)	0		492		492				0			0	0
Restoration of South Park Gardens	SC	0	131		131	0	131		131				0			0	0
Mitcham Means Business	SC	0	250	(250)	0	0	250		250				0			0	0
Sec106 Bottleneck Skills Gnt	SC	0	14		14				0				0			0	0
B585 Economic Developmnt Strat	SC	0	25		25				0				0			0	0
Queensmere Avenue	SC	0	5		5	0			0				0			0	0
S106 Wim broadway CA	SC	0	6		6	0			0				0			0	0
B611 - Comm Facilities in WTC	SC	0	30	(30)	0	30	30		30				0			0	0
Town Centre Improvements	SC	700	0	(625)	75	1,600	625		2,225	500			500			500	0
Street Scene																	
Street Scene Improvement Programme	SC	250	(7)		243	250			250	250			250			250	0
Improve markings & road signs	SC	380	9		389				0				0			0	0
Raynes Park Street Scene	SC	0	10		10				0				0			0	0
B591b Shop Front Improvement	SC	0	25		25				0				0			0	0
B591a Street Scene Improvement	SC	0	22		22				0				0			0	0
Street scene programme (25 year programme)	SC	65	0		65	65	65		65	65			65			25	100
Street Lighting																	
Street Lighting Replacement Programme	SC					390			390	300			300			200	462
Street Lighting Replacement Pr	SC	240			240				0				0			0	0
Street Light Energy Reduction	SC	400			400				0				0			0	0
Traffic and Parking Management																	
20's Plenty & Area Traffic Calming	SC	86	(86)		0				0				0			0	0
B563 Wandile Road Area 20mph	SC	0	4		4				0				0			0	0
B584 Eastfield Area 20mph zone	SC	0	6		6				0				0			0	0
Area Traffic calming measures/investigation	SC					120			120				0			0	0
Minor traffic / danger reduction measures	SC	220	(220)		0	20			20	120			120			120	0
Traffic surveys & investigations	SC	30	0		30				0				0			0	0
Traffic surveys and safety measures/investigations	SC	56	0		56	15			15	15			15			15	0
Wimbledon Area Traffic Study	SC	0	133		133				0				0			0	0
High Path Area(Option 1 + 3)	SC	0	6		6				0				0			0	0
Parkway Area (20 mph scheme)	SC	0	3		3				0				0			0	0
Pelham Road Area 20mph scheme	SC	0	1		1				0				0			0	0
Transport Planning (LBPN Design Costs)	SC	0	27		27				0				0			0	0
Traffic Schemes	SC	0	0		0				0				0			0	306
Transport and Plant																	
Replacement of Fleet Vehicles	SC	160	514		674	500			500	500			500			500	500
Network Rail	SC	0	9		9				0				0			0	0
B494 BSA Imp 12261/12263	SC	0	5		5				0				0			0	0
Shared Space	SC	0	20		20				0				0			0	0
B573 Business Area Imp/priv Prog	SC	0	24		24				0				0			0	0
B574 Town Centre transport imp	SC	0	33	(33)	0		33		33				0			0	0
B544 Wimbledon Station Access	SC	0	48	(48)	0		48		48				0			0	0
B603 Improvements Coome Lane	SC	0	37		37				0				0			0	0
B609 Wim Town Centre trans imp	SC	0	5		5				0				0			0	0
B610 Wim Town Centre trans imp	SC	0	42		42				0				0			0	0
B612 Safety & transport imprv	SC	0	3		3				0				0			0	0

