

Committee: Sustainable Communities Overview and Scrutiny Panel

10th January 2013

Children and Young People Overview and Scrutiny Panel

15th January 2013

Healthier Communities & Older People Overview and Scrutiny Panel

16th January 2013

Overview and Scrutiny Commission

31st January 2013

Agenda item:

Wards:

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 draft revenue savings proposals, draft service plans and latest amendments to the capital programme.
2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the issues raised to Cabinet when it meets on the 18th February 2013

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, draft revenue savings proposals, draft service plans and latest amendments to the capital programme and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the issues raised to Cabinet when it meets on the 18th January 2013.

2. **Details - Revenue**

- 2.1 The Cabinet of 10 December 2012 received a further update report on the business plan for 2013-17. This included details of draft savings proposals, draft service plans and latest amendments to the draft Capital Programme 2013-17. Equalities Assessments on the draft savings proposals were also provided.
- 2.2 At the meeting Cabinet resolved that
1. agreement is given to the amendment to savings and alternative proposals put forward as set out in Section 4 (Appendix 3) of the submitted report;
 2. the savings proposals put forward by officers are referred to the Overview and Scrutiny Panels and the Commission for consideration in January 2013 (Appendix 4 to the submitted report);
 3. the draft service Plans are referred to the Overview and Scrutiny Panels and the Commission for consideration in January 2013;
 4. agreement is given to the latest amendments to the draft Capital Programme 2013-2017 (considered by Cabinet on 22 October and scrutiny in November); and
 5. the feedback from the Scrutiny Panels and Overview and Scrutiny Commission on the previous information referred to them by Cabinet in October 2012, particularly the draft Capital Programme 2013-2017 is noted.
- 2.3 The draft savings proposals were provided as Appendix 4 to the December 2012 Cabinet report and these identified the Scrutiny Panel for each saving.
- 2.4 An analysis by type of saving (Appendix 1) and levels of risk (Appendix 2) has been undertaken for each panel.
- 2.5 The comments of the Scrutiny Panels upon the business plan proposals will be considered by the Overview and Scrutiny Commission at its meeting on 31 January 2013 which will co-ordinate a joint overview and scrutiny response on behalf of the Panels for Cabinet to consider when it meets on 18 February 2013.

3. **Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 10 December 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 18 January 2013, 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 and subject to scrutiny in November 2012. The latest amendments were included in the report to Cabinet on 10 December 2012 which is attached as Appendix 3.

5. Consultation undertaken or proposed

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

6. Timetable

- 6.1 The timetable following this round of Scrutiny is set out in Appendix 1 of the 10 December 2012 Cabinet report.(Appendix 3)

7. Financial, resource and property implications

- 7.1 These are set out in the Cabinet report for 10 December 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 18 January 2013.

- 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 Analysis of savings by type
- Appendix 2 Analysis of savings by risk
- Appendix 3: Cabinet report 10 December 2012: Business Plan Update 2013-17

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

SAVINGS ANALYSIS
All Savings - All Panels

	2014/15 £000	2015/16 £000	2016/17 £000
SI1	255	110	32
SI2	234	120	306
SS1	360	215	393
SS2	1,272	1,161	571
SNS1	998	379	121
SNS2	479	63	95
SP1	770	1,481	1,500
SG1	137	126	78
SG2	0	0	0
SPROP	152	0	0
	4,657	3,655	3,096

Income: increase in current level of charges
Income: increase arising from expansion of existing service/new service
Staffing: reduction in costs due to efficiency
Staffing: reduction in costs due to deletion/reduction in service
Non - Staffing: reduction in costs due to efficiency
Non - Staffing: reduction in costs due to deletion/reduction in service
Procurement / Third Party arrangements - efficiency
Grants: Existing service funded by new grant
Grants: Improved Efficiency of existing service currently funded by unringfenced
Reduction in Property related costs

SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

	2014/15 £000	2015/16 £000	2016/17 £000
SI1	148	52	0
SI2	25	50	0
SS1	211	195	373
SS2	136	119	77
SNS1	666	360	110
SNS2	240	15	20
SP1	20	10	50
SP2	87	26	28
SG1	0	0	0
SG2	0	0	0
SPROP	0	0	0
	1,533	827	658

Income: increase in current level of charges
Income: increase arising from expansion of existing service/new service
Staffing: reduction in costs due to efficiency
Staffing: reduction in costs due to deletion/reduction in service
Non - Staffing: reduction in costs due to efficiency
Non - Staffing: reduction in costs due to deletion/reduction in service
Procurement / Third Party arrangements - efficiency
Procurement / Third Party arrangements - deletions/reductions in service
Grants: Existing service funded by new grant
Grants: Improved Efficiency of existing service currently funded by unringfenced
Reduction in Property related costs

SAVINGS ANALYSIS - CHILDREN & YOUNGER PEOPLE PANEL

	2014/15 £000	2015/16 £000	2016/17 £000
SI1	0	0	0
SI2	25	20	20
SS1	0	20	20
SS2	100	230	110
SNS1	0	0	0
SNS2	0	0	0
SP1	0	261	50
SP2	50	100	50
SG1	0	0	0
SG2	0	0	0
SPROP	0	0	0
	175	631	250

Income: increase in current level of charges
Income: increase arising from expansion of existing service/new service
Staffing: reduction in costs due to efficiency
Staffing: reduction in costs due to deletion/reduction in service
Non - Staffing: reduction in costs due to efficiency
Non - Staffing: reduction in costs due to deletion/reduction in service
Procurement / Third Party arrangements - efficiency
Procurement / Third Party arrangements - deletions/reductions in service
Grants: Existing service funded by new grant
Grants: Improved Efficiency of existing service currently funded by unringfenced
Reduction in Property related costs

SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

	2014/15 £000	2015/16 £000	2016/17 £000
SI1	107	58	32
SI2	184	50	286
SS1	149	0	0
SS2	288	612	184
SNS1	232	19	11
SNS2	239	48	75
SP1	300	10	0
SP2	0	0	0
SG1	0	0	0
SG2	152	0	0
SPROP	0	0	0
	1,651	797	588

SAVINGS ANALYSIS - HEALTHIER COMMUNITIES & OLDER PEOPLE PANEL

	2014/15 £000	2015/16 £000	2016/17 £000
SI1	0	0	0
SI2	0	0	0
SS1	0	0	0
SS2	748	200	200
SNS1	100	0	0
SNS2	0	0	0
SP1	450	1,200	1,400
SP2	0	0	0
SG1	0	0	0
SG2	0	0	0
SPROP	0	0	0
	1,298	1,400	1,600

Income: increase in current level of charges
Income: increase arising from expansion of existing service/new service
Staffing: reduction in costs due to efficiency
Staffing: reduction in costs due to deletion/reduction in service
Non - Staffing: reduction in costs due to efficiency
Non - Staffing: reduction in costs due to deletion/reduction in service
Procurement / Third Party arrangements - efficiency
Procurement / Third Party arrangements - deletions/reductions in service
Grants: Existing service funded by new grant
Grants: Improved Efficiency of existing service currently funded by unringfenced
Reduction in Property related costs

SUMMARY OF TOTAL RISKS

2014/15 RISKS

DELIVERABILITY RISK	High	1.07%	16.60%	9.68%
	Medium	18.12%	10.14%	12.56%
	Low	25.68%	4.32%	1.83%
		Low	Medium	High

REPUTATIONAL RISK

2015 /16 RISKS

DELIVERABILITY RISK	High	1.81%	26.29%	29.38%
	Medium	10.64%	10.21%	1.34%
	Low	11.49%	1.94%	6.89%
		Low	Medium	High

REPUTATIONAL RISK

2016 /17 RISKS

DELIVERABILITY RISK	High	0.00%	17.76%	34.37%
	Medium	8.24%	14.24%	20.12%
	Low	1.61%	2.45%	1.20%
		Low	Medium	High

REPUTATIONAL RISK

SUMMARY OF SUSTAINABLE COMMUNITIES RISKS

2014/15 RISKS

DELIVERABILITY RISK	High	3.03%	7.57%	9.15%
	Medium	36.64%	12.24%	17.26%
	Low	10.84%	3.27%	0.00%
		Low	Medium	High
REPUTATIONAL RISK				

2015 /16 RISKS

DELIVERABILITY RISK	High	8.28%	0.00%	19.32%
	Medium	18.19%	9.79%	4.89%
	Low	6.65%	1.25%	31.62%
		Low	Medium	High
REPUTATIONAL RISK				

2016 /17 RISKS

DELIVERABILITY RISK	High	0.00%	0.00%	31.29%
	Medium	16.16%	43.88%	3.91%
	Low	3.40%	1.36%	0.00%
		Low	Medium	High
REPUTATIONAL RISK				

SUMMARY OF CHILDREN AND YOUNGER PEOPLE RISKS

2014/15 RISKS

DELIVERABILITY RISK	High	0.00%	0.00%	57.14%
	Medium	0.00%	0.00%	0.00%
	Low	14.29%	0.00%	28.57%
		Low	Medium	High

REPUTATIONAL RISK

2015 /16 RISKS

DELIVERABILITY RISK	High	0.00%	41.36%	34.87%
	Medium	0.00%	22.19%	1.58%
	Low	0.00%	0.00%	0.00%
		Low	Medium	High

REPUTATIONAL RISK

2016 /17 RISKS

DELIVERABILITY RISK	High	0.00%	40.00%	40.00%
	Medium	0.00%	16.00%	4.00%
	Low	0.00%	0.00%	0.00%
		Low	Medium	High

REPUTATIONAL RISK

SUMMARY OF HEALTHIER COMMUNITIES AND OLDER PEOPLE RISKS

2014/15 RISKS

DELIVERABILITY RISK	High	0.00%	49.92%	15.41%
	Medium	0.00%	11.56%	23.11%
	Low	0.00%	0.00%	0.00%
		Low	Medium	High
		REPUTATIONAL RISK		

2015 /16 RISKS

DELIVERABILITY RISK	High	0.00%	50.00%	50.00%
	Medium	0.00%	0.00%	0.00%
	Low	0.00%	0.00%	0.00%
		Low	Medium	High
		REPUTATIONAL RISK		

2016 /17 RISKS

DELIVERABILITY RISK	High	0.00%	28.13%	40.63%
	Medium	0.00%	0.00%	31.25%
	Low	0.00%	0.00%	0.00%
		Low	Medium	High
		REPUTATIONAL RISK		

SUMMARY OF OVERVIEW AND SCRUTINY COMMISSION RISKS

2014/15 RISKS

DELIVERABILITY RISK	High	0.00%	0.00%	0.00%
	Medium	15.59%	7.83%	0.00%
	Low	64.71%	9.59%	2.28%
		Low	Medium	High

REPUTATIONAL RISK

2015 /16 RISKS

DELIVERABILITY RISK	High	0.00%	0.00%	0.00%
	Medium	29.50%	18.74%	0.00%
	Low	44.38%	7.38%	0.00%
		Low	Medium	High

REPUTATIONAL RISK

2016 /17 RISKS

DELIVERABILITY RISK	High	0.00%	0.00%	19.76%
	Medium	24.32%	21.73%	13.68%
	Low	4.56%	10.33%	5.62%
		Low	Medium	High

REPUTATIONAL RISK

Cabinet

10 December 2012

Agenda item: 12

Business Plan Update 2013-2016

Lead officer: Caroline Holland, Director of Corporate Resources

Lead member: Councillor Mark Allison, Cabinet Member for Finance

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. Fp 1196

Contact officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2013/14 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2013-2017. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 6 March 2013 and set a Council Tax as appropriate for 2013/14.

Recommendations:

1. That Cabinet agrees the amendment to savings and alternative proposals put forward as set out in Section 4 (Appendix 3) of the report.
 2. That Cabinet reviews the savings proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2013 (Appendix 4).
 3. That Cabinet reviews the draft service Plans and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2013
 4. That Cabinet agrees the latest amendments to the draft Capital Programme 2013-2017 which was considered by Cabinet on 22 October and scrutiny in November.
 5. That Cabinet considers the feedback from the Scrutiny Panels and Overview and Scrutiny Commission on the previous information referred to them by Cabinet in October 2012, particularly the draft Capital Programme 2013-2017, and comments as appropriate.
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 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 Specifically, the report provides details of revenue savings proposals put forward by officers in order to meet the savings targets agreed by Cabinet in October 2012.
- 1.3 The report also sets out the latest proposals for producing an achievable and affordable capital programme for 2013-17 and minimizing the implications for the MTFS.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2013-17 including the Business Rate Retention Scheme, proposals for localising support for council tax, progress on setting the Council Tax Base for 2013/14 and an assessment of the implications for the Medium Term Financial Strategy 2013-2017.
- 1.5 This report is one of the budget updates through the financial year and will go onto the Overview and Scrutiny Panels and Commission in January 2013.
- 1.6 In light of the uncertainty that remains with regards to the funding settlement for local government in 2013/14, there will be a further report to 21 January 2013 Cabinet.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 22 October 2012. The budget gap over the four year period was £17.419m but it was noted that initial assumptions indicated that the gap of £1.651m in 2013/14 could be funded from ongoing savings already identified through budget monitoring as set out in the following table:-

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

- 2.2 This meant that the budget gap over the four year period would be:-

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Budget Gap (cumulative)	0	7,512	12,669	15,768

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)

In the June 2010 Budget, the Government announced a two year pay freeze from 2011-12 for public sector workers earning over £21,000, with those earning less than this receiving at least £250 in each year. Following this, in the Autumn Statement announced in November 2011, the Chancellor of the Exchequer announced that “in order to maintain economic stability and meet its fiscal rules, the Government will set public sector pay awards at an average of one per cent for each of the two years after the current pay freeze comes to an end (i.e. 2013/14 and 2014/15). Departmental budgets will be adjusted in line with this policy, with the exception of the health and schools budgets, where the money saved will be recycled.”

On 17 October 2012, the NJC Trade Union Side submitted the following claim for a pay increase for its members in 2013 - 2014:

“A substantial flat rate increase on all scale points as a step towards the longer term objective of restoring pay levels and achieving the living wage as the bottom NJC spinal column point”

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 2.7 per cent in October 2012, up from 2.2 per cent in September. Inflation had been falling for the previous few months due to the reducing impact of the 2011 VAT increase and falling energy, food and commodity prices. However, this trend reversed last month, mainly due an increase in the education sector from university tuition fees, and also increased costs of food, non-alcoholic beverages, and transport. The RPI rate increased from 2.6% in September to 3.2% in October.

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 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 has been undertaken and it has been necessary to reduce the level of income assumed in the MTFS. This is due to a number of reasons the most significant of which are:-

- The removal of CHAS income, the current method of operation is currently under review and there will be an update on this service to Cabinet in January 2013;
- The removal of some internal income budgets which were erroneously shown as fees and charges income in departmental budgets;
- Reductions in some budget areas where 2% p.a. increase is not considered feasible (e.g. rent reviews where the review is not due, some statutory fees which are not due to increase in 2013/14, some budgets which are not currently achieving 2012/13 budgets).

As a result of the departmental income review the impact on the MTFS is as follows:-

Income (cumulative £000)	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Income in Current MTFS	(1,000)	(1,700)	(2,500)	(3,310)
Revised Estimate	(669)	(1,338)	(2,007)	(2,676)
Change	331	362	493	634

The treatment of income inflation in future years budget processes is currently under review to set the correct balance between rigour and flexibility.

2.3.5 Taxicards and Freedom Passes

(a) Taxicards

This scheme is administered by London Councils on behalf of London boroughs. London Councils have advised that the level of funding from TfL towards the scheme is reducing in 2013/14 and the cost of the scheme to Merton will increase from £134,230 in 2012/13 to £208,436 in 2013/14, an increase of £74,206. The MTFS includes an additional £31,000 for the cost of taxicards in 2013/14 so it will be necessary to add an additional £43,000 to the MTFS from 2013/14 onwards.

Taxicards (cumulative £000)	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Cost in Current MTFS	31	62	72	82
Additional cost	43	43	43	43
Revised Estimate	74	105	115	125

(b) Concessionary Fares and Freedom Passes

This scheme is also administered by London Councils on behalf of London boroughs. In 2008 London boroughs had a formal arbitration about the apportionment of Freedom Pass costs. This arbitration set out that where usage data was available for at least 2 years, Freedom Pass costs should be apportioned on that basis. According to the arbitration, this means London Councils will be obliged to use this from 2014/15 onwards. The arbitration is binding and can be changed only

by a unanimous agreement of boroughs present and voting at a meeting of London Councils Transport & Environment Committee.

The usage data London Councils have suggests that there will be some big swings, with south London boroughs particularly adversely affected. However these boroughs were in the main part the beneficiaries of the change from pass number apportionment which occurred as a result of the 2008 arbitration

London Councils will be presenting a report to its Transport and Environment Committee on 13 December 2012 setting out proposed allocations of costs for 2013/14 to London Boroughs.

Additional budget of £407k was included in the MTFs for 2013/14 for increased costs of Concessionary fares. Initial estimates of the potential increase based on the information provided by London Councils so far suggests an increase in the concessionary fares budget in the range £575k - £775k against provision of £407k.

This position will be kept under close review.

2.3.6 Collection Fund

The 2011/12 audited total surplus on the Collection is £6.212m as at 31st March 2012. In preparing the budget for 2012/13 the estimated surplus on the Collection Fund as at 31st March 2012 was £4.981m and this was shared £1.089m to the GLA and £3.891m to Merton. The estimated surplus as at 31st March 2013 is £1.765m which is shared £0.397m to the GLA, and £1.368m to Merton.

The MTFs assumed that there would be a surplus of £1m p.a. in each of the remaining years of the Business Plan period. There will therefore be an additional £1.3m available to support the 2013/14 revenue budget. The following table summarises the position. This is a one off item and should not be used in any way that reduces the need to implement savings that will be available on a permanent basis.

	Total £m	Merton £m	GLA £m
Audited Surplus 31/03/2012	6.212	4.845	1.367
Payments based on estimate	4.981	3.891	1.090
Balance	1.231	0.954	0.277
Forecast Surplus 2012/13	1.765	1.368	0.397
Total Available 2013/14	2.996	2.322	0.674
Assumed in MTFs		1.000	
Additional Available		1.322	

2.3.7 Pensions

New staff and those with a relevant change of circumstances will be auto-enrolled into the pension scheme from April 2013. However, for staff who are already employed at 1st April 2013 but are not in an appropriate pension scheme, there are 2 options: enrol them all at that date or use transitional arrangements for them (not for new starters) to be enrolled at a later stage, with the latest date being October 2017. There is a significant change in procedures to implement the new arrangements for existing staff, and there are significant penalties for those employers who fail to meet their staging date, with fines that can reach £10,000 per day and 2 years imprisonment in cases of wilful non compliance. Given that the Trent payroll project is still not producing satisfactory pensions data for our administrative purposes, and that there are just 4 months to the payroll deadlines for the deductions to commence, it is felt to be too high a risk to attempt to enrol existing staff from 1st April 2013, and a decision has been taken to defer auto-enrolment of existing staff. They will need to be contacted and reminded of their right to join the pension scheme. This could produce an increased cost to the council (and schools) and a central provision will be required to cover this, until more accurate information is available.

The new scheme from 2014 could produce a saving on the employers cost of future service from 2014 but a definitive cost will not be available until the 2014 valuation is complete. There is also the option of a 50:50 scheme, which it is thought will be more attractive to staff not currently in the scheme and new lower paid workers.

The 2014 valuation will also revise the deficit contribution required. This will be based upon the position at 31st March 2013. It is not possible at this stage to predict the outcome of the recent period of increasing longevity and troubled financial markets.

2.3.8 Revenuisation

In approving the budget for 2012/13 it was recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and amounts were agreed in the budget and MTFS as follows

	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	Total £000
Revenuisation	1,738	1,485	1,150	0	7,836

The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report. Current indications are that departments may need to plan a more explicit containment of these items within agreed budgets or there may be pressure to increase the revenue budgets in these areas and appraisal of the situation is currently underway. It is now clear that £1m p.a. will be needed on a continuing basis to deal with expenditure on items such as libraries media fund.

2.3.9 Capital Financing Costs

As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2013-2017 was approved by Cabinet on 22 October 2012. There have been further revisions and reprofiling as reported to Cabinet and Council in November which have been reflected in Appendix 7. The draft programme incorporates reprofiling, and reductions. The appropriate strategy for financing of expenditure will be finalised along with the programme in the report to Cabinet in February 2013, as there are delays in the announcement of capital grants. The latest estimates are summarised in the following table:-

	2013/14 Budget £000	2014/15 Budget £000	2015/16 Budget £000	2016/17 Budget £000
Capital Expenditure	53,800	32,152	31,593	37,364
<u>Funded by:</u>				
Grants and contributions	15,859	8,194	8,994	8,000
Internally funded	37,941	23,958	22,599	29,364
Total Funding	53,800	32,152	31,593	37,364

2.3.10 Council Tax Base

The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2012/13. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2013/14. The Council is required to determine its Council Tax Base by 31 January 2013.

In 2013/14 the Council Tax Base calculation will be affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations will ensure that new local council tax support schemes, to be implemented under the Local Government Finance Act 2012, can be fully reflected in the council tax base for all authorities. This will be reported to Cabinet, along with the new NNDR base in January.

The regulations will also enable billing authorities to take account of any homes potentially liable to the Empty Homes Premium in their council tax base when they set their budgets and council tax for the financial year 2013/14.

2.3.11 Landfill tax

There will be an increase in landfill tax in 2013/14. The planning assumption on the budget was that this could be contained within the significant and continuing under spending on waste disposal. Savings proposals for 2014/15 have been based upon the current tax and cost and are based on a new contract. There will now need to be a provision of c. £400,000 in 2013/14 only.