Environment and Regeneration	Scrutiny Panel *	Approved 2012/13 Budget £000s	Adjustments £000s	Re-Profile to 2013/14 budget £000s	Revised 2012/13 budget £000s	Approved 2013/14 budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Revised 2013/14 Budget £000s	Approved 2014/15 Budget £000s	Re-Profiled Budget	Additional Bid	Proposed 2014/15 Budget	Approved 2015/16 Budget £000s	Additional Bid	Proposed 2015/16 Budget	Proposed 2016/17 Budget
Transportation enhancements in Wimbledon, Morden and Mitcham town centres	SC	0	0	0	0	2,500	2,500		2,500	2,500			2,500			0	0
Waste Operations																	
Alely Gating Scheme - Fly Tipping	SC	50	0		50	50	50		50	50			50			50	0
Barrows and Bins Replacement	SC	0	3		3				0	0			0			0	0
Extension of kitchen waste collection to entire borough	SC	130	205		335	40	40		0	0			0			0	0
Planned Maintenance of Re-use/recycling Sites	SC	40	0		40	40	40		40	40			40			40	0
Street Waste Collection Machines	SC								0	0			0			0	0
Waste Phase B requirements - Replace Large Waste Collection Vehicles and Purchases	SC	990	0	(140)	850				0	0			0			0	0
Waste Services	SC	0	15	(15)	0		15		15	15			0			0	0
Kitchen waste containers replacement	SC	26	0	(26)	0		26		26	26			0			0	0
Renovation of Storage Area	SC				0		0		0	0			0			0	0
Accommodation Renovation - Option 2	SC				0		0		0	0			0			0	0
Other																	
Merton Energy Loan Fund	SC	50	50		100				0	0			0			0	0
Workshop - Fleet Maintenance	SC	300	0		300				0	0			0			0	0
Big Lottery Play Areas	SC	0	27		27				0	0			0			0	0
MCA investment	SC	0	750		750				0	0			0			0	0
Acquisitions Programme	SC	0	37		37				0	0			0			0	0
Mobile working initiative	SC	0	25		25				0	0			0			0	0
Recycle a Cycle	SC	0	4		4				0	0			0			0	0
B551 B553 Mitcham schemes	SC	0	4		4				0	0			0			0	0
B502/3 Going for Gold Actin Pin	SC	0	80	(80)	0		80		80	80			0			0	0
Invest to Save	SC	0	87	140	227				0	0			0			0	0
Enhancement of Investment Prop	SC	0	30		30				0	0			0			0	0
TOTAL		14,602	4,440	(3,349)	15,693	14,222	3,499	0	17,721	10,086	0	0	10,086	15,946	0	15,946	5,192

* SC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities.

APPENDIX 1

Appendix 3a

Community and Housing	Scrutiny Panel *	Approved Budget 2012/13 £000s	Adjustments £000s	Re-Profile to 2013/14 budget £000s	Revised 2012/13 budget £000s	Approved 2013/14 budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Revised 2013/14 Budget £000s	Approved 2014/15 Budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Proposed 2014/15 Budget £000s	Approved 2015/16 Budget £000s	Additional Bid £000s	Proposed 2015/16 Budget £000s	Proposed 2016/17 Budget £000s
Libraries																	
Lottery Project CU1/01/0251720	SC	0	13		13				0				0			0	0
London Libraries Consortium	SC	0	21		21				0				0			0	0
Relocation of Colliers Wood Library	SC				0				0				0			0	550
Adult Education and Community																	
JMC LD Day Centre	HCOP	0	21		21				0				0			0	0
Marlborough Hall Refurbishment	SC	0	124		124				0				0			0	0
Adult Social Care																	
CareFirst report Development	HCOP		20		20				0				0			0	0
Adult Social care Collections	HCOP		10		10				0				0			0	0
Excel Acad-Ins	HCOP		3		3				0				0			0	0
Captive E-Learning for CareFirst	HCOP		10		10				0				0			0	0
Laptops for Social Care Managers	HCOP		15		15				0				0			0	0
Laptops for Other Social Workers & Care Staff	HCOP		80		80				0				0			0	0
Telehealth	HCOP		80		80				0				0			0	0
Merton Information Portal	HCOP		150		150				0				0			0	0
Replacement of Social Care System	HCOP		900		900				0				0			0	0
Contingency	HCOP		71		71				0				0			0	0
Housing																	
Meopham Road	SC	0	71		71				0				0			0	0
Birches Close	SC	0	519		519				0				0			0	0
8 Wilton Road	SC	0	271		271				0				0			0	0
Total		0	2,379	0	2,379	0	0	0	0	0	0	0	0	0	0	0	550

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

Proposed Capital Programme 2016/17 and Indicative Capital Programme 2017/18 to 2021/22

Corporate Services	Proposed 2016/17 Budget	Indicative 2017/18 Budget	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget
	£000s	£000s	£000s	£000s	£000s	£000s
Infrastructure&Transactions						
Transformation (IT) - I&T	250	120	275	0	0	
IT SD Stability	1422	1,796	525	430	871	781
Subtotal - I&T	1,672	1,916	800	430	871	781
Corporate						
Redundancy Payments	500	500	500	500	500	500
Subtotal - Corporate	500	500	500	500	500	500
FM Capital Works						
Energy Utilities Invest to Save	150	150	150	150	150	150
Invest to Save schemes - General	150	150	150	150	150	150
Water Safety Works	150	150	100	75	50	25
Asbestos Works	250	250	250	250	250	250
FM Capital Works - Facilities	300	300	300	300	300	300
Subtotal - FM	1,000	1,000	950	925	900	875
Total	3,172	3,416	2,250	1,855	2,271	2,156