2.4 Business Rates Retention Scheme

2.4.1 As indicated in the report to Cabinet in October, it is not expected that the final details of the scheme will be known until the provisional Local Government Settlement is published in December 2012. (Expected around 19 December after the Government's Autumn Statement 2012 which is timetabled for 5 December 2012). A summary of formula grant including rolled in grants is set out in the following table. The current year's grant, and those known so far for 2013/14 are summarised in the following table:-

	2012/13 £000	2013/14 £000
FORMULA GRANT in Base MTFS	- 59,960	
<u>ROLLED-IN GRANTS</u>		
LACSEG - Academies (Under Review)	-	
Council Tax Freeze Grant 2011/12	- 2,061	- 2,061
Council Tax Support Grant	- 10,158	
Early Intervention Grant (exc. Free places for 2yr olds)	- 7,223	
Homelessness Prevention	- 500	- 400
Lead Local Flood	- 189	
Learning Disability and Public Health Grant	- 6,815	
	- 26,946	
Less:		
Council Tax Support Grant	10,158	10,158
Rolled-in Grants in Base MTFS	- 16,788	

2.4.2 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 late 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 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, as indicated in the report to Council in November 2012.
- 2.5.2 The Government recently announced an additional 100million of funding for councils to help support them in developing well-designed council tax support schemes and maintain positive incentives to work. The new 100million transition grant will seek to encourage best practice. The voluntary grant will be available to councils (billing and major precepting authorities) who choose to design their local schemes so that:
- those who would be on 100 per cent support under current council tax benefit arrangements pay between zero and no more than 8.5 per cent of their council tax liability;
 - the taper rate does not increase above 25 per cent;
 - there is no sharp reduction in support for those entering work - for claimants currently entitled to less than 100 per cent support, the taper will be applied to an amount at least equal to their maximum eligible award.

Indicative allocations of grant have been announced and Merton's provisional allocation is £274,697 of which £76,142 is attributable to the GLA (Net £198,555). Merton will be applying for the grant in February 2013 and will get confirmation of funding if successful in March 2013.

- 2.5.3 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.
- 2.5.4 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.
- 2.5.5 There is a need to review this against the Council Tax Base calculation.

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. There is a need to review this against the Council Tax Base calculation.

2.7 **Central items and MTFS**

- 2.7.1 There is a need to represent the central items in the MTFS on a clearer basis, particularly in light of monitoring and move some of these to departmental budgets. Appendix 8 consolidates these changes and represents the latest MTFS updated position.

2.8 **Overview**

- 2.8.1 Until the grant settlement is available it is difficult to give an overview on the 2013/14 and 4 year position. The MTFS will be updated again in January 2013 when these details are known.

3. **FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2012**

- 3.1 The information available on the Business Planning process reported to Cabinet on 22 October was subject to review by the Overview and Scrutiny Panels and Commission in November 2012.

4. **FURTHER REVISIONS TO SAVINGS PREVIOUSLY AGREED FOR 2012-16**

- 4.1 Cabinet 22 October 2012 considered revisions to current savings proposals from Children, Schools and Families, Environment and Regeneration and Corporate Services. Further revisions to existing savings are being proposed as part of this report.
- 4.2 Children Schools and Families – Have already revised existing proposals for 2013-14. Within Appendix 3 four 2014/15 savings CSF14, 19, 12 and 41 totalling £0.470 million are being split into 9 specific savings totalling the same sum and delivered within the same financial year.
- 4.3 Community and Housing – Appendix 3 contains two tables - the first revises £1.027 million of existing savings from 2013-14. The second revises £1.6 million of existing 2014-15 savings. These areas need careful review as the current budget gap requires these existing savings to be taken or made good elsewhere unless additional savings targets are to be required.
- 4.4 Environment and Regeneration
Appendix 3 contains reprofiled savings for Traffic & Highways as the originally savings agreed by Cabinet were revised because at the time of preparation it was unclear if the profiled savings could be met, particularly with the timing of the introduction of the Street Works Permit Scheme, which was dependent on approval of the Secretary of State. Staff reduction savings are also linked to this proposal which resulted in a revision to the agreed savings. Appendix 3 also contains a revised savings for ER18, which delivers the same level of savings within each financial year. Revision to savings ER18, ER20, ER21 and ER22. (See Appendix 3).

5. SAVINGS PROPOSALS 2013-17 AND SERVICE PLANNING

- 5.1 Given the budget gap identified in paragraph 2.2, Cabinet agreed the following departmental savings targets which were based on weighted controllable budgets to reduce the burden on Children, Schools and Families and Community and Housing departments:-

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

- 5.2 Officers have reviewed their services to identify options for delivering the savings targets set.

- 5.2.1 Attached as Appendix 4 are the proposed savings for each department. The progress made so far is summarised in the following table. Any shortfall in delivery against these targets will mean that a balanced budget over the period of the MTFs will not be achieved.

IDENTIFIED SAVINGS BY DEPARTMENT	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing	1,190	1,414	1,608	4,212
Children, Schools and Families	175	631	250	1,056
Environment and Regeneration	1,711	831	580	3,122
Corporate Services	1,533	827	658	3,018
Total Savings	4,609	3,703	3,096	11,408
Total Cumulative Savings	4,609	8,312	11,408	

5.3 Based on the savings identified the following (shortfall)/surplus against the target exists:

(SHORTFALL)/SURPLUS	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing	0	(1,167)	(204)	636	(735)
Children, Schools and Families	0	(723)	14	(121)	(830)
Environment and Regeneration	0	(871)	(941)	(485)	(2,297)
Corporate Services	0	(142)	(323)	(33)	(498)
Total Savings	0	(2,903)	(1,454)	(3)	(4,360)
Total Cumulative Savings	0	(2,903)	(4,357)	(4,360)	

* There are some further potential savings to come through from a shared service arrangement, which will be reported to January 2013 Cabinet

5.5 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward to later meetings and future years budget processes to be made good.

These savings are in addition to those agreed as part of the 2012-13 Business Planning Process.

Service Plans

5.6 A first draft service plan for each major work area in the council has been created covering a four year planning cycle (2013-2017). The service plans give a high level overview of the service's financial position, what it exists to do, what it hopes to achieve, how it will achieve its major work programmes and key performance indicators over the next four years.

5.6.1 In total, 26 service plans have been completed and these have been grouped by Community plan theme (which matches scrutiny panels), as detailed as follows;

<p>Children and Young People</p> <ul style="list-style-type: none"> • Children’s Social Care • Commissioning, Strategy & Performance • Education 	<p>Sustainable Communities</p> <ul style="list-style-type: none"> • Commercial Waste • Development & Building Control • Environmental Health, Trading Standards & Licensing • Future Merton • Housing Needs & Enabling • Leisure & Culture • Libraries • Merton Adult Education • Parks & Green Spaces • Parking • Property • Street Cleaning • Traffic & Highways • Transport • Waste Management
<p>Healthier Communities and Older People</p> <ul style="list-style-type: none"> • Adult Social Care 	
<p>Overview and Scrutiny</p> <ul style="list-style-type: none"> • Business Improvement • Corporate Governance • Customer Services • Human Resources • Infrastructure & Transactions • Resources • Safer Merton 	

5.6.2 These first draft plans will also be presented to Scrutiny as follows:

- Sustainable Communities – 10 January 2013
- Children and Young People – 15 January 2013
- Healthier Communities and Older people – 16 January 2013
- Overview and Scrutiny – 31 January 2013

5.6.3 Work on these first drafts of the plans will continue and updated versions of the plans will be presented to Cabinet on 18 February 2013 and Full Council on the 6 March 2013.

5.6.4 The draft service plans are attached as Appendix 5. (TO FOLLOW)

6. CAPITAL PROGRAMME 2013-17: UPDATE

6.1 The proposed capital programme 2016/17 was presented to Cabinet on 22nd October 2012. The programme has been reviewed by scrutiny panels. There were amendments to the programme as reported to Cabinet and Council in November, and this revised programme is now attached as Appendix 7 for the second round of scrutiny.

7. CONSULTATION UNDERTAKEN OR PROPOSED

- 7.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 7.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting has been arranged for 14 February 2013.

8. TIMETABLE

- 8.1 Charts of the revenue and capital budget timetables are attached as Appendix 1 (a) and 1 (b).

9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 9.1 All relevant implications have been addressed in the report.

10. LEGAL AND STATUTORY IMPLICATIONS

- 10.1 All relevant implications have been addressed in the report.

11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 11.1 The equalities assessments of the savings proposals are set out in Appendix 6 (TO FOLLOW).

12. CRIME AND DISORDER IMPLICATIONS

- 12.1 Not applicable

13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 13.1 Not applicable

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

Appendix 1(a): Budget Timetable (Revenue)

Appendix 1(b): Budget Timetable (Capital)

Appendix 2: Comments from Overview and Scrutiny Panels and Commission in November

Appendix 3: Revision to departmental savings previously approved in 2012/13

Appendix 4: Draft Savings proposals 2013-17

Appendix 5: Draft Service Plans 2013-17 (TO FOLLOW)

Appendix 6: Equalities Assessments (TO FOLLOW)

Appendix 7: Draft Capital Programme 2013-17

Appendix 8: Update of MTFS 2013-17

Appendix 9: Glossary and Acronyms

Appendix 10: Standard Subjective Analysis

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

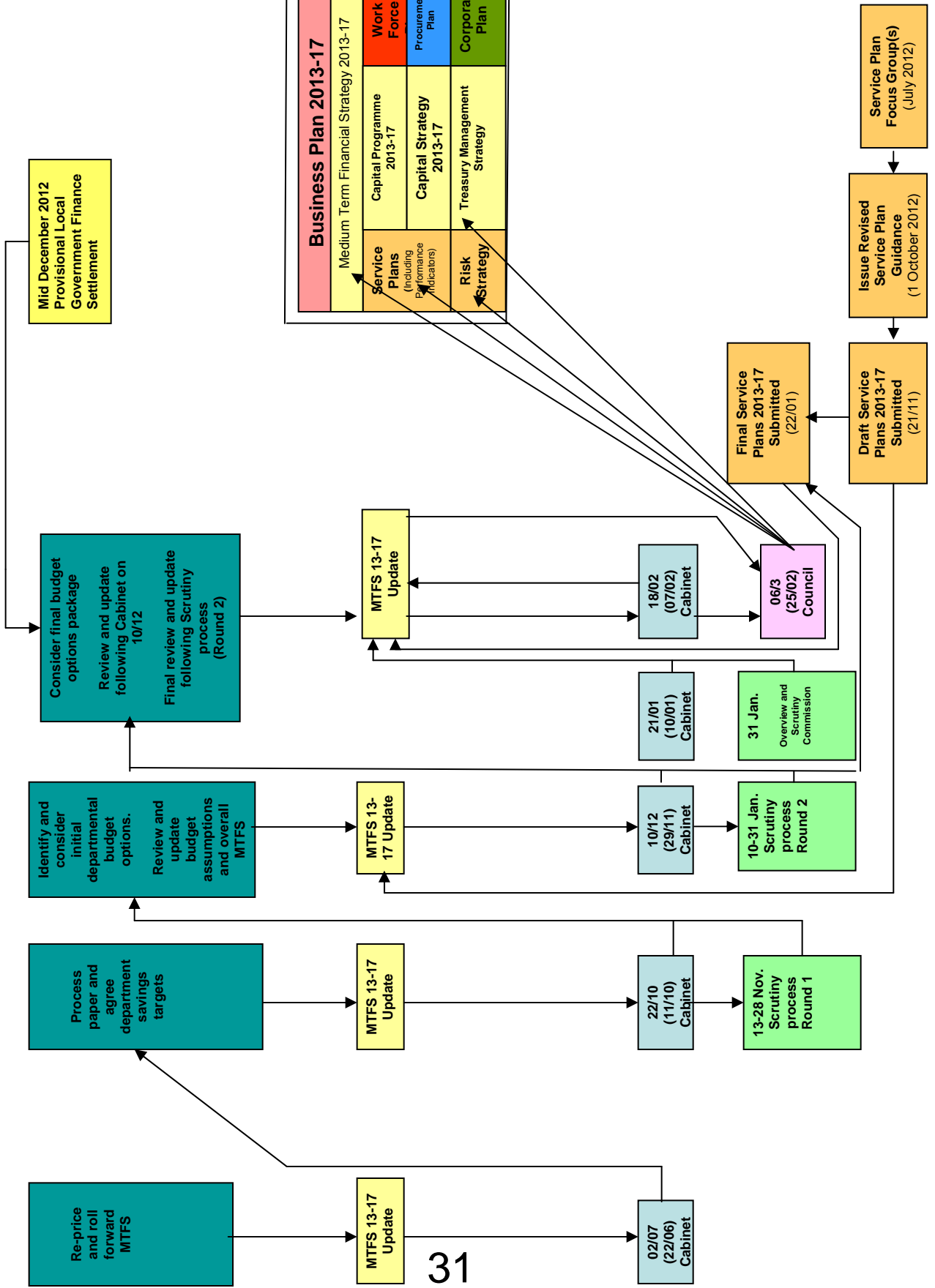
– *Name: Paul Dale*

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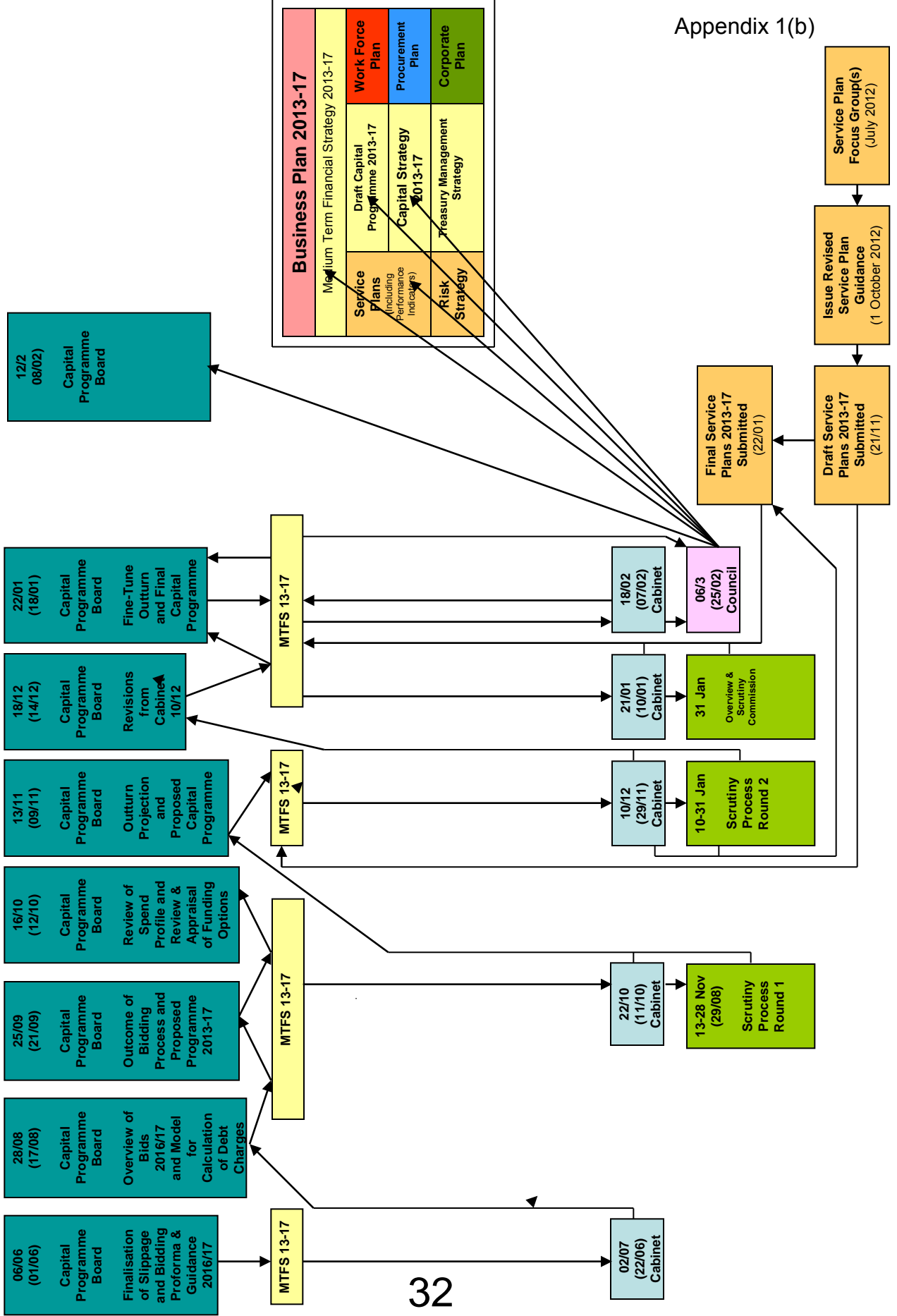
email: paul.dale@merton.gov.uk

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



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



References/Comments from Scrutiny Panels to the Overview & Scrutiny Commission 28 November 2012

Scrutiny of the Business Plan 2013-2017

Children and Young People Overview and Scrutiny Panel: 13 November 2012

Overall budget position

Councillor Peter Walker enquired about primary school expansions that have temporary classrooms and which schools this applied to. Paul Ballatt explained that temporary solutions would be in place at some schools until a permanent expansion was required and that no decision has been taken on schools to be temporarily expanded from 2015 as yet.

Jo Sullivan Lyons asked about the rate of inflation and why the estimate outlined was 1.5% given that the current inflation rate was 2.9% and was this prudent. Caroline Holland explained that the council never fully budget for full inflation as this was a further additional cost and we look to cash limit certain budgets where possible.

Councillor Peter Walker commented on the financial situation and its problems and challenges and the need for the council to have a hold on where it is going and what budget gaps there are in the next 3 to 4 years.

Caroline Holland informed Members that some information to map out the budget for the next 3 to 4 years was not yet available as the government grant settlement wasn't going to be announced until 19th December and the Capital Grant funding allocation from the DfES would not be announced until January 2013.

Paul Ballatt added that an estimated 29 forms of entry for 2007-2016 had been estimated and that many schools would need temporary accommodation initially and if the level of places need was sustained then permanent accommodation at a later date.

Councillor Peter Walker questioned what financial impact moving schools to Academy Status would have on the council's budget. Paul Ballatt confirmed that funding would need to be taken from the capital budget for this. Yvette Stanley added that, if a Free School scheme was innovative, DfE funding might be available but would be considered on a case-by-case basis. It was not clear what impact this might have on the council's capital allocation.

Capital Programme

Councillor Karin Forbes asked about the cost of asbestos removal and how many schools are identified as requiring this. Paul Ballatt explained that he did not have that information at the meeting but that he could produce a note and circulate to the Panel. The process of prioritisation would be based in the number of schools and re-assessment undertaken.

Amanda Stuart Fisher asked about the relationship between temporary and permanent expansion in the primary school expansion programme and how long expansions

would be in place. Paul Ballatt confirmed that this would need to be reviewed year on year according to demand.

Councillor Agatha Akygyina asked what length of time an expansion could be considered temporary with reference to Merton Abbey school. Yvette Stanley confirmed that historically developments were initially temporary and then turned into permanent expansions as need is sustained. There has been temporary accommodation at Merton Abbey for some time and this could be permanent when need was sustained.

Revised savings

Cllr Holmes enquired about the assessment of posts identified and if shared services had been considered. Cllr Holmes also asked about the process the department had gone through to arrive at these transformation proposals. Paul Ballatt responded to the Panel by explaining that historically have entered into a number of shared services and that as part of the transformation programme the department are thinking about how it can move from its current operating model to its target operating model. The department are also alert to any opportunities to share posts/expenses.

Councillor James Holmes asked how opportunities would be identified and pursued. Yvette Stanley confirmed that every service has been through a service review and has considered the department's statutory responsibilities, local drivers and issues and the direction of travel of services within CSF. A review and 'taking stock' is underway within all service areas as a pre cursor to 14-19 savings.

Healthier Communities and Older People O&S Panel: 15 November 2012

Some members of the Panel would like to express their concern about the current under spend in the budget at a time when cuts are being made to services across the council. Panel members recognise that in this difficult economic climate, efficiency savings are unavoidable. However they would like to be reassured that Cabinet are making the best use of financial resources to protect frontline services.

Sustainable Communities Overview and Scrutiny Panel: 27 November 2012

Revenue

Councillor Richard Hilton welcomed the council tax freeze grant that would be provided by the government. He questioned the assumptions behind the pay inflation figures and requested clarification on these. Caroline Holland explained that these were estimates and would be reviewed on an ongoing basis.

Appendix 1 Section 3.4.3

Councillor Richard Hilton queried the Corporate Services Saving CS51 – Human Resources Employee relations: Staff Side and expressed concerns regarding cuts to front line services if this saving was available. Caroline Holland explained that this saving had been substituted as the other one was not deliverable.

Appendix 1 – ER10/ER07

Councillor Samantha George requested clarification on the proposed £600,000 saving at ER10 and ER07. Chris Lee explained that the bulk of the saving was in E&R and that the £600,000 (ER10) proposed was in relation to regulatory services savings (anticipated at £400,000 through a shared service agreement). Work was underway to develop a business plan for this shared service. This business plan would be submitted to Cabinet early 2013. This saving relies on all 5 boroughs which means that the timing of the saving is out of the control of Merton. Councillor Russell Makin queried if the council anticipated all 5 boroughs (potentially including Croydon) coming on board in this saving when it was agreed in February 2012. Chris Lee confirmed that this was the case at the time.

The other element (ER07) £200,000 is a corresponding saving as part of the £300,000 listed above on page 29. Changes to the statutory rules from central government were anticipated but did not materialise and therefore the council have only been able to increase their fees by 15% rather than charging the full cost, as originally proposed. The full charge can be requested from 2014/15 but at present this has been deferred.

Appendix 1 – ER05

Councillor Samantha George expressed that she agreed with the proposed saving but requested clarity on the impact on the Youth Games (ER05). Councillor Russell Makin queried if we were in receipt of funding for this programme from any alternative sources. Chris Lee confirmed that there was still funding available for the programme and that this saving had been identified due to a repatriation of funds from a Pan London Grant Merton had contributed to which has enabled continuation of service delivery.

Appendix 1 (Appendix 3a)

Councillor Samantha George asked about the sum allocated to refit Morden Park Pool. James McGinlay explained that there had been an analysis of the costs and that a range of options were being explored, working within the cost parameters and although this refit may not be like for like, the costs would be based on the agreed specification for the pool.

Councillor Richard Hilton questioned if any funds had been set aside for the Empty Homes Grant. Chris Lee explained that there is a South West London Housing

Partnership that Merton is able to draw funds from which is why it is not shown in the original budget. Councillor Richard Hilton questioned if the council was getting value for money from the Empty Homes Officer post if we did not feel the need to have a dedicated budget for the service. John Hill confirmed that the viability of that post was under review.

Councillor Samantha George asked why nothing was shown for 2013/14 onwards for the Disabled Facilities Grant for ex-service personnel. Chris Lee informed the Panel that an additional one off top up grant had been provided to local authorities with large population of ex service personnel.