Proposed Capital Programme 2016/17 and Indicative Capital Programme 2017/18 to 2021/22

Children, Schools and Families	Proposed 2016/17 Budget	Indicative 2017/18 Budget	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget
	£000s	£000s	£000s	£000s	£000s	£000s
23 FE School to be Confirmed	1,600	0	0	0	0	0
24 FE School to be Confirmed	1,600	1,600	0	0	0	0
25 FE School to be Confirmed	1,600	1,600	0	0	0	0
27FE Temporary Solution for Sept. 2016	325	0	0	0	0	0
28FE Temporary Solution for Sept. 2016	325	0	0	0	0	0
29FE Temporary Solution for Sept. 2017	0	325	0	0	0	0
Primary School Expansions	5,450	3,525	0	0	0	0
Schools Capital Maintenance and Accessibility	400	400	400	400	400	400
Secondary School expansion	22,600	35,000	0		15,000	
Other	23,000	35,400	400	400	15,400	400
Total	28,450	38,925	400	400	15,400	400

Proposed Capital Programme 2016/17 and Indicative Capital Programme 2017/18 to 2021/22

Environment and Regeneration	Proposed 2016/17 Budget	Indicative 2017/18 Budget	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget
	£000s	£000s	£000s	£000s	£000s	£000s
Earmarked Schemes - Transport for London	0					
Environmental Health						
Disabled Facilities Grant - LBM Contribution	280	280	280	280	280	280
Small Repairs Grant (Private Sector Housing Programme)	60	60	60	60	60	60
Greenspaces						
Parks Investment	425	350	350	350	350	350
Highway Maintenance						
Footways						
Footways Planned Works	1,000	1,000	1,000	1,000	1,000	1,000
General						
Demand for Surface Water Drainage - Flooding	69	69	69	69	69	69
Maintenance Anti-Skid and Coloured	90	90	90	90	90	90
Highways Planned Roadworks	1,600	1,600	1,600	1,600	1,600	1,600
Leisure Centres						
Replacement of Leisure Centre Plant and Machinery including accelerated schemes in 2009/10	300	300	300			
Street Scene						
Street tree programme (25 year programme)	100	100	100	100	100	100
Street Lighting						
Street Lighting Replacement Programme	462	485	509	535		
Traffic and Parking Management						
Traffic Schemes	306	306	306	306	306	306
Future Meerton						
Plans & Projects						
On & Off Street Parking						
Street Lighting						
Transport and Plant	500	500	500	500	500	500
Waste Operations						
Other						
TOTAL	5,192	5,140	5,164	4,890	4,355	4,355

Proposed Capital Programme 2016/17 and Indicative Capital Programme 2017/18 to 2021/22

Community and Housing	Proposed 2016/17 Budget	Indicative 2017/18 Budget	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget
	£000s	£000s	£000s	£000s	£000s	£000s
Libraries						
Relocation of Colliers Wood Library	550	0	0	0	0	0
Adult Education and Community						
Adult Social Care						
Housing						
Total	550	0	0	0	0	0

Cabinet

22 October 2012

Addendum to Agenda Item 8

Appendix 1a Revision to CSF Savings

- i) CSF 40 CSF SEN Transport Page 183 - Updated Equalities Assessment**
- ii) CSF 35 CSF Commissioning Function and Commissioning Budgets Page 184 - Updated Equalities Assessment**

Equality Analysis – SEN Transport



What are the proposals being assessed?	Savings from SEN Transport Budget
Which Department/Division has the responsibility for this?	Children, Schools and Families Department/Education Division
Stage 1: Overview	
Name and job title of lead officer	Kaye Beeson, Service Manager SEN and Disabilities
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Savings of £50k in 2013-14 from SEN Transport Budget through i) revised policy on provision of transport and ii) through development of alternative, cheaper forms of transport provision.
2. How does this contribute to the Council's corporate priorities?	Proposals arising from CSF service review programme and part of corporate budget setting process/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.	Children and young people with SEN and their parents
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Transport commissioned by CSF Department and provided through in house transport fleet (managed within council's E+R Department) and private transport providers

Stage2: Collecting evidence/data

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.

<p>Type of evidence</p>	<p>C 375 pupils with SEN receiving transport in academic year 2011-12. 160 pupils using in-house transport; 215 using minicabs from private preferred provider list. Escorts are provided on all in-house transport and, as necessary, in minicabs.</p> <p>LA duties/powers to provide assistance with transport (1996 Education Act) and current national SEN Code of Practice reviewed.</p> <p>Comparative review of other LAs SEN transport policies and models of fulfilling statutory responsibilities undertaken as part of a broader feasibility study commissioned in year.</p> <p>Consultation with parents/carers undertaken as part of the feasibility study noted above.</p>
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Stage 3: Assessing impact and analysis

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)?