Councillor Ray Tindle requested clarification on the MSJCG loan. Chris Lee explained that this was a loan to fund the extension of Merton and Sutton joint cemetery. Chris Lee added that the MSJCB was funded through increased cemetery fees, information on this was provided to Council and Cabinet.

Councillor John Sargeant enquired about traffic schemes and the proposed adjustment. Cormac Stokes endeavoured to go back to the traffic team and provide detail to Members.

Councillor Samantha George enquired about the Wimbledon Bridge repairs and if work had been undertaken on this. Cormac Stokes confirmed that this repair work had been completed.

Councillor Judy Saunders requested an update on Willow Lane Bridge. Cormac Stokes confirmed that the department are looking at this but that it is still in the early stages. There have been issues with respect to the bridge but it has yet to be identified what is required and what Network Rail will do. There is no funding available for this as yet. Councillor Russell Makin enquired if the costs listed were staff or works time. Chris Lee added that this is the Capital sum.

Councillor Samantha George noted that the figure listed for the highways bridges and structures improvements were not as significant as Members would expect to see. Chris Lee confirmed that the £348,000 was the bulk of funding for highways bridges and that a regular inspection plan was in place that enabled prioritisation of works as necessary. This amount was felt to be satisfactory based on the existing priorities.

Councillor Dennis Pearce enquired if this service was in house. Chris Lee confirmed that it was. Cormac Stokes added that there was an engineer dedicated to all structures and that the Highway Safety Officer inspects the highways and a dedicated officer is responsible for bridges. Councillor Russell Makin queried the adjustment to the highways scheme. Chris Lee added that the decrease from £350,000 to £300,000 reflected the investment need in future years.

Councillor Richard Hilton asked how much the council expects to save through this invest to save scheme on street lighting and also highlighted the figures he had received through a Freedom of Information request stating an increase in the street lighting budget from £682,000 to £1.1 million, and if the £400,000 investment would result in a reduction in operational costs. Chris Lee queried the figures that he felt might include capital and revenue costs. The £400,000 investment would be for rolling out reflective street bollards. The financial dividend had yet to be quantified because

the current supply is not metered. The recognition of the financial benefits of this scheme will be clear at the end of the year. Councillor Richard Hilton requested to see the business case for this programme and the associated savings to determine if it was a success.

Councillor Stan Anderson enquired about the alley gate scheme. Chris Lee confirmed that this scheme was still being invested in.

Councillor Russell Makin asked about the funding for the Wimbledon Area Traffic Study. Chris Lee noted that this figure would not be capital as there was no scheme but that he could supply figures to the Panel.

Councillor Samantha George asked about how town centre improvements were being funded. James McGinlay outlined that funding was being received from an outer London fund and the Mayors Regeneration Fund. The funds required have been re-profiled to fit in with these projects that allows for TfL funding to be used, particularly in the Mitcham area. Caroline Holland added that the virements for this had gone to Cabinet with further detail.

Councillor Judy Saunders asked if the figures provided for the replacement of fleet vehicles included maintenance. Chris Lee explained that this did not include maintenance and that fleet vehicles covered passenger transport and waste maintenance vehicles.

Councillor Samantha George asked if the WCA investment included the receipt from sale. It has yet to be agreed if the site will be sold at a future date, but if so this would show as a capital receipt.

Councillor Richard Hilton asked about the sale of Oberon playing field and why this was not included. Chris Lee confirmed that this was not listed because these were expenditure budgets.

Councillor Samantha George asked why Cannizaro House and Ravensbury Park had not been re-profiled and if this was a mistake. Chris Lee confirmed that this was a mistake in the document.

Councillor Russell Makin enquired about housing adjustments and Meopham Road and Birches Close. Simon Williams confirmed that this is essentially a re-provision programme and that the NHS will reimburse new schemes. What are reflected in the document are the final adjustments. The Wilton Road Hostel would be expanded with funding received from the Mayor.

Councillor Samantha George noted that there was no media fund listed for libraries. Caroline Holland highlighted that there had been a revision of the definition of capital and revenue expenditure called 'revenueisation'. Some of the items previously deemed to be capital are now revenue and this had been transferred.

Appendix 1 (Appendix 3b)

Caroline Holland explained that the indicative Capital Programme highlighted things that were considered to be essential going forward. Councillor Richard Hilton welcomed this outline.

Councillor Samantha George asked about the current status of the street lighting replacement programme and where it was in the long term funding planning. Cormac Stokes informed the Panel that there was an ongoing need to replace and renew street lighting columns in terms of safety issues/upgrade etc and that this was not to do with energy saving or development. Councillor Samantha George asked how this was being funded. Caroline Holland added that the council would not be exploring PFI options and Cormac Stokes confirmed that this was ongoing capital costs with replacement programme at 20% per annum over a 5 year programme.

Councillor John Sargeant queried if all streetlights needed to be replaced over a 5 year programme and if this could be undertaken over a longer period. Cormac Stokes committed to come back with further information to answer this question.

Councillor Richard Hilton asked what was driving the parks investment savings. Caroline Holland explained that figures had been looked at up to 2016/17 and that this is a normal baseline budget for ongoing works. Councillor Andrew Judge added that these figures were indicative and that expenditure in the capital budget would be required for parks.

Councillor John Sargeant added that we needed to make explicit that these were indicative figures.

Councillor Dennis Pearce asked where infrastructure costs would be taken from for the schools expansion programme. Cormac Stokes explained that traffic schemes would be picked up in that budget and would be judged on a case by case basis.

Councillor Russell Makin noted the length of time traffic schemes take to be implemented and asked if we could link in now with the planned schools expansion and commence work in advance. James McGinlay explained that the associated development process would need to be followed and that infrastructure would be included in school capital.

Councillor Samantha George queried why street scene figures only included trees. Cormac Stokes added that, in terms of town centres, a fair amount had already been done in Wimbledon and Raynes Park over the years and that investments planned for the other town centres included a budget for street scene. Councillor Andrew Judge added that traffic schemes were for minor high street improvements. Councillor Russell Makin noted that planting extra trees would mean an increase in the budget required for maintenance, which was not in the Capital figures provided.

Councillor John Sargeant expressed concerns that provision listed may not be sufficient. Caroline Holland clarified that this was an indicative baseline of the likely capital expenditure going forward.

Caroline Holland explained the reporting process for the budget/business plan to the Panel. Cabinet will consider scrutiny comments alongside the draft documents at their meeting on 10th December and further scrutiny will be undertaken in January 2013 by

the Panels before submitting final comments and revisions to Cabinet on 18th February 2013.

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings		Revised Savings							
Original Ref	Description of Saving	2014/15 £000	2014/15 £000	Description	Description of Saving	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
ASC10	<u>Adult Social Care</u> Optimise telecare usage	350	282	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p>	<p><u>Adult Social Care</u> Remodelling of reablement service</p> <p>The service will be remodelled to reduce / eliminate down time and match hours more closely with customer needs. This may lead to staff rationalisation None None See overall EIA</p>	High	Medium	SS2/ SP1/ SP2	ASC44
ASC14	Supported Living (Including De-registration)	300	50	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications Impact on other departments Equalities Implications</p>	<p>Reablement (Outcome care packages)</p> <p>With the reduced service as described above , this may prove more difficult</p> <p>Staff need to make a judgement between safety/risk and promoting independence None None See overall EIA</p>	Medium	Medium	SS2/ SP1/	ASC45

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings		Revised Savings							
Original Ref	Description of Saving	2014/15 £000	2014/15 £000	Description	Description of Saving	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
ASC15	Ordinary Residence	500	60	<p>Description Service Implications</p> <p>Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p>	<p>Reviewed Service packages Following the last two years of reducing packages this target will have an impact on the service provided to customers</p> <p>None None None</p> <p>See overall EIA</p>	Medium	Medium	SP1	ASC46
ASC16	Transitions	50	500	<p>Description Service Implications</p> <p>Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p>	<p>Additional Reablement Funding (PCT) Partnerships : The health and social care system has been provided with some additional one-off funding to use, if required, to support health related social care services, and to avoid reductions in this area.</p> <p>None None None</p> <p>See overall EIA</p>	Medium	Medium	SG2	ASC47
ASC17	Optimise use of shared lives	350	105	<p>Service Implications</p> <p>Staffing Implications Business Plan Implications</p>	<p>Staff vacancy discount factor This may increase waiting lists and times and make it harder to undertake all required reviews There will be fewer staff to do an increasing work-load</p>	High	Medium	SS2	ASC48

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings			Revised Savings						
Original Ref	Description of Saving	2014/15 £000	2014/15 £000	Description	Description of Saving	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
ASC19	Monitoring High value(1:1) and high cost placements (Domiciliary)	50	30	<p>Impact on other departments Equalities Implications</p> <p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>None</p> <p>See overall EIA</p> <p>Transport Efficiencies</p> <p>Day service staff will become more responsible for collecting customers and taking them home. More Staff will be used as drivers and escorts - this has already started at JMC</p> <p>Day services are becoming more flexible in collecting customers. There will be a planned reduction in the use of Fleet vehicles provided by E&R</p> <p>See overall EIA</p>	High	High	SP1 / SP2	ASC49
		0	116	<p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Direct Provision - Reduce day care costs</p> <p>There will be a reduction in small group activities and more emphasis on safe and secure respite for customers and carers. Some front line staff posts will be deleted Direct Provision will continue to offer good value basic day care; customers will be free to explore other activities with their personal budgets.</p> <p>None</p> <p>See overall EIA</p>	Medium	Medium	SP1	ASC50

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings		Revised Savings					Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
Description of Saving	2014/15 £000	2014/15 £000	Description	Description of Saving	Risk Analysis Deliverability				
		0	<p>98</p> <p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Voluntary Sector grants - Reduction in infrastructure costs</p> <p>Delivering efficiencies through reduction in voluntary organisations' overheads and backoffice costs</p> <p>Potential reduction in voluntary sector organisation staffing reductions.</p> <p>In line with the aim of delivering cost effective, person centred services and focus early intervention and prevention.</p> <p>None</p> <p>See overall EIA</p>	Medium	SP1	ASC51		
		0	<p>53</p> <p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Delete 1 Management post</p> <p>Streamlining commissioning and procurement process.</p> <p>Deletion of post</p> <p>Contributes to efficiency savings</p> <p>None</p> <p>See overall EIA</p>	Low	SS2	ASC52		
		0	<p>50</p> <p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Meals on wheels contract savings</p> <p>Delivering efficiencies through contract negotiations.</p> <p>None</p> <p>In line with the aim of delivering cost effective, person centred services.</p> <p>None</p> <p>See overall EIA</p>	Medium	SP1	ASC53		

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings		Revised Savings						
Original Ref	Description of Saving	2014/15 £000	2014/15 £000	Description of Saving	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
		0	50	<p>Description Service Implications</p> <p>Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p>	Medium	Medium	SP1	ASC54
		0	206	<p>Description Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p> <p>Procurement Efficiencies Delivering efficiencies through contract negotiations. None In line with the aim of delivering cost effective, person centred services. None See overall EIA</p>	High	Medium	SP1	ASC55
Total Community and Housing Savings		1,600	1,600					

Savings Type

SS2	Staffing: reduction in costs due to deletion/reduction in service	<p><u>Panel</u> Children & Young People Corporate Capacity Healthier Communities & Older People Sustainable Communities</p>
SNS1	Non - Staffing: reduction in costs due to efficiency	
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	
SP1	Procurement / Third Party arrangements - efficiency	
SP2	Procurement / Third Party arrangements - deletion/reduction in service	
SG1	Grants: Existing service funded by new grant	
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	
SPROP	Reduction in Property related costs	
SI1	Income - increase in current level of charges	
SI2	Income - increase arising from expansion of existing service/new service	

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings		Revised Savings			Description of Saving	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
Original Ref	Description of Saving	2013/14 £000	2013/14 £000	Description					
ASC10	<u>Adult Social Care</u> Optimise telecare usage	135	100	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Medium</p>	<p>Medium</p>	<p>SP1</p>	<p>ASC34</p>	
ASC14	Supported Living (Including Deregistration)	167	154	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Low</p>	<p>Low</p>	<p>SP1</p>	<p>ASC35</p>	
ASC15	Ordinary Residence	500	100	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Medium</p>	<p>Low</p>	<p>SP1</p>	<p>ASC36</p>	

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings			Revised Savings						
Original Ref	Description of Saving	2013/14 £000	2013/14 £000	Description	Description of Saving	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
ASC16	Transitions	75	50	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Care- tech contract budget reduction</p> <p>The expenditure for servicing of hoists has reduced over the last 3 years. The current budget can be reduced</p> <p>None</p> <p>None</p> <p>None</p> <p>See overall EIA</p>	Low	Low	SP2	ASC37
ASC17	Optimise use of shared lives	150	300	<p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Optimise additional block and spot contracts</p> <p>Delivering further efficiencies through contract negotiations</p> <p>None</p> <p>In line with the aim of delivering cost effective, person centred services, new contract in place.</p> <p>None</p> <p>See overall EIA</p>	Medium	Low	SP1	ASC38
			110	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Review of care packages with a view to an overall average reduction in line with promoting independence</p> <p>Following the last year of reducing packages this target will have an impact on the service provided to customers</p> <p>None</p> <p>None</p> <p>None</p> <p>See overall EIA</p>	High	High	SP1 / SP2	ASC39
			25	<p>Description</p> <p>Service Implications</p> <p>Staffing Implications</p> <p>Business Plan Implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Monitoring High value(1:1) and high cost placements (Domiciliary)</p> <p>Customers will have reduced opportunities for accessing ordinary living activities</p> <p>Minimal</p> <p>None</p> <p>None</p> <p>See overall EIA</p>	Medium	Medium	SP1	ASC40

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Original Savings		Revised Savings				Description of Saving	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
Original Ref	Description of Saving	2013/14 £000	2013/14 £000	2013/14 £000						
			114		<p>Description Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p>	<p>Direct Provision - Staff Savings This will be further reduction in managerial and senior posts across day services. One vacant manager post will not be filled, and one senior post deleted. There is a further day centre officer post which will be deleted. This continues making Direct Provision as Lean and cost effective as possible. Minimal</p>	Medium	High	SS2	ASC41
			32		<p>Description Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p>	<p>Mental Health Placements Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need. None In line with the aim of delivering cost effective, person centred services. None See overall EIA</p>	Medium	High	SP1	ASC42
			42		<p>Description Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications</p>	<p>Procurement Efficiencies Delivering efficiencies through contract negotiations. None In line with the aim of delivering cost effective, person centred services. None See overall EIA</p>	High	Medium	SP1	ASC43
	Total Community and Housing Savings		1,027	1,027						

Savings Type

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

Panel

- Children & Young People
- Corporate Capacity
- Healthier Communities & Older People
- Sustainable Communities

Children, Schools and Families Department Savings 2014-15

2014-15 savings agreed as part of last years budget setting process which were identified as requiring amendment

Original Ref	Service	Description	2014/15 £000
CSF14	CSF Children Social Care & Youth Inclusion	Further consideration of management and staff restructuring, and possible integration of current early intervention work with existing social care services.	100
CSF19	CSF School Standards and Quality	Further reduction of posts and increase income generation.	100
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
CSF41	Management Efficiencies	People services restructure	200
Total Savings			470

Children, Schools and Families 2014-15

Revised 2014-15 savings following current year review

New Ref	Service	Description	2014/15 £000
CSF06	CSF Children Social Care & Youth Inclusion	Reduction of the overall detached youth service budgets following service review.	25
CSF20	CSF Children Social Care & Youth Inclusion	Participation/Advocacy commissioning	50
CSF21	CSF Children Social Care & Youth Inclusion	Duke of Edinburgh reprovide via schools funding	25
CSF07	CSF School Standards and Quality	Increased income generation and management efficiencies	70
CSF09	CSF SEND Integrated Service	Restructuring within the service to deliver efficiencies as well as reduced commissioning.	30
CSF08	CSF Early Years	Service restructuring and realignment to deliver efficiencies	70
CSF13	CSF Commissioning Function and Commissioning Budgets	Reduce expenditure on LAC and SEN placements	100
CSF22	CSF Commissioning Function and Commissioning Budgets	Reduction of one post in commissioning and partnerships	50
CSF15	CSF SEN Transport	Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport	50
			470

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS: 2012-2015

Ref	Service	Level		2012/13 £000	2013/14 £000	2014/15 £000
ER18	Waste Management	Level 2	1)	271	271	
				Introduction of 6 day working week for refuse, recycling and food collection from Oct 2012		
ER20	Traffic & Highways	Level 1	1)	2	285	
				Introduce Streetworks Permitting Scheme – Organisations undertaking works on the highways will be charged a fee. This saving recognises that some existing costs can be absorbed within the fee charging arrangements		
			2)	33		
				Income from fixed penalty notices (FPN's) in relation to skips, hoardings and scaffolding and through access bar markings		
			3)	72		
				Savings on energy (£50k) and service changes associated with the existing Street Lighting Contract (£22k)		
			4)	20		
				Potential Savings against final year of existing Highway Maintenance & Improvement contract		
			5)	58	42	
				Potential 10% saving in Revenue budget from re-procurement of Highway Works and Services Contract – Potential savings will only be known following Financial Evaluation of potential service providers- To be confirmed in February 2012 (10% of the remaining Revenue works budget associated with this contract-£.1m)		
ER21	Traffic & Highways	Level 2	1)	246		
				15% reduction in staffing		
			2)	150		
				Reduction in Footway Maintenance budget (Revenue)		
			3)		57	
				Reduction in Street Furniture Budget		
			4)	21		
				Reduction in 'Ditching/Watercourses' budget		
			5)	25		
				Reduction in Street Lighting budget (Revenue)		
			6)	25		
				Reduction in 'Walksheet' budget – Highway Safety Inspection Works		
ER22	Traffic & Highways	Level 3	1)	246		
				A further 15% reduction in staffing		
Total E&R Department Savings for 2012-2015				1,169	655	0

Alternative Savings Proposals

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS: 2012-2015

Ref	Service	Level	2012/13 £000	2013/14 £000	2014/15 £000
ER18	Waste Management	Level 2	271	271	
		1)			
			Reduce house to house crews from 7 to 6 and remove surplus ancillary services through service efficiencies. Double shifting of domestic flats waste service and double shifting commercial waste vehicles.		
ER20	Traffic & Highways	Level 1	99	186	
		1)	Introduce Streetworks Permitting Scheme – Organisations undertaking works on the highways will be charged a fee. This saving recognises that some existing costs can be absorbed within the fee charging arrangements		
		2)	16	17	
			Income from fixed penalty notices (FPN's) in relation to skips, hoardings and scaffolding and through access bar markings		
		3)	72		
			Savings on energy (£50k) and service changes associated with the existing Street Lighting Contract (£22k)		
		4)	20		
			Potential Savings against final year of existing Highway Maintenance & Improvement contract		
		5)	58	42	
			Potential 10% saving in Revenue budget from re-procurement of Highway Works and Services Contract – Potential savings will only be known following Financial Evaluation of potential service providers- To be confirmed in February 2012 (10% of the remaining Revenue works budget associated with this contract-£.1m)		
ER21	Traffic & Highways	Level 2	220	26	
		1)	150		
			15% reduction in staffing		
		2)	57		
			Reduction in Footway Maintenance budget (Revenue)		
		3)	21		
			Reduction in Street Furniture Budget		
		4)	32	53	
			Reduction in 'Ditching/Watercourses' budget		
		5)	25		
			Reduction in Street Lighting budget (Revenue)		
		6)	128	60	
			Reduction in 'Walksheet' budget – Highway Safety Inspection Works		
ER22	Traffic & Highways	Level 3			
		1)			
			A further 15% reduction in staffing		
			1,169	655	0
			Total E&R Department Savings for 2012-2015		

BUSINESS PLAN 2013-17 - SAVINGS PROPOSALS

TARGET SAVINGS BY DEPARTMENT	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
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	

IDENTIFIED SAVINGS BY DEPARTMENT	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing (Revised)	0	1,190	1,414	1,608	4,212
Children, Schools and Families	0	175	631	250	1,056
Environment and Regeneration (Revised)	0	1,759	783	580	3,122
Corporate Services	0	1,533	827	658	3,018
Total Savings	0	4,657	3,655	3,096	11,408
Total Cumulative Savings	0	4,657	8,312	11,408	

(SHORTFALL)/SURPLUS	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing	0	(1,167)	(204)	636	(735)
Children, Schools and Families	0	(723)	14	(121)	(830)
Environment and Regeneration	0	(823)	(989)	(485)	(2,297)
Corporate Services	0	(142)	(323)	(33)	(498)
Total Savings	0	(2,855)	(1,502)	(3)	(4,360)
Total Cumulative Savings	0	(2,855)	(4,357)	(4,360)	

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH01	<p>Service Description Service Implication</p> <p>Adult Social Care Below inflation uplift to third party suppliers The proposal aims to continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift to 16/17. There will be resistance and challenge from providers who may require that clients are removed from their care and support, or refuse to take newly referred clients. To date Merton has been acting consistently with neighbouring authorities.</p> <p>Staffing Implications None</p> <p>Business Plan implications Contributes to efficiency savings</p> <p>Impact on other departments Equalities Implications None See overall EA</p>	38,465	0	500	500	High	High	SP1
HC&OP	CH02	<p>Service Description Service Implication</p> <p>Promoting Independence Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enabled to regain and maintain independence Efficiencies may lead to fewer staff and / or changes in working practices In line with the aim of delivering cost effective, person centred services.</p> <p>Staffing Implications None</p> <p>Business Plan implications Impact on other departments Equalities Implications</p> <p>See overall EA</p>	1,657	500	200	100	High	Medium	SS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH03	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	5,357	200	200	150	High	High	SP1
		<p>Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this basis</p> <p>Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need. There is likely to be complaints from some customers who would prefer a different package.</p> <p>None</p> <p>In line with the aim of delivering cost effective, person centred services.</p> <p>None</p> <p>See overall EA</p>							
HC&OP	CH04	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	453	148	0	100	High	Medium	SS2
		<p>Reduce Management costs and reduction in staffing costs</p> <p>Staffing restructure to deliver efficient processes, and building on planned shift of some customers to manage their own processes.</p> <p>Deletion of posts</p> <p>Contributes to efficiency savings</p> <p>None</p> <p>See overall EA</p>							

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH05	<p><u>Service Description</u></p> <p>Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to Voluntary Organisations.</p> <p><u>Service Implication</u></p> <p>Reduced demand for statutory services or reduced level of preventive services. In the latter case people would lose some of the services which make their life fuller. .</p> <p><u>Staffing Implications</u></p> <p>Potential reduction in voluntary sector organisation staffing.</p> <p><u>Business Plan implications</u></p> <p>In line with the aim of delivering cost effective, person centred services and focus early intervention and prevention.</p> <p><u>Impact on other departments Equalities Implications</u></p> <p>None</p> <p>See overall EA</p>	1,556	0	0	500	Medium	High	SP1
HC&OP	CH06	<p><u>Service Description</u></p> <p>Voluntary Organisations - SLA reduction</p> <p>Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs, or reductions in demand for statutory services</p> <p><u>Staffing Implications</u></p> <p>Potential reduction in voluntary sector organisation staffing levels.</p> <p><u>Business Plan implications</u></p> <p>In line with the aim of delivering cost effective, person centred services and focus early intervention and prevention.</p> <p><u>Impact on other departments Equalities Implications</u></p> <p>None</p> <p>See overall EA</p>	1,556	150	0	0	Medium	Medium	SP1

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH07	<p>Service Description</p> <p>Direct Provision - Day services options (staff reduction)</p> <p>Service Implication</p> <p>The main offer for people using in house day services would be a more basic one, with the emphasis on providing a safe respite option for carers and group activities for customers.</p> <p>Staffing Implications</p> <p>The core staff at each day service could be reduced, with more emphasis based on volunteers providing variety and/or community activities.</p> <p>Business Plan implications</p> <p>Day services would continue to play a role in shaping the social care market locally.</p> <p>Impact on other departments Equalities Implications</p> <p>None See overall EA</p>	454	100	0	0	Medium	High	SS2
HC&OP	CH08	<p>Service Description</p> <p>Transport</p> <p>Day services staff will assume the role of collecting customers from home and taking them to the centres or community venues.</p> <p>Staffing Implications</p> <p>A change of role for some staff - some staff have already begun this work at JMC</p> <p>Business Plan implications</p> <p>This fits in with the need to be more self reliant on travel options.</p> <p>Impact on other departments Equalities Implications</p> <p>There will be reduced business for E&R providing fleet vehicles. See overall EA</p>	278	100	0	0	Medium	High	SNS1

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH09	Service Description	7,295	0	250	0	High	Medium	SP1	
		Service Implication								Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012. Reducing dependency on domiciliary care services, through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth.
		Staffing Implications								None
		Business Plan implications								In line with the aim of delivering cost effective, person centred services and focus early intervention and prevention.
		Impact on other departments Equalities Implications								None See overall EA
HC&OP	CH10	Service Description	5,357	0	250	250	High	Medium	SP1	
		Service Implication								Procurement Opportunities Delivering further efficiencies through contract negotiations.
		Staffing Implications								None
		Business Plan implications								In line with the aim of delivering cost effective, person centred services.
		Impact on other departments Equalities Implications								None See overall EA

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH11	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	2,666	100	0	0	Medium	High	SP1
		Restructuring Supporting People, continuing the mainstreaming of the procurement process, and reducing overall expenditure within these contracts							
		There may be some reductions in the level of support to some vulnerable groups, this is in addition to other savings already identified.							
		None							
		In line with the aim of delivering cost effective, person centred services.							
		None							
		See overall EA							
		Sub-total Adult Social Care		1,298	1,400	1,600			

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	CH12	<p>Service Description Service Implication</p> <p>Housing Needs Homelessness Prevention Grant The homelessness prevention grant is a central plank in minimising the incidences of homelessness episodes and is assisting the service in maintaining its position of having the lowest number of households in temporary accommodation in London. The additional resources flowing from this grant whilst allocated by government for homelessness prevention is not ring fenced and as a result the grant can be utilised for homelessness prevention or another purpose. Whilst there has been historic under spends in this grant the proposed welfare reform changes may impact upon the use of this fund. It remains difficult to accurately predict whether the welfare reform will see an increased use of this grant.</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments Potential increased need for social care interventions if Temporary accommodation placements increased. Potential increase in rough sleeping and single homelessness which may have crime and disorder implications.</p> <p>Equalities Implications This will not disproportionately affect one group over another</p>	500	92	0	0	Medium The grant is assured until up to 2014/15 but not beyond (Allocation is reduced to £400k)	Medium external scrutiny of grant spend e.g. government specialist housing advices or press	SG2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	CH13	Service Description	Merton Adult Education The saving of £240k in this year put forward in 2011 cannot be realistically delivered, as this would significantly exceed the total calculated overheads costs for which full cost recovery is expected. This saving is therefore being removed and alternative savings elsewhere in the department being found.	n/a	0	0	n/a	n/a	n/a
		Service Implication Staffing Implications	n/a						
SC	CH14	Business Plan Impact on other departments Equalities Implications	n/a						
		Service Description Service Implication Staffing Implications	Merton Adult Education Income generation MAE will work hard to increase income through commercial activity combined with bidding for funds Staff will need to undertake new roles	(564)	20	0	Medium	Medium	SNS1
		Business Plan implications	The commercial target has been included in the business plan						
		Impact on other departments Equalities Implications	Other departments such as L & D could aid achievement of the commercial target through stronger partnership working None						

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	CH15	<p>Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>Staffing cost reductions Delivery utilising the use of Information Technology and other efficiencies Staffing reductions resulting in post deletions</p> <p>The service re-configuration has been included in the business plan actions Reduce capacity to undertake Library new enrolments</p> <p>None</p>	1,108	20	14	8	Medium	Medium	SNS1
Total Community and Housing Savings				1,190	1,414	1,608	4,212		

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Savings Type

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

Panel

- C&YP Children & Young People
- O&S Overview and Scrutiny
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN01	<p>Legal Budget/PP&D Reduction in spend on legal cases by way of a combination of proactive resolution of issues at first point and/or drawing on section budgets to cover shortfall.</p> <p>Service Implication More proactive resolution of cases and less legal/court cases. None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments Equalities Implications Slight reduction in demand for legal service support. None</p>	88	6	5	3	Low	Medium	SNS1

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN02	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	(4,883)			226	Medium	Medium	S12
		<p>Parking Services</p> <p>Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations.</p> <p>There needs to be a limited but as yet unquantified amount of capital investment. It is expected that the investment will be paid back within 1 to 2 years. This will be found from within the overall capital programme.</p> <p>This new system has the ability to free up enforcement 2 enforcement staff from the CCTV PCN verifying process, releasing those officers to carry out more enforcement which will improve the free flow of traffic and reducing congestion. However, through the development of the TOM it is more likely that the introduction of this new system will result in opportunities for further efficiencies relating to overall numbers of FTEs, thereby leading to additional savings not currently built in to this proposal.</p> <p>Further consideration will need be given if shared service/sub regional model becomes a reality for parking services.</p> <p>Need for IT to be involved and part of any back office changes such as higher spec PC's and the capacity of servers to be increased.</p> <p>none</p>							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN03	<p>Service/Section Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	(4,883)	50			Medium	Low	SI2
		<p>Parking Services Enforcement of new CPZ's (Controlled Parking Zones) There is a need and expectation by the residents who have purchased a resident permit that the Council will enforce the parking regulations. The figure of £50k is net of any extra capacity that would be needed to properly implement the proposal (Approx. 1FTE = 25K). Needs to be considered in the context of shared service/sub regional models.</p> <p>With any increase in the issue of PCNs the number of complaints, phone calls and correspondence has the potential to increase. However, through the development of the TOM, specifically channel migration, it is intended that the increase in on line transactions will reduce any anticipated impact on IT, Post Room/Scanning, Communications team and the complaints team.</p> <p>none</p>							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN04	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	(2,126)	75			Medium	Low	SI2
		<p>Parking Services</p> <p>Implementation of Pay & Display machines in new CPZ's (Controlled Parking Zones)</p> <p>The P&D machines were installed as part of the implementation of a CPZ providing P&D parking to the motorist.</p> <p>There is capacity within the technical team to cope with the increase in P&D machines</p> <p>This was not part of any previous budgetary forecasts.</p> <p>There will be running costs such a P&D ticket replacement which is minimal. Maintenance costs would also be minimal in the first and 2nd second years.</p> <p>There will be an increase in cash collections. This contract is managed by corporate services and we need to ensure that officers are fully aware of implications.</p> <p>none</p>							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN05	<p>Service/Section Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	(2,126)		37		Low	Low	SNS2
		<p>Parking Services Introduction of mobile phone payments for parking There maybe technical issues in parts of the borough concerning the ability for the CEO's to receive the data showing that a motorist has paid. The cost of investment is likely to be minimal. Proposal incorporates efficiency savings, the equivalent of 1 FTE post but this dependent upon the take up of mobile phone payments and any future growth in CPZ's.</p> <p>The saving of 37k for Parking services can be achieved by a reduction in the number of P&D machines thus reducing expenditure in parts, P&D tickets and technical resources. In addition, the proposal would also generate a saving of 13k for Corporate Services who manage this contract.</p> <p>As above</p> <p>In order to ensure equal access for all customers, we would not propose the removal of all P&D machines as not all of the public will want to take up mobile phone payments.</p>							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN06	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	805	73			High	High	SS2
		<p>Description of Saving</p> <p>Building and Development Control Staff reductions in DC. Post enquiry research officer (admin team) . IT systems manager. There is a risk that IT/DC performance would be reduced and that systems failures may not be corrected in time resulting in delayed decision notices. However, we would look to develop TOM to address these concerns.</p> <p>service reduced by 2 FTE</p> <p>IT failures could be more common as a result of the removal of the designated IT support role, but this should be picked up by the Business Improvement division and through the development of the TOM, to address these concerns. Reduced ability to help coordinate wider council strategies</p> <p>none</p>							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN07	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	183			53	High	High	SS2
		<p>Building and Development Control Enforcement team leader Reassessment of what can be realistically investigated by the section is being undertaken as part of the work on TOM which would aim to bring about a change in working practices with fewer investigations. Management of the staff will pass to DC team leaders. service reduced by 1 FTE</p> <p>Reduced ability to meet council targets for enforcement investigations. However, as part of development of TOM and to accommodate these concerns, management of existing enforcement officers would pass to Area team Leaders in DC. reduced ability to help coordinate wider council joint enforcement strategies/ activities. none</p>							
SC	EN08	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	805		10		Low	Low	SP1
		<p>Building and Development Control Income generation. 10% increase in pre application planning fees. Additional charge for tree pre-application advice (relatively small income). could result in less enquiries if cost perceived too high.</p> <p>none none none none</p>							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN09	<p>Building and Development Control Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.</p> <p>During the implementation period there may be a limited impact on service delivery. reduce 1FTE</p> <p>It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner. Initially a reduced ability to help coordinate wider council strategies none</p> <p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	805		40		Medium	Medium	SS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN10	<p>Service/Section Description Service Implication</p> <p>Building and Development Control Staff reduction of one Enforcement officer Reduced ability to investigate enforcement cases. Team would be down to 2FTE if EN07 is also taken. Reassessment of what can be realistically investigated by the section as part of the work being undertaken on the TOM and will most likely result in a change in working practices with fewer investigations focussing on high risk cases and an increasing reliance on "local intelligence". It is anticipated that, particularly in short term, there may be more complaints regarding service delivery ,but that this will be managed through development of TOM as referred to above.</p> <p>Staffing Implications reduce by 1 FTE</p> <p>Business Plan implications reduced ability to progress all enforcement cases which will require the development of a detailed framework of prioritisation of investigation focussing on "high risk" cases.</p> <p>Impact on other departments reduced ability to assist with coordinated council actions, particularly the ERTG (Enforcement Review Task Group).</p> <p>Equalities Implications none</p>	183		35		High	High	SS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN11	<p>Service/Section Description Service Implication</p> <p>Building and Development Control Staff reduction. DC deputy area team leader Although the loss of this post could be partially managed by reallocation of responsibilities as part of development of TOM, the loss of this post may have a significant impact on ability to meet statutory performance targets in respect of major regeneration proposals in the borough. Reduced support for team leaders and reduced mentoring support for team members.</p> <p>Staffing Implications reduce 1FTE</p> <p>Business Plan implications Impact on ability to meet major applications targets</p> <p>Impact on other departments reduced ability to help coordinate wider council regeneration strategies</p> <p>Equalities Implications none</p>	805			52	High	High	SS2
SC	EN12	<p>Service/Section Description Service Implication</p> <p>Parking Services Deletion of back office manager post The development of the TOM, particularly relating to processes, will ensure effective management of the impact of this proposal. Reduction of 1 FTE</p> <p>Staffing Implications managing of service enquiries during the initial transition period will need careful management</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>	1,038	48			Low	Medium	SS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN13	Service/Section Description	405	56			Low	Low	SS2
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
		Equalities							
SC	EN14	Service/Section Description	405		100		Medium	Low	SS2
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
		Equalities							
		Implications							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	EN15	Waste and Street Cleansing Operations	1,138	125			High	Medium	SNS1	
		Service/Section Description								Improved performance management and implementation of the Council's new sickness policy resulting in a reduction in agency staff usage.
		Service Implication								None
		Staffing Implications								None
		Business Plan implications								None
		Impact on other departments								None
Equalities Implications	None									
3C	EN16	Waste Operations	541		66		High	Low	SS2	
		Service/Section Description								Double shift garden waste collection vehicles 2 x vehicles (this is not possible at the moment because of disposal licensing issues)
		Service Implication								None
		Staffing Implications								None
		Business Plan implications								None
		Impact on other departments								Transport
Equalities Implications	None									

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN17	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	405	65			Low	Low	SS1
		<p>Waste Management Reduction in Staffing 1.5 FTE Rationalisation of performance data analysis and contract management arrangements as a result in new South London Waste Partnership arrangements. 1.5 FTE Reduction Improvements in data collection and improved management will continue to support the business plan, although will involve greater reliance on the partnership. Finance support to the business plan will not be unduly affected. No identified Impacts N/A</p>							
SC	EN18	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	4,558	135			Medium	Low	SP1
		<p>Waste Management Reduction in cost of waste processing per tonne (phase B) contract gate fee Improved financial position as charged gate fee is significantly reduced, upon Phase B completion None None None N/A</p>							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN19	Waste Management	4,558	295			Medium	Low	SP1
		Reduction/Re-negotiation of Phase A Contracts.							
		Improved financial costings through reduced/negotiated pricing of Contract 1 and Contract 3							
		None							
		None							
		None							
None									
SC	EN20	Waste Management	4,558	60			Low	Low	SP1
		Reduction of tonnage to landfill based on current projections for disposal							
		Tonnage projection trends denote a gradual reduction of Landfill, whilst an improved position of recycle. National trends support our calculations.							
		None							
		None							
		None							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN21	Waste Management	4,558	50			Medium	Low	SP1
		Dividend from positive movements in Foreign Exchange rates associated with capital costs of Phase B facility resulting in improved unitary charge							
		None							
		None							
		None							
		None							
		None							
None									
7 OC	EN22	Traffic and Highways	420	50			Medium	High	SNS2
		Reduction in Street Lighting Budget							
		This will result in a reduced ability to undertake routine maintenance and non-urgent street light repairs.							
		Increased level of customer complaints.							
		A reduction in the maintenance budget will result in increased whole life costs and an increased in future maintenance costs.							
		This may have an impact on meeting the Council's objective of reducing the fear of crime.							
		The proposed savings may have an impact on vulnerable road users.							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN23	<p>Service/Section Description</p> <p>Traffic and Highways Reduction in Grounds Maintenance Budget</p> <p>Service Implication</p> <p>This will lead to a reduction of cyclical maintenance of shrubs, rose beds, grass cutting and tree maintenance. It will also have an impact on working practices as the contractor will have to procure new equipment to deal with longer grass and shrubs. As mitigation we will continue to work with the community to build capacity for local maintenance through schemes such as Adopt a Green Space.</p> <p>Staffing Implications</p> <p>Potential increased level of customer complaints.</p> <p>Business Plan implications</p> <p>Adverse impact on residents satisfaction with the Council.</p> <p>Impact on other Equalities</p> <p>May lead to an increase in insurance claims. No significant implications</p>	444	50			Medium	High	SNS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN24	<p>Service / Section Description</p> <p>Service Implication</p> <p>Traffic and Highways Reduction in Walksheets Budget The Council will only respond to urgent repairs. Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer. The Council has a statutory duty under the Highways Act to ensure the public highway is maintained to a safe condition and a reduction in the budget identified for essential repairs could lead to an increase in trips and falls and vehicle damage with a knock on effect of an increase in claims against the Council.</p> <p>Staffing Implications Potential increase in levels of complaints</p> <p>Business Plan implications Increased whole life costings</p> <p>Impact on other departments Increase in insurance claims</p> <p>Equalities Implications Adversely impact vulnerable road users.</p>	666	50			Medium	High	SNS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN25	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>Traffic and Highways Reduction in the Surface Water Budget The Council will have reduced resources to repair damaged gullies. We will prioritise works based on assessments of risk of likelihood of flooding to meet our statutory duties under the Highway Act 1980 and the Flood and Water Management Act 2009 Potential increase in levels of complaints Increase in whole life costings deteriorating asset. Increase in insurance claims against the Council.</p>	37	18			Medium	High	SNS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN26	<p>Traffic and Highways Reduction in the Ditching Budget The Council will have reduced resources to clear drainage watercourses but will prioritise any works based on an assessment of the likelihood of flooding. There is the potential to increase the risk of flooding and could lead to additional insurance claims against the Council. These watercourses do not form part of the Public Highway but the Council has a new duty under the Flood and Water Management Act 2009 to manage all flooding incidents in the borough.</p> <p>Potential increase in levels of complaints</p> <p>Adverse impact on residents satisfaction with the Council.</p> <p>Potential increase in workload for Risk and Insurance as a result of higher number of claims. In addition this cut could impact a number of other Council departments ranging from Housing to Leisure as a number of these watercourses are within land for which they are responsible.</p> <p>No significant implications</p>	22	11			Medium	High	SNS2
		<p>Service/Section Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN27	<p>Service/Section Description Service Implication</p> <p>Traffic and Highways Reduction in the Lining Budget A reduction in the budget for carriageway markings will lead to a decline in their condition. Carriageway markings must comply with the Traffic Signs & General Directions Manual 2002. Only essential and mandatory road markings will be maintained as a result of this budget cut. Fading or non-existent road markings may lead to an increase in the number of collisions in the borough.</p> <p>Staffing Implications Potential increase in levels of complaints</p> <p>Business Plan implications Adverse impact on residents satisfaction with the Council. Increase in whole life costings of deteriorating asset.</p> <p>Impact on other departments Equalities Implications May lead to an increase in insurance claims. No significant implications</p>	31	10		10	Medium	High	SNS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN28	<p>Traffic and Highways Contract Negotiation Reduction in specifications / service levels / maintenance regime. Potential increase in levels of complaints Increase in whole life costings deteriorating asset. May have an adverse impact on vulnerable road users.</p>	666	50			High	Low	SNS2
SC 82	EN29	<p>Traffic and Highways Re-Structure of Traffic and Highway Services Re-Structure of Traffic and Highway Services to re-align management structure and adapt to anticipated change in working practices. Reduction of up to 7 posts. Dissatisfaction with the Council. Reduced ability to respond to service demands. To be advised</p>			252		Low	High	SS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN30	<p>Service/Section Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	188		6	20	Low	Low	SNS2
		<p>Traffic and Highways Reduction in supplies and Services Costs Reduction in controllable expenditure such as the purchase of equipment, transport costs, subscriptions, stationery etc.</p> <p>No significant implications</p> <p>No significant implications</p> <p>No significant implications</p> <p>No significant implications</p>							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN31	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>Traffic and Highways Reduction in energy costs A review of the existing street lighting inventory is expected to deliver savings to energy costs No significant implications No significant implications Will also lead to a reduction in corporate carbon footprint No significant implications</p>	612			30	Medium	Low	SNS2
SC 084	EN32	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>Traffic and Highways Renegotiation of J C Deceaux Contract Contract renegotiation to achieve increased income. No significant implications No significant implications No significant implications No significant implications</p>	(160)			10	Medium	Low	SNS2

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)									
SC	EN33	Service/Section Description	<p>Leisure & Culture Development Team Leisure Devt Service Support Staffing - Recharging for staff time & loss of 0.2fte staff member Loss of 0.2fte from Client & Partnership Officer Post, retaining 0.8fte. Loss of partnership working capacity, contract management etc. Loss of 0.2fte from Client & Partnership Officer Post, retaining 0.8fte. Recharge Merton & Sutton Joint Cemetery Board Salaries of staff time providing admin services. Client & Partnerships Officer work would need to be made more efficient to fit in shorting working time. None None</p>	33			Low	Low	SS2									
		Service Implication																
		Staffing Implications																
		Business Plan implications Impact on other departments Equalities Implications																
		SC								EN34	Service/Section Description	<p>Leisure & Culture Development Team Various Budgets - Reduction in supplies & services Will need to make more use of email rather than letters; reduce stationary & recycle; reduce spec on services and equip where safe to do so. None We will have to continue to get best prices, best value and be more prudent Services purchased from other departments may well be reduced and this will affect their income and works required - e.g. post room, print room, etc None</p>	6			Low	Low	SNS1
											Service Implication							
Staffing Implications																		
Business Plan implications Impact on other departments Equalities Implications																		

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC C&YP; HC&OP	EN35	<p>Leisure & Culture Development Team</p> <p>Service/Section Description Various Budgets - Increased Income through various charging increases where the service provided will still be purchased e.g. Increases % commercial uplift from 30% to 50% per hr; increases in charges in halls and at watersports centre, etc</p> <p>Service Implication This will push charges higher and may result in services not being purchased through the borough as people seek alternatives elsewhere or by different providers, which in turn could put properties and service provision at risk</p> <p>Staffing Implications None</p> <p>Business Plan implications This will cause greater demands on specific projects and programmes that are externally funded and could reduce participation rates in leisure, sport and the arts impacting on health, well-being and positive use of leisure time.</p> <p>Impact on other departments Those least able to afford may request services other support services via CSF / Health & C&H</p> <p>Equalities Implications Those less able to afford will find increases in charging more difficult and will have reduced range of opportunities</p>	(479)	11	14	14	Medium	Medium	SI1