<i>Equality group</i>	Potential negative impact identified
Age	N/A
Disability	<p>i) Proposed changes to SEN transport policy and eligibility for assistance, if agreed, are likely to result in a relatively small proportion of pupils no longer being entitled to transport – those who are not attending the nearest suitable school because of parental preference.</p> <p>ii) Savings are also being sought through identifying different, more cost effective, ways of providing transport – in line with recommendations made in the feasibility study. The council would continue to fulfil its</p>

APPENDIX 1

	statutory responsibilities through providing transport services in a different form – eg through providing mileage allowances; annual travel passes; providing independent travel training to enable SEN pupils to use conventional transport options.
Gender Reassignment	N/A
Marriage and Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A
Religion/ belief	N/A
Sex	N/A
Sexual orientation	N/A
Socio-economic status	N/A

23. 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?

51 The proposed revisions to the council's current SEN transport policy have been developed in conjunction with a representative of a key parent/carer group and through wide consultation. The revised policy requires Cabinet approval before changes can be implemented. If agreed the revised policy will be applied to future applicants and not to existing recipients, although this may delay full impact on savings target. It is recognized that a small number of pupils not attending their nearest suitable school will no longer be provided with transport but this will be a result of parental preference made understanding the implications for transport entitlement.

ii) CSF is intending to implement other recommendations of the feasibility study which will involve those eligible for transport assistance selecting from a wider and more flexible list of travel options. Savings will be achieved through reducing numbers of pupils requiring minibuses or minicab transport.

Stage4: Decision

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

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Outcome 4

Outcome 3 ✓

Outcome 2

Outcome 1

Stage 5: Making adjustments – Improvement Action Plan

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

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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Amendments to SEN Transport Policy	Proposed changes to be approved by council's cabinet in light of legal advice	N/A	December 2012	Existing resources	Kaye Beeson	
Application of any revisions to policy to include robust needs assessment for each child in context of individual family circumstances	Consideration in each assessment/review of transport provision for individual SEN pupils	N/A	Ongoing on implementation of policy changes	Existing resources	Kaye Beeson	
Provision of wider more flexible 'menu' of transport options	Confirm and publish wider options to parents.carers	N/A	Jan 2013	Existing resources	Kaye Beeson	

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

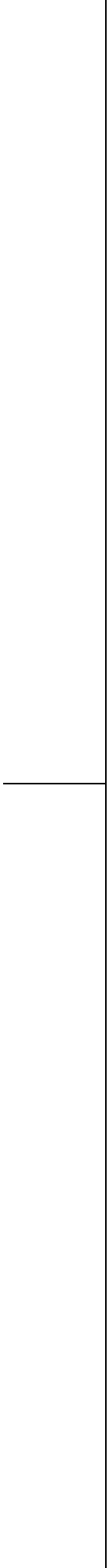
Actions not incorporated but being progressed by officers

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

Stakeholder consultation

<p>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.</p>
<p>How will you monitor the impact of the proposal once it has been implemented? How often will you do this? Routine monitoring by SEND Service Manager</p>

<p>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)</p>	
<p>Summary of the assessment</p> <p><input type="checkbox"/> What are the key impacts – both negative and positive? <input type="checkbox"/> What course of action are you advising as a result of this assessment? <input type="checkbox"/> Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Outcome 3</p> <p>In order to achieve savings two pieces of work have been done:</p> <ul style="list-style-type: none"> – i) revisions to the council’s SEN Transport policy which, if agreed, will remove entitlement to transport of a small number of SEN pupils – ii) establishing a wider range of options for travel which are more affordable to the council than current minibuses and minicabs transport. <p>CYP with SEN and disability</p> <p>Yes</p>



Stage 8: Sign off by Head of Service			
Assessment completed by: Name/Job Title	Kaye Beeson, Service Manager SEN and Disabilities Service	Signature:	Date: 16/10/12
Improvement action plan signed off by Head of Service	Paul Ballatt, Head of Commissioning Strategy and Performance	Signature:	Date: 16/10/
Department	Children Schools and Families		