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC C&YP; HC&OP	EN36	<p>Leisure & Culture Development Team Service/Section Description Various Budgets - Increased Income through sale of advice & guidance from senior professional officers and sale of specialist arts & leisure developed service packages to groups and organisations e.g. private care homes, etc</p> <p>Service Implication This will leave less capacity to deliver sports, arts and leisure development services generally as capacity will be diverted to deliver these income generating activities and officers working for others for a fee.</p> <p>Staffing Implications Retains existing staff, hence retains a Leisure & Arts Development service and some capacity to deliver to harder to reach groups.</p> <p>Business Plan implications The business will move towards delivering bespoke services which are commercially viable and needed by the market, but will target those areas least likely to be catered for but where payment for services is possible.</p> <p>Impact on other departments Equalities Implications Less resources to support work of other areas unless they come with Commissions, Grants or finance. This will be a challenge where people and providers are less able to pay for service provision.</p>	(479)	15	10	10	Medium	Medium	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC C&YP	EN37	Service/Section Description	Leisure & Culture Development Team Merton Active Plus - Increased Income This will be achieved by increased charging over expenditure and maximising participation numbers. This programme is delivered through casual staffing and hired services and as such we are dependent on these being readily available. This service will have moved to a zero based budget on the marginal costs based on 1fte hence this person has limited capacity to deliver other work. Ability for CSF to purchase services should they wish to, but discounted / free activities will not be available. Available for all who can afford. Those young people with disabilities will be able to bring a carer/helper free of charge to engage in the activity with them.	(49)	5	5	Medium	Low	SI1
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments Equalities Implications							
SC	EN38	Service/Section Description	Leisure & Culture Development Team Reduction of Core Arts Grants to Polka & Attic Theatres - Proposal to further reduce Polka theatre's grant by £4k per annum and Attic by £1k per annum in each of 2015/16 & 2016/17 financial years There are already reductions year on year on both of these grants and this would continue the reductions for two further years requiring the organisations to generate this shortfall through alternative funding sources and income generation	120	5	5	Low	Medium	SNS2
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments Equalities Implications							

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN39	Senior Management & Support	719	44			Low	Low	SS1
		Removal of vacant Policy & Projects Officer post.							
		None							
		None							
		None							
		None							
Service/Section Description	None	485	55			Low	Low	SNS1	
Service Implication									
Staffing Implications									
Business Plan implications									
Impact on other departments									
Equalities Implications									
SC 89	EN40	Senior Management & Support	485	55			Low	Low	SNS1
		Reduction in various supplies and services budgets within the section, including stationery and subscriptions.							
		None							
		None							
		None							
		None							
Service/Section Description	None	485	55			Low	Low	SNS1	
Service Implication									
Staffing Implications									
Business Plan implications									
Impact on other departments									
Equalities Implications									

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	EN41	Future Merton Review of staffing levels within the section following transformation review; reduction in 1.5 FTEs from current team through combining posts for greater efficiency.	1,068	40			Low	Low	SS1	
		Service Implication None								
		Staffing Implications Loss of 1.5 FTE through more efficient use of staff team								
		Business Plan implications None								
		Impact on other departments None								
		Equalities Implications None								
SC	EN42	Future Merton Consultancy Income. This is based on an average daily rate of £300 per day (15/16 equates to 7 days per year for each chargeable member of staff and 16 days in 16/17) based on the consultancy project management working practices adopted by FutureMerton team.	0		40	50	Medium	Low	SI2	
		Service Implication None								
		Staffing Implications None - containable within the work programme for the FutureMerton team								
		Business Plan implications None								
		Impact on other departments None								
		Equalities Implications None								

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN43	<p>Future Merton Community grant scheme reduction - grant pot to voluntary sector via a small grants pot. It was combined with Corporate grants pot in 2012/13 for one year only. Proposed to use in 13/14 for capacity building for community centres to support fund raising and long term sustainability for one year only.</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications Yes</p>	62	60			Low	Low	SG2

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN44	<p>Parks, Greenspaces & Cemeteries</p> <p>Service/Section Description Undertake Public Value Review to drive out savings in parks and green spaces.</p> <p>Service Implication Potentially a significant reduction of core in-house service establishments. Greater community and voluntary sector inputs to front line service delivery. Has potential to result in reduction of direct local authority control of policy, strategy and quality standards within affected sites however.</p> <p>Staffing Implications Depending on the outcome of the PVR, staff losses of 10-12FTE could be anticipated.</p> <p>Business Plan implications Yes. Integral to current service plan projects</p> <p>Impact on other departments No significant impact</p> <p>Equalities Implications Yes</p>	1,565	78	119	79	High	High	SS2

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN45	<p>Description</p> <p>Parks, Greenspaces & Cemeteries Further commercialisation and development of sports and allied parks services (e.g.. increase in fees and charges (3.75%); cost recovery plus; service bundling; sponsorship of bedding plants, etc), aligned to the emerging strategy for sports. Increased income. Potential loss of some customers due to increased fees.</p> <p>Service Implication No</p> <p>Staffing Implications Yes. Integral to current service plan projects</p> <p>Business Plan implications No</p> <p>Impact on other departments Yes</p> <p>Equalities Implications</p>	1,565	96	39	13	Medium	High	SI1

DEPARTMENT: ENVIRONMENT AND REGENERATION TAKEN SAVINGS - BUDGET PROCESS 2014/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN46	<p>Service/Section Description</p> <p>Parks, Greenspaces & Cemeteries</p> <p>Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks).(Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydens Road RG and Joseph Hood RG)</p> <p>Service Implication</p> <p>Increased revenue from parking fees. Could however lead to a reduction in park usage and non parking income.</p> <p>No</p> <p>Yes. Integral to current service plan projects</p> <p>Yes, especially Parking Services</p> <p>Yes</p>	1,565	44			Medium	Medium	SI2
Total Environment & Regeneration Savings				1,759	783	580			

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Savings Type

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

Panel

C&YP	Children & Young People
O&S	Overview & Scrutiny
HC&OP	Healthier Communities & Older People
SC	Sustainable Communities

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2013/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF01	Service Description	524	0	40	40	M	M	SS1 & S12
		Service Implication							
		Staffing Implications							
		Business Plan implications Impact on other departments Equalities Implications							
C&YP	CSF02	Service Description	1,936	0	10	10	M	H	SS2
		Service Implication							
		Staffing Implications							
		Business Plan implications Impact on other departments Equalities Implications							

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2013/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF03	Service Description	<p>CSF Commissioning Function and Commissioning Budgets</p> <p>Reduction in commissioning budgets for Early Intervention and Prevention service</p> <p>The saving will be achieved through review of the departmental commissioning intentions and reduction in external commissioning in 2014-15</p> <p>None</p> <p>EIP services are an essential element in CSF's ability to contain levels of LAC and children on CP Plans. This saving will reduce the overall EIP service capacity.</p> <p>None</p> <p>Some EIP services have historically been targeted at specific equalities groups - e.g. BME groups; children with disabilities. Saving will reduce departmental capacity to target services although no specific equalities group will be disadvantaged through application of this saving.</p>	50			L	H	SP2
		Service Implication							
		Staffing Implications							
C&YP	CSF04	Business Plan implications	<p>CSF Commissioning Function and Commissioning Budgets</p> <p>Reduce expenditure on LAC and SEN placements</p> <p>These placements are commissioned by the department's Access to Resources Service. Savings will be achieved through more effective recruitment and deployment of in house foster carers and through robust procurement of placements provided in the private, voluntary and independent sectors.</p> <p>None</p> <p>One of the department's business plan targets is to increase the proportion of looked after children provided with in house placements.</p> <p>None</p> <p>LAC are a key equalities group for whom high quality placements are essential in supporting positive outcomes. Placements will continue to be provided which meet the assessed needs of individual LAC.</p>	0	100	50	H	M	SP2
		Impact on other departments Equalities Implications							
		Staffing Implications							
C&YP	CSF04	Business Plan implications	<p>CSF Commissioning Function and Commissioning Budgets</p> <p>Reduce expenditure on LAC and SEN placements</p> <p>These placements are commissioned by the department's Access to Resources Service. Savings will be achieved through more effective recruitment and deployment of in house foster carers and through robust procurement of placements provided in the private, voluntary and independent sectors.</p> <p>None</p> <p>One of the department's business plan targets is to increase the proportion of looked after children provided with in house placements.</p> <p>None</p> <p>LAC are a key equalities group for whom high quality placements are essential in supporting positive outcomes. Placements will continue to be provided which meet the assessed needs of individual LAC.</p>	0	100	50	H	M	SP2
		Impact on other departments Equalities Implications							
		Staffing Implications							

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2013/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF05	Service Description	<p>CSF SEN Transport</p> <p>Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport</p> <p>Subject to cabinet approval, a new policy will be introduced providing a more flexible 'menu' of travel options for pupils with SEN. Implementation of this policy and appointment of a travel co-ordinator within the SEND service will enable savings to be made.</p> <p>1FTE post will be established on a 'spend to save' basis.</p> <p>No specific implications.</p> <p>If the new policy is successfully implemented it is anticipated that in the medium term fewer pupils with SEN will travel on council minibuses with potential staffing implication in Environment and Regeneration department.</p> <p>Although no existing users will be affected, implementation of the new policy will result in a small number of pupils in the future being ineligible for transport provision.</p>	0	161	50	H	M	SP1
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									
C&YP	CSF06	Service Description	<p>CSF Children Social Care & Youth Inclusion</p> <p>Duke of Edinburgh reprovide via schools funding</p> <p>Seek new partnership with schools to fund DofE work with pupils.</p> <p>None if income target met.</p> <p>Expansion of sixth forms and RPA could mean more potential GOLD groups and more income required from schools.</p> <p>None</p> <p>None</p>	53	25	L	L	S12	
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2013/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)								
C&YP	CSF07	Service Description	<p>CSF Children Social Care & Youth Inclusion Family and Adolescent Services Stream - Transforming Families (TF), Youth Offending Team (YOT) and in Education, Training and Employment (ETE) The Service teams will need to work together in an increasingly integrated way to ensure the complexity of families needs are met at an earlier stage 7 Full Time Equivalent posts over the 3 years</p> <p>The need to continue to ensure low level first time entrants to YJ is essential as is the need to assist more young people to effectively stay engaged in ETE Possible implication on Housing service in C&H and Safer Merton service in E&R. Service is for a key equalities group and where possible services will be commissioned as a more affordable rate to protect from line service provision</p>	1,844	100	220	100	H	H	SS2							
		Service Implication															
		Staffing Implications															
		Business Plan implications															
		Impact on other departments Equalities Implications															
		Service Description									<p>CSF Children Social Care & Youth Inclusion Post 16 LAC/CL accommodation cost. Smarter commissioning/contracts An improvement in the quality and cost of services to 16+ through better procurement None no specific Implications close working relationship with Housing will need to be assured Services are to a key group and a group that may experience further pressure within the welfare benefits changes</p>	774	100	100	M	M	SP1
		Service Implication															
		Staffing Implications															
		Business Plan implications															
		Impact on other departments Equalities Implications															
Total Children, Schools and Families Savings			175	631	250												

Savings Type

SS1 Staffing: reduction in costs due to efficiency
SS2 Staffing: reduction in costs due to deletion/reduction in service
SNS1 Non - Staffing: reduction in costs due to efficiency
SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

Panel

C&YP Children & Young People
O&S Overview and Scrutiny
HC&OP Healthier Communities & Older People
SC Sustainable Communities

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2013/17

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SP1		Procurement / Third Party arrangements - efficiency							
SP2		Procurement / Third Party arrangements - deletion/reduction in service							
SG1		Grants: Existing service funded by new grant							
SG2		Grants: Improved Efficiency of existing service currently funded by unringfenced grant							
SPROP		Reduction in Property related costs							
SI1		Income - increase in current level of charges							
SI2		Income - increase arising from expansion of existing service/new service							

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
100	CS1	<p><u>Service Description</u> Service Implication</p> <p><u>Staffing Implications</u></p> <p><u>Business Plan implications</u></p> <p><u>Impact on other departments Equalities Implications</u></p>	<p><u>Business Improvement</u></p> <p>Rationalisation of management costs Reduction in quality control and assurance; potential for less strategic alignment of improvement activity and transformation. The impact of this would be felt over time. However there is an expectation that by this time less transformation should be required so less strategic oversight may be appropriate. Fewer staff at senior management level - looking to extend spans of control where appropriate (to share management costs) and reduce management levels where team sizes and levels of transformation needed decrease. Not Significant - as long as sufficient degree of transformation can be achieved within the given timescale and therefore strategic capacity released. As above None</p>	230	50	50	Medium	Medium	SS1
	CS2	<p><u>Service Description</u> Service Implication</p> <p><u>Staffing Implications</u></p> <p><u>Business Plan implications</u> Impact on other departments Equalities Implications</p>	<p><u>Business Improvement - Systems & Projects</u></p> <p>Chargeable project work No implications for service as long as resources can be identified to resource improvements. If this is not the case, systems architecture will be impacted in terms of medium term maintenance and ongoing development/control. Systems enhancement and project work to be recharged to projects - may need to consider more flexible employment options to manage peaks and troughs in demand. None - the model aligns with the planned business model for the service. Requirement for departments to resource system improvements that are not part of core/statutory service. None</p>	1320	TBC				

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
101	CS3	Service Description	Business Improvement - Programme Management Generate income through training Programme Office will deliver training in MAP through L&D programme (rather than external provider).	5	5		Low	Low	S12
		Service Implication							
		Staffing Implications							
		Business Plan implications							
	Impact on other departments	None							
	Equalities Implications	None							
	CS4	Service Description	Business Improvement - Expiry of salary protection The Support Services Review Re-Structure undertaken as part of the 2011/12 Budget Process resulted in three year pay protection. The pay protection will cease during 2014/15. It is envisaged that there will be a reduction in morale for those staff who lose pay protection.	10	0		Low	Low	SS1
		Service Implication							
Staffing Implications									
Business Plan implications									
Impact on other departments	None								
Equalities Implications	None								
		Staff undertaking the same jobs will now be paid comparable salaries.							

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS5	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	1,400	29	60	50	Medium	Low	SNS1
		<p><u>IT Service Delivery</u></p> <p>Review and challenge of the procurement of Support & Maintenance & Licence Contracts</p> <p>None</p> <p>None</p> <p>None</p> <p>Working with departments to ensure only have what is necessary</p> <p>None</p>							
	CS6	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	2,761	34			Low	Low	SNS1
		<p><u>I & T</u></p> <p>Consolidation of ITSD Revenue Budgets</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>							

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
103	CS7	<u>Service</u>	Reduction of costs through re-procurement of Mobile Telephones Contract against a number of revenue budgets spread across the Council None None None None None	10	10	20	Low	Low	SNS1
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									
103	CS8	<u>Service</u>	I & T Reduction of costs through re-procurement of Wide Area Network(WAN) Links contract. Savings achieved against a number of revenue budgets spread across the Council None None None None None		10	20	Medium	Low	SNS1
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
CS9		Service	<p>I & T - Fallout of pay protection</p> <p>The Support Services Review Re-Structure undertaken as part of the 2011/12 Budget Process resulted in three year pay protection. The pay protection will cease during 2014/15. It is envisaged that there will be a reduction in morale for those staff who lose pay protection.</p> <p>None</p> <p>None</p> <p>None</p> <p>Staff undertaking the same jobs will now be paid comparable salaries.</p>	16			Low	Low	SS1
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									
CS10		Service	<p>Outsourcing - Service Desk</p> <p>None</p> <p>Staff currently providing the service are likely to be TUPE transferred to an external service provider</p> <p>None</p> <p>None</p> <p>TBA</p>	574		20	Medium	Low	SNS2
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
105	CS11	<u>Service</u>	<p><u>I & T</u></p> <p>Deletion of One Van</p> <p>Reduction in the number of vehicles available for use by the I&T division may have some impact on the time taken to respond to requests for repairs and maintenance of buildings and IT equipment</p> <p>None</p> <p>None</p> <p>Will have some impact for departments in terms of the time taken to respond to requests for repairs and maintenance of buildings and IT equipment</p> <p>None</p>	15	5		Low	Low	SNS1
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									
	CS12	<u>Service</u>	<p><u>I & T</u></p> <p>Information Governance Vacant Post</p> <p>The provision of performance and operational documentation will be affected and incidents involving data security will take longer to investigate and resolve.</p> <p>This will require a restructure within IT Service Delivery in order to reassign the duties of the post to other members of staff</p> <p>None</p> <p>Delays in the investigation and resolution of issues relating to data security and governance</p> <p>None</p>	574		37	Low	High	SS2
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS13	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	576	4			Low	Low	SNS1
	CS14	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	263	35			Low	Low	SNS2

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS15	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	574		24		Low	Low	SNS1
		<p>Description</p> <p>Asset & Change Analyst Vacant Part Post (0.8)</p> <p>Service Implication</p> <p>This will require a restructure within IT Service Delivery team.</p> <p>Business Plan implications</p> <p>Likely to be some adverse impact for departments in terms of service delivery as the loss of the post will mean that we are then unable to cover absence due to holidays and sickness.</p> <p>Impact on other departments</p> <p>None</p> <p>Equalities Implications</p> <p>None</p>							
	CS16	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	35	35			Low	High	SNS1
		<p>Description</p> <p>Surrender of remainder of ITSD Overtime budget</p> <p>Service Implication</p> <p>Where currently general housekeeping, maintenance and upgrading works on the IT equipment and infrastructure are currently undertaken outside of normal working hours, servers and associated systems will be taken down during normal working hours in order to complete the necessary works.</p> <p>Staffing Implications</p> <p>None</p> <p>Business Plan implications</p> <p>None</p> <p>Impact on other departments</p> <p>Loss of systems during normal working hours is likely to have an impact on service delivery for departments and the Councils general operations.</p> <p>Equalities Implications</p> <p>None</p>							

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS17	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	487		30		Low	Low	SS2
		<p><u>I & T -Transactional Services</u></p> <p>Delete 1 Transactional Services Assistant Post (Compulsory Redundancy)</p> <p>Subject to the introduction of new software to improve the process of scanning, we will be able to achieve efficiency savings by reducing the number of paper invoices being manually handled and processed.</p> <p>Delete 1 Transactional Services Assistant Post through compulsory redundancy</p> <p>No impact in respect to the time taken to process payments in Carefirst, but will have an impact on the time taken to process payments in Proactis.</p> <p>None</p> <p>TBA</p>							

DEPARTMENT: CORPORATE SERVICES TAKEN SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
109	CS18	<u>Service</u>	<p>I & T - Transactional Services</p> <p>Delete Assistant Vendor Maintenance - Part Post 0.7 FTE (Compulsory Redundancy)</p> <p>The reduction of resources will leave one member of staff to undertake all of the duties associated with vendor maintenance on the financial systems and there will be no cover available during periods of holiday and sickness. Deletion of the post will also require agreement from Audit regarding issues around the separation of duties.</p> <p>Delete 1 Part time Vendor Maintenance Officers post through compulsory redundancy</p> <p>None</p> <p>The Transactional Services team will no longer be able to set up suppliers on the same day that they are requested and this will have a consequential impact on departments being able to raise orders and the time taken to pay suppliers.</p> <p>TBA</p>	487		24	Medium	Low	SS2
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
		Equalities Implications							
CS19		<u>Service</u>	<p>I&T - Facilities Management</p> <p>Energy ReFit Savings (Subject to agreed investment) - Phase 1</p> <p>None</p> <p>None</p> <p>None</p> <p>Existing departmental revenue budgets for utilities will be reduced to reflect the savings made through improving the energy efficiency of the buildings.</p> <p>None</p>	990	100	Low	Low	SNS1	
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
		Equalities Implications							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
110	CS20	<u>Service</u>	<p><u>I&T - Facilities Management</u></p> <p>Energy ReFit Savings (subject to agreed investment) - Phase 2</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>Existing departmental revenue budgets for utilities will be reduced to reflect the savings made through improving the energy efficiency of the buildings.</p> <p>None</p>	990		100	Low	Low	SNS1
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									
110	CS21	<u>Service</u>	<p><u>I&T - Facilities Management</u></p> <p>Increase income targets for building repairs and maintenance works</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	-39		45	Medium	Low	S12
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
111	CS22	<u>Service</u>	<u>I&T - Facilities Management</u>						
		Description	Restructure of Archive Store						
		Service Implication	Closure of the Garth Road Archiving facility and transfer existing documentation to an external service provider						
		Staffing Implications	None						
		Business Plan implications	None						
		Impact on other departments	Closure of the corporate archive facility will necessitate the council entering into commercial contracts with external suppliers for the storage and retrieval of archived documents and information, but this should also encourage teams to look very closely at what they are storing and for how long in order to further reduce costs.						
Equalities Implications	None								
	CS23	<u>Service</u>	<u>I&T - Facilities Management</u>						
		Description	Outsourcing - Building Services & Security Service						
		Service Implication	None						
		Staffing Implications	Staff currently providing the service are likely to be TUPE transferred to an external service provider						
		Business Plan implications	None						
		Impact on other departments	None						
Equalities Implications	None								

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
112	CS24	<u>Service</u>	<p>I&T - Facilities Management</p> <p>Project Manager - Accommodation (Vacant Post)</p> <p>Post was created to manage the moves associated with the Civic centre refurbishment project, which will be completed by April 2014. Any further moves will be managed by remaining resources with the FM section.</p> <p>None</p> <p>None</p> <p>Their may be some delays in completing interdepartmental and team moves due to a lack of available resources.</p> <p>None</p>	575	46		Low	Low	SS2
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									
	CS25	<u>Service</u>	<p>I&T - Facilities Management</p> <p>Delete 1 post from the Building Repair and Maintenance team (Compulsory Redundancy)</p> <p>Small repairs and routine maintenance works that are currently being completed by "in house" resources will be undertaken by external service providers.</p> <p>Delete 1 Post through compulsory redundancy</p> <p>None</p> <p>An increased cost for departments requesting works that are currently being undertaken directly by the in house resources free of charge</p> <p>None</p>	575		30	Low	Low	SS2
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
Equalities Implications									

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS26	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications		39			Low	Low	SNS1
		<u>I&T - Facilities Management</u> Savings realised from the renegotiation of Corporate Cleaning Contract None None None None None							
	CS27	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	153		50		Medium	Low	SNS1
		<u>I&T - Facilities Management</u> Consolidation of Utilities budgets None None None None None							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS28	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>I&T - Facilities Management</u> M&E Term Contract (Amalgamation) of Intruder Alarms None None None None None	10	20	20	Medium	Low	SNS1

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS29	<p><u>Service</u></p> <p><u>I&T - Facilities Management</u></p> <p>Energy Procurement</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	200				Medium	Low	SNS1
	CS30	<p><u>Service</u></p> <p><u>Corporate Governance - Investigations Services</u></p> <p>Rationalise benefits and corporate investigation team - possible shared resources</p> <p>Risk of increase in undetected fraud</p> <p>Possible reduction in half or full time post</p> <p>None</p> <p>Reduction in resource to carry out investigations</p> <p>None</p>	290		30		Medium	Medium	SS1

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
116	CS31	<u>Service Description</u>	136		35		Medium	Medium	SS1
		<u>Service Implication</u>							
		<u>Staffing Implications</u>							
		<u>Business Plan implications</u>							
		<u>Impact on other departments Equalities Implications</u>							
	CS32	<u>Service Description</u>	392	40			Medium	Medium	SS1
		<u>Service Implication</u>							
		<u>Staffing Implications</u>							
		<u>Business Plan implications</u>							
		<u>Impact on other departments Equalities Implications</u>							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
117	CS33	<u>Corporate Governance - Internal Audit</u>	345		30 10		Medium	Medium	SS1
		<u>Service Description</u>							
		<u>Service Implication Staffing Implications</u>							
		<u>Business Plan implications</u>							
		<u>Impact on other departments Equalities Implications</u>							
		<u>Service Description</u>							
CS34		<u>Corporate Governance</u>	1559		86		Low	Low	SNS1
		<u>Service Implication Staffing Implications</u>							
		<u>Business Plan implications</u>							
		<u>Impact on other departments Equalities Implications</u>							
		<u>Service Description</u>							
		<u>Service Implication Staffing Implications</u>							

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Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS35	<u>Service Description</u> Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Customer Services</u> Close Cash Office No public facing payment facility within the Council Currently covered by FTC that will not be extended upon decision. Arrangements will need to be put in place for internal cash collections and payment of E>Returns Alternative facilities already exist for all payments to be made elsewhere.	30	30			Low	Medium	SS2
118	CS36	<u>Service Description</u> Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Customer Services</u> Re tendering of Cash Collection Contract None None Departments have been consulted and advised of the proposals None	193	20	10	10	Low	Low	SP1
	CS37	<u>Service Description</u> Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Customer Services</u> Increase Registrars Income None None None None	-398	20			Low	Low	SI2

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Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
119	CS38	<u>Service Description</u>	<u>Customer Services</u> Review of Welfare Benefits and New Welfare Support program	1232	30			Medium	Medium	SS2
		Service Implication	The role of the welfare benefits team will evolve with the localisation of welfare support funding (replacement of crisis loans and community care grants) - this review will streamline administration processes and the impact of Universal Credit on the team							
		Staffing Implications	1 FTE reduction (although it will be found through vacant post)							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	An Equalities Assessment will be completed on the replacement welfare support scheme							
	CS39	<u>Service Description</u>	<u>Customer Services</u> Impact of Customer Service Review			30	30	Low	Medium	SS2
		Service Implication	Channel shift strategy and implementing year one of customer service review							
		Staffing Implications	1 FTE reduction each year should be achieved through vacant posts/natural wastage							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	Any proposals will be subject to impact assessments to ensure services are maintained and accessible to all in the desired format.							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
O&S	CS40	<u>Service Description</u>	<u>Customer Services</u> Rationalisation of Divisional Budgets None None None None None	20				Low	Low	SNS2
		Service Implication								
		Staffing Implications								
		Business Plan								
		Impact on other departments								
		Equalities Implications								
O&S	CS41	<u>Service Description</u>	<u>Resources - Change in Audit Arrangements</u> Our new auditor Ernst & Young have provided us with their fee scale and there is a change over that previously paid to the Audit Commission None None None None None	185			Low	Low	SNS1	
		Service Implication								
		Staffing Implications								
		Business Plan implications								
		Impact on other departments								
		Equalities Implications								

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS42	Service Description	<p>Resources -Fall Out of Pay Protection Arrangement The Support Services Review Re-Structure undertaken as part of the 2011/12 Budget Process resulted in three year pay protection. The pay protection will cease during 2014/15.</p> <p>It is envisaged that there will be a reduction in morale for those staff who lose pay protection.</p> <p>None</p> <p>None</p> <p>None</p> <p>Staff undertaking the same jobs will now be paid comparable salaries.</p>	45	5		Low	Low	SS1
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments Equalities Implications							
O&S	CS43	Service Description	<p>Resources -Delete Business Planning Post It is envisaged that a new Performance Management System will reduce the level of manual intervention and administration.</p> <p>None</p> <p>The level of staffing on the team will reduce from 3 to 2.</p> <p>None</p> <p>None</p> <p>None</p>	566			Low	Low	SS1
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments Equalities Implications							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS44	<p>Service Description</p> <p>Resources - Review of Insurance Provision A procurement exercise will be carried out to rationalise premiums paid in the current market against competitors also taking into account the level of self insurance the Council has.</p> <p>Service Implication It is not envisaged that this will denigrate the level of cover provided to services.</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>	654	200	0		Low	Low	SNS1
O&S	CS45	<p>Service Description</p> <p>Resources - Improved Cash Management Despite depressed rates of return it is possible in the current market to generate additional returns in the areas of treasury and banking.</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>		148	52		Low	Low	SI1

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
O&S	CS46	Resources - Deletion of 3 Posts within the Division				103	Medium	Medium	SS1	
		Service Description								Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division.
		Service Implications								None
		Staffing Implications								Reduction of 3 Posts
		Business Plan implications								None
		Impact on other departments								None
Equalities Implications	None									
123	CS47	Resources - Voluntary Sector	306	87	26	28	Low	Medium	SP2	
		Service Description								Saving from the London Councils Grants Scheme Revisions are planned to the LCGS resulting in a lower contribution. (NB: Dependent on outcome of LC consultations on future options for LCGS and adoption of opt-out option for the scheme)
		Service Implication								None
		Staffing Implications								None
		Business Plan implications								Would mean a net reduction in funding to the voluntary sector from LBM
		Impact on other departments								May have an impact on services that previously accessed LCGS funding which in turn may impact on council services linked to those vcs services.
Equalities Implications	May have a negative impact on service users - some of whom may be from 'protected groups' - that accessed services that previously received LCGS funding.									

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS48	Service Description Service Implication Staffing Implications Business Plan implications Impact on other Equalities	543			130	High	High	SS1
		Further rationalisation of HR Services Reduction of HR business partner (HRBP's) posts High risk to HR BP support to departments at time of change Approximately two/three HR BP's at risk Risk of supporting departments through change from PVR and other programmes Will diminish HR support to customers on change management, Will impact women in the division as a high number of HR							
O&S	CS49	Service Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications		5		10	Low	Medium	SS2
		Introduction of new application tracking system Reduction of employees as processes are automated Different delivery model Reduction of staff The new system will support HR self-service roll out and new ways New way of delivering service - will enhance service Will impact women in the division as a high number of HR employees are female							
O&S	CS50	Service Description Service Implication Staffing Implications Business Plan Impact on other Equalities	107			40	Medium	Medium	SP1
		Occupational Health & Employee Assistance programme Review OH and EAP contracts Reduction is staffing will have impact on numbers nil The re-procurement exercise will facilitate savings Prioritisation of cases. More nurse-led service None identified							

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Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS51	<p>Service Description HR Transactions - including COT HR Support - centralisation More self service</p> <p>Service Implication Reduction in staff numbers</p> <p>Staffing Implications HR transactions review part of long-term HR business plans resistance to change</p> <p>Business Plan Impact on other Equalities Implications Will impact women in the division as a high number of HR employees are female</p>	265			90	Medium	High	SS1
Total Corporate Services Savings				1,533	827	658			

Savings Type

SS1	Staffing: reduction in costs due to efficiency	
SS2	Staffing: reduction in costs due to deletion/reduction in service	
SNS1	Non - Staffing: reduction in costs due to efficiency	C&YP O&S
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	HC&OP SC
SP1	Procurement / Third Party arrangements - efficiency	Children & Young People
SP2	SP2: Procurement / Third Party arrangements - deletion/reduction in service	Overview & Scrutiny
SG1	Grants: Existing service funded by new grant	Healthier Communities & Older People
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	Sustainable Communities
SPROP	Reduction in Property related costs	
SI1	Income - increase in current level of charges	
SI2	Income - increase arising from expansion of existing service/new service	

Children & Young People

Children's Social Care		PLANNING ASSUMPTIONS				Key drivers of demand		Corporate strategies your service contributes to		Workforce Development			
Cllr Maxi Martin Cabinet Member for Childrens Services & Cllr Martin Whelton Cabinet Member for Education		2012/13	2013/14	2014/15	2015/16	2016/17	Statutory / Government initiative	Children & Young Person's Plan	Reliance on agency Learning & Dev.	2016/17	2016/17		
Enter a concise description of your main activities/objectives below:		15 - 30				Statutory / Government initiative		Children & Young Person's Plan	Reliance on agency Learning & Dev.	2016/17	2016/17		
<p>Children's Social Care (CSC) delivers a range of government prescribed and legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families and works at Levels 3,4 and 5 of Merton's Child and Young Person (CYP) Well-being Model. The service works with approximately 1300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education and life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising and escalation up the model. This is the most efficient use of resources and CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every age and stage of childhood. This necessitates a strong commitment to robust thresholds which requires a quality assurance function to ensure ongoing success of the Model. Merton has lower numbers of children subject to child protection plans and in the care system than the majority of London boroughs, as well as lower numbers of first time attendees, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families and promoting families strengths to enable them to care for their own children. The CSC budget comprises general fund and areas of the Early Intervention Grant (Bond Road Family Support and commissioned Action for Children services). Youth Inclusion provides a targeted service to support vulnerable young people and their parents to prevent offending and re-offending. It also supports the transforming families programme, helping targeted families to get back into work, and improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF. DRAFT VERSION 1</p>		2012/13		2013/14		2014/15		2015/16		2016/17			
		Population Growth - Looked after children		50		200		300		Statutory / Government initiative		Children & Young Person's Plan	
		Population Growth - Child Protection Plans		50		200		300		Statutory / Government initiative		Anti Social Behaviour	
		Increase in 11-19 population		50		200		300		Customer demand - external		Health & Wellbeing	
		Increased pressure on high level targeted services due to EIP savings & statutory duty		50		200		300		Statutory / Government initiative		Social Inclusion Strategy	
		Anticipated supply		201		159		159		Key drivers of supply		Community Plan	
		Staff - reflects transfer of YS to Ed		201		159		159		Economic		Corp Equality Scheme	
		Adoption and Fostering		201		159		159		Legal		Family Poverty	
		Performance Indicator		2012/13		2013/14		2014/15		2015/16		2016/17	
		Initial assessments completed within 10 days		90%		measures will change following Munro Review		95%		Business critical		Safeguarding issues	
Core assessments completed within 35 days		80%		95%		95%		Business critical		Safeguarding issues			
CP visits completed on time (child seen)		94%		95%		95%		Quality		Safeguarding issues			
Children in care adopted or receiving a Special Guardianship Order		12		14		14		Outcome		Reduced customer service			
CYP on Child Protection Plan for 2nd or subsequent time		10%		10%		10%		Quality		Safeguarding issues			
NEET aged 16-19		5.5%		5.5%		5.5%		Outcome		Social exclusion			
YJS first time entrance		110		105		100		Outcome		Social exclusion			
BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD		2013/14		2014/15		2015/16		2016/17		2016/17			
Project	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17		
1	Embed restructuring of Children's Social Care to meet the requirements of Munro, adoption & fostering, etc	1	1	1	1	1	1	1	1	1	1		
2	Establish & develop Multi Agency safeguarding Hub (MASH) in operation programme	2	2	2	2	2	2	2	2	2	2		
3	Deliver Transforming Families year 2	3	3	3	3	3	3	3	3	3	3		
4	Develop training for social workers Assessed & Supported Year in Emp	4	4	4	4	4	4	4	4	4	4		
5	Implementation of changes following Family Justice Review	5	5	5	5	5	5	5	5	5	5		
6	Review Youth Justice preventative service	6	6	6	6	6	6	6	6	6	6		
7	Review Youth Justice preventative service - ongoing	7	7	7	7	7	7	7	7	7	7		
8		8	8	8	8	8	8	8	8	8	8		
9		9	9	9	9	9	9	9	9	9	9		
10		10	10	10	10	10	10	10	10	10	10		
ACTIONS AND SAVINGS													
Revenue Budget £'000s		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17						
Expenditure		0	0	0	0	0	0						
Income		0	0	0	0	0	0						
NET BUDGET		0	0	0	0	0	0						
Employees		0	0	0	0	0	0						
Premises		0	0	0	0	0	0						
Transport		0	0	0	0	0	0						
Supplies and Services		0	0	0	0	0	0						
3rd party payments		0	0	0	0	0	0						
Support services		0	0	0	0	0	0						
Depreciation		0	0	0	0	0	0						
Income		0	0	0	0	0	0						
Government grants		0	0	0	0	0	0						
Other reimbursements		0	0	0	0	0	0						
Customer and client receipts		0	0	0	0	0	0						
Reserves		0	0	0	0	0	0						
Capital Funded		0	0	0	0	0	0						
NET BUDGET		0	0	0	0	0	0						
Capital Budget		0	0	0	0	0	0						
Capital Budget or otherwise		0	0	0	0	0	0						
Finance Comments		Finance Comments (Capital Budget or otherwise)											

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
Children's Social Care PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Risk Impact	
			Select up to 3 services	Sustainability	Likelihood		
Score							
2013/14 Embed restructuring of Children's Social Care to meet the requirements of Munro, adoption & fostering, etc Amalgamate existing CIN & LAC teams into single Core Assessment Team, with single assessment framework & expert SW role. Expand capacity of Vulnerable Children Team to increase safeguarding role & casework for school age children, working closely with extended Early Years Service in relation to children aged 0-5. Related also to project 2 below.	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Early Years - positive impact Commissioning, Strategy and Performance - positive impact	Not applicable	3	3	9
2013/14 Deliver Transforming Families year 2 programme	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Early Years - positive impact Commissioning, Strategy and Performance - positive impact	Not applicable	3	3	9
2013/16 Deliver Transforming Families year 2 programme	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Early Years - positive impact Schools, Standards and Quality - positive impact	Not applicable	2	3	6
Continued implementation of TF programme, and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future.	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service	Not applicable	2	3	6
2013/14 Develop training for social workers Assessed & Supported Year in Emp	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service	Not applicable	3	3	9
2013/14 Implementation of changes following Family Justice Review	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service	Not applicable	3	3	9
Modernisation of family justice system to reduce the average time taken to conclude proceedings from 13 months to 6. Will require a significant shift in how we conduct business in future.	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service	Not applicable	3	3	9
2013/13/16 Review Youth Justice preventative service	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service	Not applicable	3	3	9
Although this project will sit within CSP, some early intervention services are commissioned through the voluntary sector via CSC. These services are to be recommissioned to create an all age threshold service as part of a cross-cutting project that affects all CSP divisions.	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service	Not applicable	3	3	9
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT										
Commissioning, Strategy and Performance										
PROJECT DESCRIPTION										
MAJOR EXPECTED OUTCOME		Equalities		IMPACT ON: Select up to 3 services			Sustainability	Likelihood	Risk Impact	Score
				Development and Building Control - negative impact Schools, Standards and Quality - positive impact Select a service						
1	2013/17 Progress existing capital schemes & provide additional FEs in primary schools as necessary	To meet legislative requirements	Equality analysis to be undertaken	Development and Building Control - negative impact Schools, Standards and Quality - positive impact Select a service			Impact on building emissions	3	3	9
2	2013/17 Implementation of secondary school expansion strategy	To meet legislative requirements	Equality analysis to be undertaken	Development and Building Control - negative impact Schools, Standards and Quality - positive impact Select a service			Impact on building emissions	3	3	9
3	2013/14 Embed new Early Intervention Strategy & complete procurement of new 3rd party EIP services	Improved resident well being	Equality analysis to be undertaken	Human Resources - negative impact Commercial and Procurement - negative impact Select a service			Not applicable	3	3	9
4	2013/14 Implement new Parenting Strategy	Improved resident well being	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service			Not applicable	2	2	4
5	2013/14 Develop & implement internal SLAs with CSF operational services	More efficient way of working	No impact	Select a service Select a service Select a service			Not applicable	2	2	4
6	2013/14 Develop and implement strategy to establish CSF commissioning unit	More efficient way of working	No impact	Children's Social Care - positive impact Early Years - positive impact Youth and Inclusion - positive impact Select a service			Not applicable	2	2	4
7	2013/14 Further development of departmental continuous improvement strategy	More efficient way of working	No impact	Children's Social Care - positive impact Early Years - positive impact Youth and Inclusion - positive impact Select a service			Not applicable	2	2	4
8	2013/14 Implement in-house foster carer recruitment strategy and other sufficiency gaps for LAC placements	Improved resident well being	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service			Not applicable	2	2	4
9	2013/14 PFI, 5 year review	More efficient way of working	No impact	Schools, Standards and Quality - positive impact Select a service Select a service			Not applicable	4	2	8
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service			Select one	0	0	0

Education									
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education									
Enter a concise description of your main activities/objectives below:									
<p>School Standards & Quality will improve outcomes for all pupils in Merton. Schools by:</p> <ul style="list-style-type: none"> • monitoring, analysing & evaluating pupil and school performance • developing skills in planning, teaching, assessment, leadership & management • working with schools to reduce inequality & improve achievement for vulnerable groups • changing relationship between LAs, HTs & schools in context of new government policies <p>Special Educational Needs & Disabilities will improve outcomes for CYP with SEND by:</p> <ul style="list-style-type: none"> • building capacity in schools & settings, families & the community to meet needs of children & young people with SEND • focus on early intervention & prevention as well as direct support for schools & families <p>Early Years Services will improve outcomes for all children aged 0 - 5 via:</p> <ul style="list-style-type: none"> • universal, early help & targeted services • Children's Centres • free nursery places for 2 to 4 year olds • information for families (0-19) & family support • childcare market management <p>Youth Inclusion will improve outcomes for YP by:</p> <ul style="list-style-type: none"> • providing universal & targeted in house & commissioned services for YP & schools • providing support to prevent bullying, substance misuse, & teenage pregnancy, to improve attendance & to encourage emotional & social development • developing alternative education offerings to enable YP to stay in education, training & employment. DRAFT VERSION 1 • leading on the Council's partnership with the police & CAMHS for education 									
Anticipated demand	2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand	2016/17	Corporate strategies your service contributes to	Workforce Development
Forecast increase in population 5-15	459	502	530	569	501	Customer demand - external	501	Children & Young person's Plan	Learning & Dev.
Increase in compulsory education to 18	2000					Statutory / Government initiative		Community Plan	Turnover
Forecast increase in targeted SEND services		200 - 400				Customer demand - external		Corp Equality Scheme	Sickness
Forecast increase in population 0-4	247	214	119	58	(57)	Customer demand - external	(57)	Performance Management	Select
Anticipated supply	2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of supply	2016/17	Social Inclusion Strategy	Select
Staff (FTE)	191	228	228	228	228	Economic	228	LAC Strategy	Select
School to School support	Facilitate & encourage schools to support each other					Economic		Youth crime	Select
Voluntary Services	Review arrangements for some commissioned services					Economic		Family Poverty	Select
Voluntary Services	Volunteers in schools, youth & early years					Economic		Health & Wellbeing	Select
Performance Indicator	2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Indicator type	Impact(s) if performance indicator not met	
5 GCSE A-C including English and maths	62%	64%	66%	to be reviewed	to be reviewed	Annual	Outcome	Reputational risk	
% outcome of schools Ofsted inspections good or outstanding	75%	77%	79%	80%	82%	Monthly	Outcome	Inspection outcomes	
L4 English and maths at KS2	78%	80%	82%	84%	85%	Annual	Outcome	Reputational risk	
Provision of short breaks	520	520	520	520	520	Quarterly	Outcome	Increased costs	
All SEN statements issued in 26 weeks	95%	95%	95%	to be reviewed	to be reviewed	Quarterly	Output	Breach statutory duty	
EY Foundation Stage Profile	63%	65%	67%	69%	70%	Annual	Outcome	Reputational risk	
Good or outstanding childminding per Ofsted	67%	69%	71%	73%	75%	Annual	Outcome	Increased costs	
Good or outstanding children's centres per Ofsted	100%	100%	100%	100%	100%	Quarterly	Outcome	Inspection outcomes	
Youth Service participation rate	1,800	2,000	2,300	2,300	2,300	Annual	Output	Select impact	

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4
2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing
3	School Improvement business development, marketing & income generation	3	Business development, marketing & income generation - ongoing	3	Business development, marketing & income generation - ongoing	3	Business development, marketing & income generation - ongoing	3	Business development, marketing & income generation - ongoing
4	Provision of 2-year old places	4	Continued rollout	4	Continued rollout	4	Continued rollout	4	Continued rollout
5	Locality model for Children's Centres	5	Locality model for Children's Centres	5	Locality model for Children's Centres	5	Locality model for Children's Centres	5	Locality model for Children's Centres
6	Implementation of requirements of Children & Families Bill	6	Implementation of requirements of Children & Families legislation	6	Implementation of requirements of Children & Families legislation	6	Implementation of requirements of Children & Families legislation	6	Implementation of requirements of Children & Families legislation
7	Integrated SEND working & transitions	7	Integrated SEND working & transitions	7	Integrated SEND working & transitions	7	Integrated SEND working & transitions	7	Integrated SEND working & transitions
8	Development of AIEEd & linked provision	8	Development of AIEEd & linked provision	8	Development of AIEEd & linked provision	8	Development of AIEEd & linked provision	8	Development of AIEEd & linked provision
9	Youth Transformation Phases 2 & 3	9	Youth Transformation Phase 2	9	Youth Transformation Phase 2	9	Youth Transformation Phase 2	9	Youth Transformation Phase 2
10		10		10		10		10	

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure	0	0	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0	0	0
NET BUDGET	0	0	0	0	0	0	0	0	0
Capital Budget	0	0	0	0	0	0	0	0	0
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Capital Budget	0	0	0	0	0	0	0	0	0
NET BUDGET	0	0	0						

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Healthier Communities & Older People