Equality Analysis – CSF Commissioning



What are the proposals being assessed?	Savings from CSF commissioning budgets
Which Department/Division has the responsibility for this?	Children, Schools and Families Department/Commissioning, Strategy and Performance Division
Stage 1: Overview	
Name and job title of lead officer	Various
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>i) Reduction in commissioning budgets for looked after children and SEN placements of £200k in 2013-14. These savings will be achieved through improved procurement practice following establishment of Access to Resources Team and will have no negative impact on direct service delivery</p> <p>ii) Decommissioning of £90k early intervention and prevention (EIP) services and positive activities for young people requiring reduction/removal of service from some existing users.</p>
2. How does this contribute to the council's corporate priorities?	Proposals arising from CSF service review programme and part of corporate budget setting process/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.	<p>i) looked after children and those with Special Educational Needs – although overall commissioning budgets will be reduced, appropriate individual placements will be procured at better value to the council</p> <p>ii) Existing users of services decommissioned from April 2013. Staff in decommissioned services.</p>
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	<p>i) Sole responsibility of CSF Department</p> <p>ii) Commissioning and/or providing early intervention and prevention services is a core CSF function but commissioning decisions have, historically, been made in conjunction with Children's Trust partner agencies</p>

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
<p>i) Research during feasibility stage of Access to Resources project demonstrated that a number of councils nationally have already adopted this approach to improving procurement with cost savings/improved VfM resulting. More robust placement procurement can also result in improved outcomes for children and young people. No negative impact on equalities groups identified.</p> <p>ii) A multi-agency group has reviewed our overall EIP strategy. It was tasked with examining the effectiveness of our current services – commissioned as well as directly provided – and making recommendations for a future EIP strategy with reduced funding. A new approach to providing early intervention and prevention services has been agreed by CSF DMT with plans to implement by April 2013. This approach involves more direct provision and reduced external commissioning. All existing 3 year contracts for externally commissioned EIP services expired in March 2012 but a number of 1 year contracts were issued for 2012-13 to maintain some continuity while the overall EIP strategy was reviewed as noted above. Specific EIP commissioning budgets currently fund over 20 projects delivered largely by the local 3rd sector. These include:</p> <ul style="list-style-type: none"> • Family support • Carer support (parent carers and young carers) • Parenting support and education • Parent /carer employability • Early years support for educational attainment • Mental health support for parents/families • Domestic violence • Support/transitional support for young people with LDD • Positive activities for young people inc volunteering <p>Other services (in house and commissioned) in scope of the review included:</p> <ul style="list-style-type: none"> • Commissioned threshold of care service

Type of evidence	<ul style="list-style-type: none"> <input type="checkbox"/> In house Supporting Families Team <input type="checkbox"/> In house Vulnerable Children’s team <input type="checkbox"/> In House Parenting Experts <p>The majority of these services are currently accessed by children, young people and families identified as having support needs through the national Common Assessment Framework (CAF) tool and subsequently referred to support services to meet identified needs. Some, however, despite increased targeting in recent years, are direct access elective services not requiring a CAF referral, where the level of need is not assessed and, therefore, not known.</p> <p>The review group has evaluated the effectiveness of Merton’s wellbeing model and current CAFs in identifying need early and ensuring referral to relevant services– separate documents available for findings. In summary, there remains scope for improving quality of CAF assessment and sharpening care plans arising from assessment and further targeting of services. The review group has also researched models of EIP nationally to inform new commissioning strategy.</p> <p>It should be noted that recommendations on specific services to be de-commissioned to achieve the savings target have not yet been made. In general terms, however, service reduction is likely to impact on a number of equalities groups. This impact assessment will need to be updated once decisions are made.</p>
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Stage 3: Assessing impact and analysis

20. 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)?

<i>Equality group</i>	Potential negative impact identified
Age	Proposed savings may result in reduction of EIP services for younger children and adolescents
Disability	Proposed savings may result in reduction of EIP services for children and young people with disabilities and carers
Gender Reassignment	N/A
Marriage and Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	Proposed savings may result in reduction of bespoke EIP services for BME children and young people and their families

Religion/ belief	N/A
Sex	N/A
Sexual orientation	N/A
Socio-economic status	Proposed savings may result in reduction of EIP services to children, young people and families from lower socio-economic groups

21. 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?

Any strategy to mitigate negative impact will need to have two main elements:

1. Improved assessment of need and sharper targeting of residual services to those identified as being more vulnerable to poorer outcomes – effectively mitigating the raising of thresholds by ensuring the most vulnerable continue to receive EIP services
2. Encouraging and supporting universal services – e.g. early years settings, universal element of children’s centres, schools etc – to provide additional support to children and families within their own settings

It is inevitable that EIP service reduction will have a negative impact on children with additional needs and their families. However, with mitigation described and considering that if this proposal were to be withdrawn we may need to identify savings in more specialist services for children and families in greater need, it is considered necessary to continue with this savings proposal.

Stage4: Decision

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

Outcome 1 **Outcome 2** **Outcome 3** **Outcome 4**

Stage 5: Making adjustments – Improvement Action Plan

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

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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Risks of proposed EIP service reduction	specific equalities impact assessment when considering specific decommissioning options	N/A	December 2012	Existing resources	Leanne Wallder	

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

Actions already in progress in current year's service plan

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<p>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.</p>
<p>How will you monitor the impact of the proposal once it has been implemented? How often will you do this? Via routine contract monitoring and performance management</p>

<p>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)</p>	
<p>Summary of the assessment</p> <p>➡ What are the key impacts – both negative and positive? <input type="checkbox"/> What course of action are you advising as a result of this assessment? <input type="checkbox"/> Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Outcome 3</p> <p>No negative impact identified for proposal i) Potential negative impact in proposal ii) on a number of equalities groups identified from proposal iii) re EIP services reductions. Recommendation to go ahead with mitigation including sharper targeting of residual services to those with higher level needs. Nb further equalities impact assessment will be undertaken when considering specific decommissioning options.</p>

<p>Stage 8: Sign off by Head of Service</p>	
<p>Assessment completed by: Name/Job Title</p>	<p>Signature:</p> <p>Date:16/10/12</p>
<p>Improvement action plan signed off by Head of Service</p>	<p>Signature:</p> <p>Date:16/10/12</p>
<p>Department</p>	<p>Children, Schools and Families Department</p>

Cabinet

22 October 2012

Second Addendum to Agenda Item 8

Appendix 1a Revision to CSF Savings

- i) CSF 21 SEND Service savings proposals for 2013/14 Page 183 -Updated Equalities Assessment**
- ii) CSF 19 CSF Education /SSQ Page 183 - Updated Equalities Assessment**
- iii) CSF 21 & 19 CSF EYCC /Education /CSF Page 183 - Updated Equalities Assessment**

Equality Analysis – Special Educational Needs and Disabilities



What are the proposals being assessed?	SEND Service savings proposals for 2013/14
Which Department/Division has the responsibility for this?	Education CSF
Stage 1: Overview	
Name and job title of lead officer	
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria</p>	<p>Kaye Beeson Manager of SEN and Disabilities Integrated Services</p> <p>The proposals are formulated to meet some of the required savings and efficiencies within CSF</p> <ul style="list-style-type: none"> • Back office efficiencies and restructuring. <p>The proposal relate to management and back office arrangements to avoid direct impact on front line services.</p>
2. How does this contribute to the council's corporate priorities?	<p>The proposals are in line with the overall staffing reduction requirements, Council's transformation programme moving from COM to TOM, LEAN working and maintaining front line services.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Internal management structures and supervision arrangements will be affected. Some current structures for communication with some external partners such as Health, parents and schools would need to be re-aligned and managed within other existing organisational structures.</p>
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	<p>Some health and school involvement in assessments and commissioned work but the overall responsibility is currently held by the Council and that would remain.</p>

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 recent service reviews have detailed all the statistics on Children with Disabilities and those with Special Educational Needs. It is clear that the demographic increases in 0-19 population will increase the size of the client group for these services but equally the current White Paper contains proposals which could alter significantly the way some of these services are delivered by 2014/15. (Increase in age range 0-25)
 Similar services in other Local Authorities have been reviewed and there is no evidence that Merton would be out of line as a result of these proposed changes.

Stage 3: Assessing impact and analysis

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17.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)?

<i>Equality group</i>	Potential negative impact identified
Age	These services are for children and young people aged 0 -19 and 0 -25 (for some disability groups in the future) but the savings proposed are in management and the back office with no specific negative impact on front line services
Disability	Children or young people with SEN have a disability by definition under the legislation, so the all clients for these services have a disability. Whilst the specific savings proposed are in management and the back office and thus have no direct impact on front line services.
Gender Reassignment	none
Marriage and Civil Partnership	none
Pregnancy and Maternity	none

Religion/ belief	none
Sex	There will be no disproportionate adverse impact on boys or girls. Services will continue to be targeted to children and young people with SEN or a disability irrespective of their sex.
Sexual orientation	none
Socio-economic status	Services will continue to be targeted to children and young people with SEN or a disability irrespective of the socioeconomic status of their families.

18. 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?

Although the proposals have been designed to avoid any negative impact on front line services, action will be taken to protect the overall robustness of the management and administration arrangements. Please see action plan below.