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Adult Social Care	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Risk Impact	Score	
				Legal Services - negative impact	Sustainability	Likelihood			
1	2013/14 0% inflation uplift 2014/15 0% inflation uplift 2015/16 2016/17 0% inflation uplift to third party suppliers (successfully implemented over last two years). This will become more difficult to deliver the longer the period.	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact Select a service Select a service	Not applicable	3	3	9	
2	2013/14 De-registration of residential care; Ordinary Residence 2014/15 De-registration of residential care; Ordinary Residence 2015/16 2016/17 De-registration of residential care homes in borough will generate savings as a Supported Living model enables customers to claim housing benefits. Ordinary Residence is where a host authority is responsible for the funding of an individual living in supported living in their area. Savings have been generated in 2012-13 as funding responsibility has been transferred to host authorities for a number of customers originating from LBM.	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact Select a service Select a service	Not applicable	5	3	15	
3	2013/14 Optimise use of Shared Lives; Restructuring Supporting People 2014/15 Optimise use of Shared Lives; Restructuring Supporting People 2015/16 2016/17 Maximising the use of Shared Lives, a supported living model, will provide savings in relation to residential care. Historically the customer group is MH customers, the scheme is being enhanced to enable take up by other customer groups such as LD. Supporting People funding is no longer ring-fenced. There are opportunities to fundamentally restructure & refocus the use of SP services and generate savings.	To meet budget savings	Equality analysis undertaken	Housing Needs and Enabling Services - positive impact Housing Benefits - negative impact Children's Social Care - negative impact	Not applicable	4	3	12	
4	2013/14 Optimise telecare usage 2014/15 Optimise telecare usage 2015/16 2016/17 Optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention.	To meet budget savings	Equality analysis undertaken	Select a service Select a service Select a service	Not applicable	4	3	12	
5	2013/14 Optimise block and spot contracts 2014/15 Optimise block and spot contracts 2015/16 2016/17 Optimising the use of block and spot contracts. Standardising rates through the development of an Approved Provider List will generate savings.	To meet budget savings	Equality analysis undertaken	Select a service Select a service Select a service	Not applicable	3	3	9	
6	2013/14 Care Fund Calculator 2014/15 Care Fund Calculator 2015/16 2016/17 The costs of some long-term placements for people with learning disabilities and physical disabilities are very high. Using the Care Funding Calculator, a well established financial modelling tool, can assist with the renegotiation or initial negotiation of these high cost packages and generate savings.	To meet budget savings	Equality analysis undertaken	Select a service Select a service Select a service	Not applicable	3	3	9	
7	2013/14 Transport 2014/15 Transport 2015/16 2016/17 Reducing usage by implementing eligibility criteria for provision of council-funded transport, rationalisation of the number of vehicles for day services, and ensuring best market rates for services. As there are strong links to the transport service review, proposed savings levels may change following conclusion of that review.	To meet budget savings	Equality analysis undertaken	Transport - negative impact Select a service Select a service	Not applicable	4	3	12	
8	2013/14 Transitions 2014/15 Transitions 2015/16 2016/17 Reducing the cost of support for young people transitioning from Children's Social Care to Adult Social Care	To meet budget savings	Equality analysis undertaken	Children's Social Care - negative impact Housing Benefits - negative impact Select a service	Not applicable	3	3	9	
9	2013/14 Monitoring high value (1-to-1) and high cost placements 2014/15 Monitoring high value (1-to-1) and high cost placements 2015/16 2016/17 Reduction and monitoring of high value/high cost placements	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact Select a service Select a service	Not applicable	4	3	12	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	

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Overview & Scrutiny

Business Improvement		PLANNING ASSUMPTIONS										Corporate strategies your service contributes to		Workforce Development	
Cllr Mark Allison Cabinet Member for Finance		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Key drivers of supply		Impact(s) if performance indicator not met		Learning & Dev.		
Enter a concise description of your main activities/objectives below:		Anticipated demand	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Indicator type	2016/17	
<p>Operate as a Centre of Excellence for project and programme management, raising the capacity of the organisation to consistently plan and deliver programmes successfully. Embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean. Manage and deliver adhoc projects and programmes of work at the direction of CMT and M2015 Board.</p> <p>Lead and deliver a coordinated programme of PVRs and reactive service reviews to deliver efficiencies and improve customer satisfaction. Operating as PMO, ensure that all transformational activity is directed and monitored through M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives – are realised. Work with businesses and I&T to establish – under the direction of CMT – the strategic direction of the organisation in relation to IT and business systems and ensure this is delivered. Operate as a Technical Design Authority, ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with agreed corporate strategy, standards and supportability. Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service. Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining availability, performance, and capability of the systems.</p>		Systems (No. supported)	129	126	120	110	95	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	ICT Policy	Customer Services Strategy	Select	
		Service Requests (No.)	450	550	600	600	600	600	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select
		PVRs (days)	75	350	350	350	350	175	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select
		Projects (programmes) (days)	700	700	700	500	500	500	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select
		Anticipated supply	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17	Key drivers of supply	Key drivers of supply	Key drivers of supply	Key drivers of supply	Capital Programme	ICT Policy	Select
		Staff - programme office	7FTE	8FTE	5FTE	4FTE	4FTE	4FTE	Economic	Economic	Economic	Economic	Capital Programme	ICT Policy	Select
		Staff - systems improvement	24FTE	24FTE	24FTE	24FTE	24FTE	24FTE	Technological	Technological	Technological	Technological	Capital Programme	ICT Policy	Select
		Systems (No. supported)	129	126	120	110	95	95	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select
		Select anticipated supply							Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select
		Performance Indicator							Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select
Performance targets (indicate if % target)							Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		
Systems availability	80%	80%	90%	90%	90%	90%	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		
% systems aligned with corporate standards							Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		
% systems integrated (where required)							Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		
Platform rationalisation (tbd)							Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		
Satisfaction with projects/interventions	75%	85%	90%	90%	90%	90%	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		
% teams with a working Info Centre	40%	75%	80%	85%	90%	90%	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		
Training courses delivered in MAP	0	tbc	tbc	tbc	tbc	tbc	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Customer demand - Internal	Capital Programme	ICT Policy	Select		

BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1	PVR Programme	PVR Programme	PVR Programme	PVR Programme	PVR Programme	PVR Programme	PVR Programme	PVR Programme	PVR Programme
2	IT Implementation Plan	IT Implementation Plan	IT Implementation Plan	IT Implementation Plan	IT Implementation Plan	IT Implementation Plan	IT Implementation Plan	IT Implementation Plan	IT Implementation Plan
3	Customer Contact Programme	Customer Contact Programme	Customer Contact Programme	Customer Contact Programme	Customer Contact Programme	Customer Contact Programme	Customer Contact Programme	Customer Contact Programme	Customer Contact Programme
4	GIS Strategy	GIS Strategy	GIS Strategy	GIS Strategy	GIS Strategy	GIS Strategy	GIS Strategy	GIS Strategy	GIS Strategy
5	Electronic Document and Records Management System	Electronic Document and Records Management System	Electronic Document and Records Management System	Electronic Document and Records Management System	Electronic Document and Records Management System	Electronic Document and Records Management System	Electronic Document and Records Management System	Electronic Document and Records Management System	Electronic Document and Records Management System
6	Service review and improvement programme	Service review and improvement programme	Service review and improvement programme	Service review and improvement programme	Service review and improvement programme	Service review and improvement programme	Service review and improvement programme	Service review and improvement programme	Service review and improvement programme
7	System Architecture Design	System Architecture Design	System Architecture Design	System Architecture Design	System Architecture Design	System Architecture Design	System Architecture Design	System Architecture Design	System Architecture Design
8									
9									
10									

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure	0	0	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0	0	0
NET BUDGET	0	0	0	0	0	0	0	0	0
Capital Budget	0	0	0	0	0	0	0	0	0

ACTIONS AND SAVINGS									
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT											
Business Improvement											
PROJECT DESCRIPTION											
MAJOR EXPECTED OUTCOME		EQUALITIES			IMPACT ON: Select up to 3 services			Sustainability		Risk Impact	
1	2013/14 PVR Programme 2014/15 PVR Programme 2015/16 PVR Programme 2016/17	Improved resident well being	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2	2013/14 IT Implementation Plan 2014/15 IT Implementation Plan 2015/16 IT Implementation Plan 2016/17 IT Implementation Plan	Improved resident well being	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
3	2013/14 Customer Contact Programme 2014/15 Customer Contact Programme 2015/16 Customer Contact Programme 2016/17 Service review and improvement programme	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
4	2013/14 GIS Strategy 2014/15 GIS Strategy 2015/16 Service review and improvement programme 2016/17 System Architecture Implementation	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
5	2013/14 Electronic Document and Records Management System 2014/15 Electronic Document and Record Management System 2015/16 System Architecture Implementation	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
6	2013/14 Service review and improvement programme 2014/15 Service review and improvement programme 2015/16 2016/17	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
7	2013/14 System Architecture Design 2014/15 System Architecture Implementation 2015/16 2016/17	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Corporate Governance		MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score
PROJECT DESCRIPTION				Select up to 3 services					
1	2013/14 Implement new committee administration package 2014/15 2015/16 2016/17 Ensure that new system is fully embedded and staff trained for full implementation following annual Council meeting in May 2013	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	1	1	1	
2	2013/14 Prepare for new intake of Councillors 2014/15 Support new intake of Councillors 2015/16 2016/17 To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.	Improved customer satisfaction	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Community outreach	1	1	1	
3	2013/14 Full compliance with the Transparency agenda 2014/15 2015/16 2016/17 Undertake audit to ensure full compliance	To meet legislative requirements	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	3	1	3	
4	2013/14 Introduce more proactive fraud tests 2014/15 2015/16 2016/17	Improved reputation	No impact	Whole organisation - positive impact Investigations - positive impact Select a service	Not applicable	3	2	6	
5	2013/14 Cross cutting audits relating to procurement and other matters 2014/15 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - positive impact Procurement - positive impact Select a service	Not applicable	3	1	3	
6	2013/14 Prepare for individual electoral registration (IER) / data test matching 2014/15 Start of implementation of IER / data matchin 2015/16 First canvass fully under IER 2016/17 Full IER / data matchin 2017/18	To meet legislative requirements	Equality analysis to be undertaken	Local Taxation - negative impact Parking - negative impact IT Service delivery - negative impact	Not applicable	1	3	3	
7	2013/14 Prepare for 2014 council and European parliamentary elections 2014/15 Administer 2014 council and European parliamentary elections 2015/16 2016/17	To meet legislative requirements	No impact	Communications - negative impact Democracy Services - negative impact Merton Link and Contact Centre - negative impact	Not applicable	1	3	3	
8	2013/14 Move to a web based accident reporting system 2014/15 2015/16 2016/17 Introduction of a web based accident reporting system to improve reporting and preventative measures implemented. This will be shared with Sutton and Kingston as part of the Trinity project outcomes and will allow us to benchmark in the future	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	4	2	8	
9	2013/14 Increase scope of Asbestos compliance 2014/15 2015/16 2016/17 To include all corporate premises and schools	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	9	
10	2013/14 Prepare for new working arrangements under Single Fraud Initiative 2014/15 2015/16 2016/17	To meet legislative requirements	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	2	2	4	

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Customer Services		MAJOR EXPECTED OUTCOME			IMPACT ON:			Risk	
PROJECT DESCRIPTION		Equalities			Sustainability			Likelihood	
		Select up to 3 services						Impact	
		Select up to 3 services						Score	
1	2013/14 Customer Service Review 2014/15 Customer Service Review 2015/16 2016/17 Once options appraisal has been completed and detailed decisions regarding implementation timetable decided roll out of project will commence.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact	Not applicable	3	2	6	
2	2013/14 Improve access to online services 2014/15 Improve access to online services 2015/16 Improve access to online services 2016/17 Maintain successful visits to the website at 83%, improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	2	2	4	
3	2013/14 First call resolution software 2014/15 2015/16 2016/17 This is linked to the Customer Service Review and will commence with - Phase 1 - investigate enhancing current software. - Phase 2 - review software against aims/objectives. Phase 3 - implement.	Improved customer satisfaction	Equality analysis to be undertaken	Whole organisation - positive impact	Not applicable	2	2	4	
4	2013/14 Localism agenda for business rates 2014/15 2015/16 2016/17 Implement business rates retention scheme - review collection and administration processes to maximise income. Review discretionary reliefs. and notify any changes by April 13 - Monitor collection and performance.	To meet legislative requirements	No impact	Whole organisation - positive impact	Not applicable	2	4	8	
5	2013/14 Council Tax discounts/exemptions 2014/15 2015/16 2016/17 12/13 new discounts proposed and agreed by Cabinet - implement changes from April 2013 Review changes and impact during 2013/14.	To meet legislative requirements	No impact	Whole organisation - negative impact	Not applicable	2	2	4	
6	2013/14 Council tax support scheme 2014/15 Council tax support scheme 2015/16 Council tax support scheme 2016/17 New scheme has been proposed and awaiting full Council decision. 13/14 Secure new software & implement in line with government framework & legislation. 14/15 & 15/16 Review and revise scheme.	To meet legislative requirements	Equality analysis to be undertaken	Housing Needs and Enabling Services - negative impact Local Taxation - negative impact	Not applicable	2	3	6	
7	2013/14 Implement Welfare Assistance Scheme 2014/15 Review Welfare Assistance Scheme 2015/16 2016/17	Improved resident well being	Equality analysis undertaken	Adult Social Care - neutral impact Housing Needs and Enabling Services - neutral impact Select a service	Select one	3	2	6	
8	2013/14 2014/15 Appoint a Medical Examiner 2015/16 2016/17 The Council will need to appoint a medical examiner for registration of deaths	To meet legislative requirements	No impact	Whole organisation - neutral impact Select a service Select a service	Not applicable	2	2	4	
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Human Resources		MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score
PROJECT DESCRIPTION	Select up to 3 services			Sustainability					
1	2013/14 Agency workers supply 2014/15 Occupational health service 2015/16 Recruitment - agency and executive search via the LBRP 2016/17 Centralisation of L&D	To meet budget savings	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	9	
2	2013/14 E-recruitment 2014/15 Employee Assistance programme 2015/16 2016/17 Review of HR business partner	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	2	2	4	
3	2013/14 2014/15 Leadership and management development 2015/16 2016/17 Development of L&D and appraisal systems within I-Trent	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	9	
4	2013/14 2014/15 2015/16 2016/17 Flexible working - policy development and learning and development to support culture change and technical change	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	4	12	
5	2013/14 2014/15 2015/16 2016/17 Development of new HR policies	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	9	
6	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
7	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	

Infrastructure and Transactions		PLANNING ASSUMPTIONS										Key drivers of demand		Corporate strategies your service contributes to		Workforce Development			
Cllr Mark Allison Cabinet Member for Finance		2012/13	2013/14	2014/15	2015/16	2016/17	Performance targets (indicate if % target)					2015/16	2016/17	Impact(s) if performance indicator not met		Learning & Dev.			
Enter a concise description of your main activities/objectives below:		Anticipated demand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Infrastructure and Transactions (I&T) is made up of three functions.		Repairs and maintenance - corporate buildings	600k	630k	661k	→	600k	630k	661k	692k	723k	754k	785k	816k	847k	878k	909k	940k	
IT and telecommunication services to support the councils operations using infrastructure, assets, service desk facilities, IT governance and ensuring data security.		Fix on Fall Calls	13,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
Facilities Management provide the infrastructure to deliver services through accommodation, building maintenance, energy management, cleaning, catering, print room and post room services, security and other associated FM services. Carry out development projects and generate external income through service provision to external clients (LBM schools, other authority schools and other authorities).		Statutory work requests (hours)	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820
Transactional Services incorporates Account Payable, Accounts Receivable, Carefirst Admin and Vendor Maintenance. Ensure prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Maintain accurate records re client contributions on Carefirst to enhance correct invoicing and reduce queries. Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing.		Transactions requested by departments	90,000	80,000	75,000	70,000	65,000	60,000	55,000	50,000	45,000	40,000	35,000	30,000	25,000	20,000	15,000	10,000	5,000
		Anticipated supply	82.7	79.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	
		Staff (FTE)	82.7	79.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	78.7	
		Performance Indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
		Repairs & Maintenance reactive v planned	50/50	60/40	50/50	40/60	30/70	20/80	10/90	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100	
		No. of staff working from civic centre	1,200	1,250	1,275	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500	
		Total external fee income	100,000	150,000	175,000	200,000	225,000	250,000	275,000	300,000	325,000	350,000	375,000	400,000	425,000	450,000	475,000	500,000	
		Calls logged through Self Service	50%	40%	50%	65%	80%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
		Measure to improve instrument rates for fault	58%	62%	65%	69%	75%	80%	85%	90%	95%	98%	100%	100%	100%	100%	100%	100%	
		Improve customer satisfaction results - SRF	N/A	93%	93%	94%	94%	94%	94%	94%	94%	94%	94%	94%	94%	94%	94%	94%	
		Projects payment requests paid within 30 days	87%	94%	95%	96%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	
		Projects service paid in 30 days of receipt by LBM	N/A	89%	91%	93%	95%	97%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
		Carefirst invoices paid in 30 days from invoice date	87%	87%	88%	89%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	

DRAFT VERSION 1

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD		2014/15		2015/16		2016/17	
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Replacement of desktop equipment	1	1	1	1	1	1
2	Cloud computing project	2	2	2	2	2	2
3	Replacement of Civic Centre PABX	3	3	3	3	3	3
4	Consolidation of operational buildings	4	4	4	4	4	4
5	Civic Centre refurbishment project	5	5	5	5	5	5
6	Centralising ASH functions into Transactional Services team	6	6	6	6	6	6
7		7	7	7	7	7	7
8		8	8	8	8	8	8
9		9	9	9	9	9	9
10		10	10	10	10	10	10

ACTIONS AND SAVINGS									
2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Revenue Budget £'000s	0	0	0	0	0	0	0	0	0
Expenditure	0	0	0	0	0	0	0	0	0
Employees									
Premises									
Transport									
Supplies and Services									
3rd party payments									
Support services									
Depreciation									
Income	0	0	0	0	0	0	0	0	0
Government grants									
Other reimbursements									
Customer and client receipts									
Reserves									
Capital Funded									
NET BUDGET	0	0	0	0	0	0	0	0	0
Capital Budget									
Finance Comments (Capital Budget or otherwise)									

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT										
Infrastructure and Transactions		MAJOR EXPECTED OUTCOME			IMPACT ON: Select up to 3 services			Risk Impact		
PROJECT DESCRIPTION		Equalities			Sustainability			Likelihood		Score
1	2013/14 Replacement of desktop equipment 2015/16 2016/17 Replacement of desktop equipment to standardise operating systems and office to enable hot desking, mobile and flexible working through the use of the Virtualised Desktop Infrastructure and Unified Communications.	More efficient way of working	No impact	Whole organisation - positive impact	Impact on building emissions	3	2	6		
2	2013/14 Cloud computing project 2014/15 2015/16 2016/17 Implementation of cloud computing project	More efficient way of working	No impact	Whole organisation - positive impact	Impact on building emissions	3	2	6		
3	2013/14 Replacement of Civic Centre PABX 2014/15 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	3	2	6		
4	2013/14 Consolidation of operational buildings 2014/15 Consolidation of operational buildings 2015/16 Consolidation of operational buildings 2016/17	To meet budget savings	Equality analysis to be undertaken	Children's Social Care - positive impact Property - positive impact	Impact on building emissions	2	3	6		
5	2013/14 Civic Centre refurbishment project 2014/15 Civic Centre refurbishment project 2015/16 Civic Centre refurbishment project 2016/17 12/13 staff from Worsfold House and Athena House to be relocated to the Civic Centre.	To meet budget savings	Equality analysis to be undertaken	Children's Social Care - positive impact Youth and Inclusion - positive impact	Impact on building emissions	2	3	6		
6	2013/14 Centralising ASH functions into Transactional Services team 2014/15 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	3	2	6		
7	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		

Resources		PLANNING ASSUMPTIONS										Key drivers of demand		Corporate strategies your service contributes to		Workforce Development																																																			
Cllr Mark Allison Cabinet Member for Finance		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17																																																		
Enter a concise description of your main activities/objectives below:		<p>Resources is made up of four major areas of activity:</p> <p>Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring, council's day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology and reviewing how information is stored in our financial systems.</p> <p>Business planning - manage Financial Strategy & Capital Monitoring, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management</p> <p>Commercial & procurement - pThe purpose of the Commercial Services and Procurement team is to be a centre of excellence for procurement and contract management. Guidance and training on compliance to EU and UK procurement legislation</p> <p>Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.</p>																																																																	
Anticipated demand		200	50	60	150+	60.4	5.0	59.4	5.0	59.4	5.0	59.4	5.0	56.4	5.0	56.4	5.0																																																		
Anticipated supply		200	50	60	150+	60.4	5.0	59.4	5.0	59.4	5.0	59.4	5.0	56.4	5.0	56.4	5.0																																																		
Performance Indicator		<p>Performance targets (indicate if % target)</p> <table border="1"> <thead> <tr> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>25%</td> <td>30%</td> <td>30%</td> <td>35%</td> <td>40%</td> </tr> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>75%</td> <td>80%</td> <td>85%</td> <td>90%</td> <td>95%</td> </tr> <tr> <td>5%</td> <td>5%</td> <td>5%</td> <td>5%</td> <td>5%</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>89%</td> <td>90%</td> <td>91%</td> <td>92%</td> <td>92%</td> </tr> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>80%</td> <td>85%</td> <td>85%</td> <td>85%</td> <td>85%</td> </tr> </tbody> </table>																2012/13	2013/14	2014/15	2015/16	2016/17	25%	30%	30%	35%	40%	0	0	0	0	0	75%	80%	85%	90%	95%	5%	5%	5%	5%	5%	90%	90%	90%	90%	90%	100%	100%	100%	100%	100%	89%	90%	91%	92%	92%	0	0	0	0	0	80%	85%	85%	85%	85%
2012/13	2013/14	2014/15	2015/16	2016/17																																																															
25%	30%	30%	35%	40%																																																															
0	0	0	0	0																																																															
75%	80%	85%	90%	95%																																																															
5%	5%	5%	5%	5%																																																															
90%	90%	90%	90%	90%																																																															
100%	100%	100%	100%	100%																																																															
89%	90%	91%	92%	92%																																																															
0	0	0	0	0																																																															
80%	85%	85%	85%	85%																																																															
Reporting cycle		Quarterly	Annual	Monthly	Annual	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly																																																		
Indicator type		Quality	Business critical	Outcome	Outcome	Outcome	Outcome	Outcome	Perception	Business critical	Quality	Quality	Quality	Quality	Quality	Quality	Quality																																																		
Impact(s) if performance indicator not met		Poor decision making	Government intervention	Poor decision making	Poor decision making	Poor decision making	Poor decision making	Poor decision making	Reputational risk	Loss of income	Poor decision making	Poor decision making	Poor decision making	Poor decision making	Poor decision making	Poor decision making	Poor decision making																																																		