Stage 4: Decision

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

Outcome 1

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

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

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<p>Stage 6: Monitoring</p> <p>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.</p>
<p>How will you monitor the impact of the proposal once it has been implemented? How often will you do this?</p> <p>Monthly at Education and Joint SLT and reported up to CSF DMT.</p>

<p>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)</p>	
<p>Summary of the assessment</p> <p><input type="checkbox"/> What are the key impacts – both negative and positive? <input checked="" type="checkbox"/> What course of action are you advising as a result of this assessment? <input type="checkbox"/> Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Outcome 1</p> <p>No changes to front line service delivery are proposed so there will be no direct adverse impact on children and young people with disabilities and their families. However the reduced management and back office structure will need to be very carefully planned and monitored, to ensure that other staff are able to cover any ongoing roles and responsibilities to maintain the robustness of these statutory services. Further measures will be taken to ensure ongoing service continuity and to identify the strategic developments needed from White Paper and then law. (Children and Families Bill)</p>

<p>Stage 8: Sign off by Head of Service</p>			
Assessment completed by:	Kaye Beeson	Signature:	Date: 10.10.
Name/Job Title		Signature:	Date:
Improvement action plan signed off by Head of Service	Jan Martin		
Department			

Equality Analysis – School Standards and Quality



What are the proposals being assessed?	Savings proposals for 2013/14 within the School Standards and Quality team.
Which Department/Division has the responsibility for this?	CSF Education /SSQ
Stage 1: Overview	
Name and job title of lead officer	Kate Saksena Manager of School Standards and Quality
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)	Proposals are designed to deliver the required CSF savings over the period 2012 – 2015. They are: <input type="checkbox"/> Income generation through CPD programme, buy back and shared services to enable further base budget reductions to be managed
2. How does this contribute to the council's corporate priorities?	In line with the overall staffing reduction requirements, transformation programme and LEAN working
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Some schools will notice a reduction of support from officers for targeted work. Schools may need to pay more for central CPD and SLA. Charging for non SLA or targeted interventions could increase the internal and external customers as part of a developing market place.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Responsibility for improving outcomes for pupils in schools is mainly with schools but the LA has statutory powers and accountabilities particularly in relation to underperforming schools.

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	<input type="checkbox"/> Consultations with Sutton and schools prior to establishing joint CPD programme <input type="checkbox"/> Extensive consultations with schools resulting in agreement to develop school to school support <input type="checkbox"/> Recent focus on developing schools' capacity to use ICT resources effectively <input type="checkbox"/> Current central support for key equality groups currently retained. (English as an Additional Language (EAL), SEN)
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Stage 3: Assessing impact and analysis



16. 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)?

<i>Equality group</i>	Potential negative impact identified
Age	The services relate to education for children and young people.
Disability	No specific adverse impact on children and young people with SEN or disabilities; we will retain focus from central team and within schools on performance of pupil groups and individuals with SEN and disabilities.
Gender Reassignment	none
Marriage and Civil Partnership	none
Pregnancy and Maternity	none
Race	No specific adverse impact on children and young people from BME families; we will retain focus from central team and within schools on performance of groups and individuals from BME families and those with English as an Additional Language (EAL).

Religion/ belief	None
Sex	No disproportionate impact on boys or girls.
Sexual orientation	None
Socio-economic status	No specific adverse impact on children and young people whose families have socio-economic disadvantage; we will retain focus from central team and within schools on performance of groups and individuals eligible for Free School Meals and with other indicators of poverty.

17. 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 specific negative impact on equality groups but the LA will continue to monitor closely, challenge and support all schools in ensuring achievement for all pupils. Specific training both through the central offer and through school to school support will continue and be targeted against identified need.

Stage4: Decision

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

Outcome 1 Outcome 2 Outcome 3 Outcome 4

Stage 5: Making adjustments – Improvement Action Plan

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.
N/A no negative impacts

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

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

N/A

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? How often will you do this? N/A

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)

<p>Summary of the assessment</p> <p><input type="checkbox"/> What are the key impacts – both negative and positive? <input type="checkbox"/> What course of action are you advising as a result of this assessment?</p> <p><input type="checkbox"/> Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Outcome 1</p> <p>No specific adverse impact on children and young people with equalities characteristics. We will retain focus from the central team and within schools on performance of pupil groups and individuals with SEN and disabilities, those from BME backgrounds and with EAL, and those from families with socio-economic difficulties, as part of supporting all schools to deliver educational achievement for all pupils.</p>
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Stage 8: Sign off by Head of Service			
Assessment completed by:	Kate Saksena Manager of School Standards and Quality	Signature:	Date:
Name/Job Title	Jan Martin Head of Education	Signature:	Date:
Improvement action plan signed off by Head of Service	CSF		
Department			

Equality Analysis - Early Years and Children's Centers



What are the proposals being assessed?	EYCC proposed savings for 2013/14
Which Department/Division has the responsibility for this?	EYCC /Education /CSF
Stage 1: Overview	
Name and job title of lead officer	Allison Jones Manager of Early Years and Children's Centres
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposals are set out to deliver the required CSF efficiencies and savings for 2013</p> <ul style="list-style-type: none"> • LEAN efficiencies and reduction of training budget • Moving towards a locality model of CC delivery to ensure that resources are targeted at greatest need
2. How does this contribute to the council's corporate priorities?	The proposals are in line with the overall staffing reduction requirements, the Council's transformation programme moving from COM to TOM, LEAN working and where possible maintaining front line targeted services

<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>Private, Voluntary and Independent sector organisations and schools may be charged for some training and there may be a reduced overall training programme.</p> <p>Parents using services at day nurseries and some Children's Centres may find some services offered in a locality</p> <p>Internal management structures and supervision arrangements will be affected. Some current structures for communication and partnership working would need to be re-aligned and managed within other organisational arrangements.</p> <p>All families accessing CCs, the current school providers and all EY partners.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?</p>	<p>All EY partners and schools share responsibility but the overall responsibility is currently with the Council and likely to remain.</p>

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Stage2: Collecting evidence/data

5. 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.

Wide ranging consultations with the sector

Type of evidence
<p>Similar services in other Local Authorities have been reviewed and there is no evidence that Merton would be out of line as a result of these proposed changes</p> <p>Recent Service Reviews</p> <p>Childcare Sufficiency Assessment</p> <p>Increases in fees structures nationally – standard practice annually</p> <p>Reach and performance data from CCs</p> <p>Regular meetings with schools</p> <p>Ofsted information</p> <p>Reviewed evidence of EY policy from central government and the removal of ring fenced requirements</p> <p>Ongoing analysis of need to ensure increasingly targeted services</p>

Stage 3: Assessing impact and analysis

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14. 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	Potential negative impact identified
Age	<p>Providers of services for 0 -12 will have a reduced training offer some of which will no longer be FOC – this may have a limited adverse impact on the quality of the services provided.</p> <p>The proposed move to a locality model of delivery for Children’s Centres (CCs) could affect all families as there would be some changes to the overall offer and the location of the offer – this will be subject to a more detailed assessment of any equalities implications during the development of specific proposals</p>
Disability	<p>No specific implications for disability groups at this stage</p>
Gender Reassignment	<p>No</p>
Marriage and Civil Partnership	<p>No</p>
Pregnancy and Maternity	<p>No specific impact as a result of these proposals relating to local authority services. We are not aware of any proposals by the Health service locally to change its offer in CCs. A locality model might mean mothers had further to travel to the nearest CC – the impact of this will be assessed as the locality model proposals are developed.</p>
Race	<p>No</p>

Religion/ belief	No
Sex	No
Sexual orientation	No
Socio-economic status	No

15. 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?

The support programme delivered through CCs will be more effectively targeted to the most vulnerable children and care will be taken to ensure that this targeting does not discriminate adversely in respect of race, gender or other equalities characteristics. The locality model will be subject to a fuller equalities assessment as the specific proposals are developed.

Stage 4: Decision

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

Outcome 1

Stage 5: Making adjustments – Improvement Action Plan

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

Through current meeting structures and additional meetings as 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? How often will you do this?

Through Education SLT and CSF DMT

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)

<p>Summary of the assessment</p> <ul style="list-style-type: none"> <input type="checkbox"/> What are the key impacts – both negative and positive? <input type="checkbox"/> What course of action are you advising as a result of this assessment? <input type="checkbox"/> Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified? 	<p>Outcome 1 The proposals for efficiencies will have no direct impact on front line services.</p> <p>As proposals for the locality model develop they will be subject to full assessment of equalities implications and adverse impact in relation to equalities characteristics.</p>
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<p>Stage 8: Sign off by Head of Service</p>			
<p>Assessment completed by: Name/Job Title</p>	<p>Allison Jones</p>	<p>Signature:</p>	<p>Date: 10.10.12</p>
<p>Improvement action plan signed off by Head of Service</p>	<p>Jan Martin</p>	<p>Signature:</p>	
<p>Department</p>	<p>CSF</p>		