DEPARTMENTAL BUDGET AND RESOURCES		BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										2015/16		2016/17			
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
1	Evaluation of future funding levels	2	Evaluation of future funding levels	2	Evaluation of future funding levels	2	Evaluation of future funding levels	2	Evaluation of future funding levels	2	Evaluation of future funding levels	2	Evaluation of future funding levels	2	Evaluation of future funding levels	2	Evaluation of future funding levels
2	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring	3	Improve Joint Finance and Business Plan Monitoring
3	Corporate Equality Scheme	4	Corporate Equality Scheme	4	Corporate Equality Scheme	4	Corporate Equality Scheme	4	Corporate Equality Scheme	4	Corporate Equality Scheme	4	Corporate Equality Scheme	4	Corporate Equality Scheme	4	Corporate Equality Scheme
4		4	Evaluation of Differing Methods of Funding the Capital Programme	9	Evaluation of Differing Methods of Funding the Capital Programme	9	Evaluation of Differing Methods of Funding the Capital Programme	9	Evaluation of Differing Methods of Funding the Capital Programme	9	Evaluation of Differing Methods of Funding the Capital Programme	9	Evaluation of Differing Methods of Funding the Capital Programme	9	Evaluation of Differing Methods of Funding the Capital Programme	9	Evaluation of Differing Methods of Funding the Capital Programme
5		5	Develop and Implement a Whole Life Costing System	10	Develop and Implement a Whole Life Costing System	10	Develop and Implement a Whole Life Costing System	10	Develop and Implement a Whole Life Costing System	10	Develop and Implement a Whole Life Costing System	10	Develop and Implement a Whole Life Costing System	10	Develop and Implement a Whole Life Costing System	10	Develop and Implement a Whole Life Costing System
6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management	6	Working with BI looking at ways of improving capital project management
7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management	7	Developing in year and multi-year budget management
8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system	8	Purchase and Implement an IT based capital accounting system
9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.	9	Introduce new performance and risk management system.
10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding	10	Strategic Voluntary Sector Funding

REVENUE BUDGET £'000s		2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure		0	0	0	0	0
Income		0	0	0	0	0
NET BUDGET		0	0	0	0	0
Capital Budget		0	0	0	0	0

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Resources	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score
				Select up to 3 services					
1	2013/14 Evaluation of future funding levels. 2014/15 Evaluation of future funding levels. 2015/16 Evaluation of future funding levels. 2016/17 Evaluation of future	More efficient way of working	No impact	Whole organisation - positive impact			2	2	4
2	2013/14 Improve Joint Finance and Business Plan Monitoring 2014/15 Improve Joint Finance and Business Plan Monitoring 2015/16 Improve Joint Finance and Business Plan Monitoring	To meet budget savings	No impact	Whole organisation - positive impact			2	2	4
3	2013/14 Corporate Equality Scheme 2014/15 Corporate Equality Scheme 2015/16 Corporate Equality Scheme 2016/17 Corporate Equality Scheme	More efficient way of working	No impact	Whole organisation - positive impact			1	2	2
4	2013/14 2014/15 Evaluation of Differing Methods of Funding the Capital Programme 2015/16 Evaluation of Differing Methods of Funding the Capital Programme 2016/17	Improved reputation	No impact	Whole organisation - positive impact			2	2	4
5	2013/14 2014/15 Develop and Implement a Whole Life Costing System 2015/16 Develop and Implement a Whole Life Costing System 2016/17	Improved customer satisfaction	No impact	Whole organisation - positive impact		Community outreach	3	2	6
6	2013/14 Working with BI looking at ways of improving capital project management 2014/15 2015/16 2016/17	Select one major outcome	No impact	Whole organisation - positive impact		Select one	2	1	2
7	2013/14 Developing in year and multi-year budget management 2014/15 2015/16 2016/17	Select one major outcome	No impact	Whole organisation - positive impact		Select one	1	2	2
8	2013/14 Purchase and implement an IT based capital accounting system 2014/15 2015/16 2016/17	Select one major outcome	No impact	Whole organisation - positive impact		Select one	1	2	2
9	2013/14 Introduce new performance and risk management system. 2014/15 2015/16 2016/17	Select one major outcome	No impact	Whole organisation - positive impact		Select one	1	1	1
10	2013/14 Strategic Voluntary Sector Funding 2014/15 Strategic Voluntary Sector Funding 2015/16 Strategic Voluntary Sector Funding 2016/17 Strategic Voluntary Sector Funding	Select one major outcome	No impact	Whole organisation - positive impact		Select one	1	2	2

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Safer Merton PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
2013/14 CCTV recommissioning 2014/15 ASB legislation 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - negative impact Children's Social Care - negative impact Safer Merton - negative impact	Other resource reduction	4	2	8		
2013/14 fulfilling statutory requirements 2014/15 fulfilling statutory requirements 2015/16 2016/17	To meet legislative requirements	No impact	Whole organisation - negative impact Children's Social Care - negative impact Safer Merton - negative impact	Other resource reduction	4	2	8		
2013/14 Managing funding reductions 2014/15 2015/16 2016/17	Income loss	Equality analysis undertaken	Whole organisation - negative impact Children's Social Care - negative impact Safer Merton - negative impact	Other resource reduction	4	2	8		
#REF!	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		

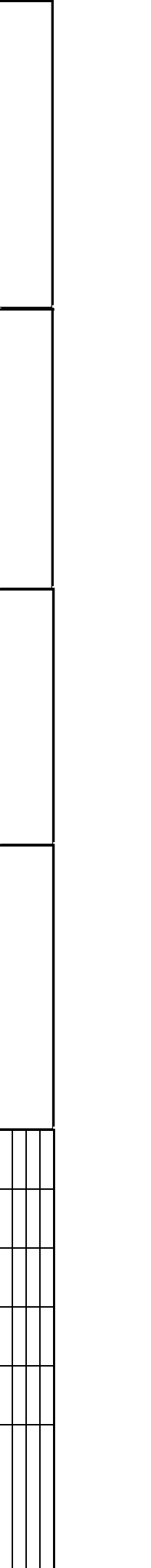
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Sustainable Communities

Commercial Waste		PLANNING ASSUMPTIONS										Key drivers of demand			Corporate strategies your service contributes to			Workforce Development	
Cllr Mark Betteridge Cabinet Member for Performance & Implementation		2012/13		2013/14		2014/15		2015/16		2016/17		Customer demand - external			Waste Management Plan			Sickness	
Enter a concise description of your main activities/objectives below:		250		250		250		250		250		Customer demand - external			Climate Change Strategy			Learning & Dev.	
Commercial Waste & Recycling Collection & Disposal directly from local businesses. Under government legislation the council has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment".		15		15		15		15		15		Customer demand - external			Select Strategy delivery			Select	
Pest Control Service: Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners/tenants have discretion on pest control providers. Merton is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.		8		8		8		8		8		Select demand driver			Select Strategy delivery			Select	
Objectives		6		6		6		6		6		Economic			Select strategy delivery			Select	
<input type="checkbox"/> to make both services more efficient, cost effective and competitive in the commercial market <input type="checkbox"/> be more reactive to seasonal demands <input type="checkbox"/> become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure.		Select anticipated supply		Select anticipated supply		Select key driver		Select key driver		Select key driver		Indicator type			Impact(s) if performance indicator not met			Select impact	
DRAFT VERSION 1		Performance Indicator		Performance targets (indicate if % target)		Performance targets (indicate if % target)		Performance targets (indicate if % target)		Performance targets (indicate if % target)		Reporting cycle			Indicator type			Impact(s) if performance indicator not met	
		2012/13		2013/14		2014/15		2015/16		2016/17		High			Business critical			Loss of income	
		£1,695m		£1.6m		£1.65m		£1.72m		£1.72m		High			Outcome			Environmental issues	
		40%		45%		50%		55%		55%		High			Business critical			Loss of income	
		60%		58%		55%		53%		53%		Low			Perception			Environmental issues	
		10%		9%		8%		7%		7%		Low			Outcome			Increased costs	
		35%		40%		45%		50%		50%		High			Outcome			Loss of income	
												Select			Select			Select impact	
												Select			Select			Select impact	
												Select			Select			Select impact	

DEPARTMENTAL BUDGET AND RESOURCES											BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD														
Project		2013/14		2014/15		2015/16		2016/17		2013/14		2014/15		2015/16		2016/17		2013/14		2014/15		2015/16		2016/17	
1		1		1		1		1		1		1		1		1		1		1		1		1	
2		2		2		2		2		2		2		2		2		2		2		2		2	
3		3		3		3		3		3		3		3		3		3		3		3		3	
4		4		4		4		4		4		4		4		4		4		4		4		4	
5		5		5		5		5		5		5		5		5		5		5		5		5	
6		6		6		6		6		6		6		6		6		6		6		6		6	
7		7		7		7		7		7		7		7		7		7		7		7		7	
8		8		8		8		8		8		8		8		8		8		8		8		8	
9		9		9		9		9		9		9		9		9		9		9		9		9	
10		10		10		10		10		10		10		10		10		10		10		10		10	

ACTIONS AND SAVINGS																	
2012/13		2013/14		2014/15		2015/16		2016/17		2013/14		2014/15		2015/16		2016/17	
Revenue Budget £'000s	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Expenditure																	
Employees																	
Premises																	
Transport																	
Supplies and Services																	
3rd party payments																	
Support services																	
Depreciation																	
Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Government grants																	
Other reimbursements																	
Customer and client receipts																	
Reserves																	
Capital Funded																	
NET BUDGET	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Capital Budget																	
Finance Comments (Capital Budget or otherwise)																	



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Commercial Waste PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
2013/14 Double shifting vehicles 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Review pricing structure 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Amalgamate evening resources 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Encourage recycling 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Improve customer account management 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Potential Partnership working with Sutton 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Introduce timed commercial waste collections in town centres 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Undertake a review of the service 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 Business Improvement District 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	

Development and Building Control		PLANNING ASSUMPTIONS										Key drivers of demand				Corporate strategies your service contributes to				Workforce Development	
Gir Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Key drivers of supply		Corporate strategies your service contributes to		Workforce Development						
Enter a concise description of your main activities/objectives below:		Increased enforcement cases	700	700	700	700	700	700	Customer demand - external	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Climate Change Strategy	Core Planning Strategy	Ageing workforce					
Building Control		Planning applications economy dependant	2000	2000	2000	2000	2000	2000	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Climate Change Strategy	Core Planning Strategy	Ageing workforce					
Development control		BC applications economy dependant	1650	1650	1650	1650	1650	1650	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Climate Change Strategy	Core Planning Strategy	Ageing workforce					
Assess and determine planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.		free applications	600	600	600	600	600	600	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Statutory / Government initiative	Climate Change Strategy	Core Planning Strategy	Ageing workforce					
Major applications processed within 13 wks		Anticipated supply	36	37	35	33	31	31	Economic	Economic	Economic	Economic	Economic	Housing Strategy	Housing Strategy	Housing Strategy					
Minor applications processed within 8 wks		Staff (FTE)							Local Development Framework	Local Development Framework	Local Development Framework	Local Development Framework	Local Development Framework	Local Development Framework	Local Development Framework	Local Development Framework					
Other applications processed within 8 wks		Select anticipated supply							Central Government	Central Government	Central Government	Central Government	Central Government	Central Government	Central Government	Central Government					
appeals lost		Select anticipated supply							London wide strategy	London wide strategy	London wide strategy	London wide strategy	London wide strategy	London wide strategy	London wide strategy	London wide strategy					
Income (Development and Building Control)		Select anticipated supply							Capital Programme	Capital Programme	Capital Programme	Capital Programme	Capital Programme	Capital Programme	Capital Programme	Capital Programme					
Market share retained by LA (BC)		Performance Indicator							Impact(s) if performance indicator not met	Impact(s) if performance indicator not met	Impact(s) if performance indicator not met	Impact(s) if performance indicator not met	Impact(s) if performance indicator not met	Impact(s) if performance indicator not met	Impact(s) if performance indicator not met	Impact(s) if performance indicator not met					
Projects completed		2012/13	60%	50%	50%	50%	50%	40%	High	High	High	High	High	High	High	High					
Number of enforcement cases closed		2013/14	65%	60%	60%	60%	60%	50%	High	High	High	High	High	High	High	High					
		2014/15	80%	70%	70%	70%	70%	60%	High	High	High	High	High	High	High	High					
		2015/16	35%	40%	40%	45%	50%	50%	Low	Low	Low	Low	Low	Low	Low	Low					
		2016/17	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	High	High	High	High	High	High	High	High					
			85%	80%	75%	75%	75%	75%	High	High	High	High	High	High	High	High					
			60%	60%	50%	50%	50%	50%	High	High	High	High	High	High	High	High					
			600	600	600	450	450	300	High	High	High	High	High	High	High	High					
									Select	Select	Select	Select	Select	Select	Select	Select					

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Project	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Indicator type	Impact(s) if performance indicator not met
1	Handle more major planning applications	Handle more major planning applications	Handle more major planning applications	Handle more major planning applications	1	1	1	1	Monthly	Quality	Reduced service delivery
2	Localism Bill	Localism Bill	Localism Bill	Localism Bill	2	2	2	2	Monthly	Quality	Reduced service delivery
3	Commercialisation of Building Control	Commercialisation of Building Control	Commercialisation of Building Control	Commercialisation of Building Control	3	3	3	3	Quarterly	Perception	Reputational risk
4	Mobile/Home working	Mobile/Home working	Mobile/Home working	Mobile/Home working	4	4	4	4	Monthly	Business critical	Loss of income
5					5	5	5	5	Monthly	Perception	Loss of income
6					6	6	6	6	Quarterly	Quality	Reduced uptake of service
7					7	7	7	7	Quarterly	Quality	Reputational risk
8					8	8	8	8	Quarterly	Quality	Reputational risk
9					9	9	9	9	Select	Select	Select impact
10					10	10	10	10	Select	Select	Select impact

DEPARTMENTAL BUDGET AND RESOURCES

	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17
Revenue Budget £'000s	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure															
Employees															
Premises															
Transport															
Supplies and Services															
3rd party payments															
Support services															
Depreciation															
Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government grants															
Other reimbursements															
Customer and client receipts															
Reserves															
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET BUDGET	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Budget															
Finance Comments (Capital Budget or otherwise)															

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Development and Building Control		MAJOR EXPECTED OUTCOME			IMPACT ON: Select up to 3 services			Risk	
PROJECT DESCRIPTION		Equalities			Sustainability			Likelihood	
1	2013/14 Handle more major planning applications - 2014/15 Handle more major planning applications - 2015/16 Handle more major planning applications - 2016/17	Income generation	No impact	Business Improvement - positive impact Select a service Select a service	Not applicable	2	2	4	
2	2013/14 Localism Bill 2014/15 Localism Bill 2015/16 Localism Bill 2016/17	To meet legislative requirements	Equality analysis to be undertaken	Development and Building Control - neutral impact Select a service Select a service	Not applicable	4	2	8	
3	2013/14 Commercialisation of Building Control 2014/15 Commercialisation of Building Control 2015/16 2016/17	Income generation	No impact	Accountancy - positive impact Select a service Select a service	Not applicable	3	2	6	
4	2013/14 2014/15 Mobile/Home working 2015/16 Mobile/Home working 2016/17	More efficient way of working	No impact	Development and Building Control - positive impact Select a service Select a service	Impact on transport emissions	1	1	1	
5	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
6	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
7	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	

Environmental Health, Trading Standards & Licensing		PLANNING ASSUMPTIONS										Key drivers of demand		Corporate strategies your service contributes to		Workforce Development	
Gill Andrew, Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Corporate strategies your service contributes to		Workforce Development						
Enter a concise description of your main activities/objectives below:		2012/13	2013/14	2014/15	2015/16	2016/17	Customer demand - external	Central Government	Learning & Dev.								
<p>Provide a proportionate, risk-based approach to the council's statutory duty to enforce Environmental Health, Trading Standards & Licensing legislation that meets national/local priorities. Ensuring a healthy, safe and fair environment by:-</p> <ul style="list-style-type: none"> Protect interest of consumers and businesses from rogue traders and doorsleep crime through prevention of sales of age-restricted products maintaining food safety/hygiene/quality controlling infectious disease improving public health reducing the number of accidents and the level of ill-health associated with the commercial work environment improved housing conditions, air quality and reducing pollution provision of grant assistance programme for improvements and adaptations to properties including where occupied by those with a disability develop partnerships with local businesses to help them comply with legal obligations investigate and control excessive noise from neighbours, alarms, construction sites consider and grant licences/permits to trade through statutory premises inspection regimes; compliant investigation; testing/ sampling/monitoring activities formal legal action for persistent/serious offenders, remove rogue traders and unfair trading practices. 		1,525	1,530	1,535	1,540	1,545	Customer demand - external	Central Government	Learning & Dev.								
Total number of food premises		7,500	7,750	8,000	8,250	8,500	Customer demand - external	Performance Management Framework	Ageing workforce								
Total number of service requests		1,850	1,860	1,870	1,880	1,890	Customer demand - external	Crime & Disorder (partnership plan)									
Licence/permit applications		550	560	570	580	590	Customer demand - external	Housing Strategy	Select								
DF/PSHEP grant enquiries/applications		35,11	30	25	25	25	Key drivers of supply	Air Quality Action Plan	Select								
Anticipated supply							Economic	Commercial & Trading Standards	Select								
Staff (FTE)							Select key driver	Older People's Housing	Select								
Select anticipated supply							Select key driver	Social Inclusion Strategy	Select								
Select anticipated supply							Select key driver	Select strategy delivery	Select								
Select anticipated supply									Select								
Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Indicator type	Impact(s) if performance indicator not met								
Reply to service request in 5 working days		95%	90%	85%	85%	85%	Monthly	Perception	Reduced customer service								
Income generation by EHTSL		£325,000	£325,000	£325,000	£325,000	£325,000	Monthly	Outcome	Loss of income								
Inspect category A,B & C food premises		100%	95%	90%	90%	90%	Annual	Business critical	Government intervention								
No. of underage sales test purchases		240	220	200	200	200	Quarterly	Business critical	Anti social behaviour								
Data capture from air pollution monitoring sites		90%	90%	90%	90%	90%	Quarterly	Business critical	Reduced enforcement								
No. of enforcement/improvement notices		200	175	150	150	150	Quarterly	Quality	Loss of Government grant								
Process licensing applications within 21 days.		100%	95%	90%	90%	90%	Quarterly	Business critical	Reputational risk								
Minimum number of DF/SR Grants approved		75	77	80	82	85	Quarterly	Outcome	Loss of Government grant								

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD		2015/16		2016/17	
Project	2013/14	2014/15	2015/16	2016/17	2016/17
1	Development of shared 'regulatory' service	1	1		
2	Transfer of Public Health responsibilities	2	2		
3	Roll-out of Accredited Financial Investigation function	3	3		
4	Implementation of DFG LEAN review recommendations	4	4		
5	Successful and safe AELTC championships	5	5		
6	Contaminated Land investigation in Marlrowe Square	6	6		
7	Produce and run Air Quality website for South London cluster group	7	7		
8	Investigation of Air Quality exceedances in Colliers Wood, Plough Lane and RRM site	8	8		
9	Delivery of 'Warm Homes Healthy People' grant funded programme	9	9		
10		10	10		

ACTIONS AND SAVINGS									
2013/14		2014/15		2015/16		2016/17			
Revenue Budget £'000s	0	0	0	0	0	0	0	0	0
Expenditure									
Employees									
Premises									
Transport									
Supplies and Services									
3rd party payments									
Support services									
Depreciation									
Income	0	0	0	0	0	0	0	0	0
Government grants									
Other reimbursements									
Customer and client receipts									
Reserves									
Capital Funded									
NET BUDGET	0	0	0	0	0	0	0	0	0
Capital Budget									
Finance Comments (Capital Budget or otherwise)									

DEPARTMENTAL BUDGET AND RESOURCES									
2012/13		2013/14		2014/15		2015/16		2016/17	
Revenue Budget £'000s	0	0	0	0	0	0	0	0	0
Expenditure									
Employees									
Premises									
Transport									
Supplies and Services									
3rd party payments									
Support services									
Depreciation									
Income	0	0	0	0	0	0	0	0	0
Government grants									
Other reimbursements									
Customer and client receipts									
Reserves									
Capital Funded									
NET BUDGET	0	0	0	0	0	0	0	0	0
Capital Budget									
Finance Comments (Capital Budget or otherwise)									

DRAFT VERSION 1

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
Environmental Health, Trading Standards & Licensing 2013/14 Development of shared regulatory service 2014/15 2015/16 2016/17	To meet budget savings	Equality analysis undertaken	Human Resources - negative impact Accountancy - negative impact Safety Services - negative impact	Other resource reduction	4	2	8		
2013/14 Transfer of Public Health responsibilities 2014/15 2015/16 2016/17	Improved resident well being	No impact	Select a service	Not applicable	3	1	3		
2013/14 Roll-out of Accredited Financial Investigation function 2014/15 2015/16 2016/17	Income generation	No impact	Housing Benefits - positive impact Investigations - positive impact Development and Building Control - positive impact	Not applicable	3	1	3		
2013/14 Implementation of DFG LEAN review recommendations 2014/15 2015/16 2016/17	Improved resident well being	Equality analysis to be undertaken	Adult Social Care - positive impact Business Improvement - positive impact Children's Social Care - positive impact	Not applicable	2	1	2		
2013/14 Successful and safe AELTC championships 2014/15 2015/16 2016/17	To meet legislative requirements	No impact	Whole organisation - positive impact Select a service	Not applicable	4	2	8		
2013/14 Contaminated Land investigation in Marlowe Square 2014/15 2015/16 2016/17	To meet legislative requirements	No impact	Select a service	Not applicable	5	2	10		
2013/14 Produce and run Air Quality website for South London cluster group 2014/15 2015/16 2016/17	More efficient way of working	No impact	Select a service Select a service	Not applicable	2	1	2		
2013/14 Investigation of Air Quality exceedences in Colliers Wood, Plough Lane and RRM site 2014/15 2015/16 2016/17	Improved resident well being	No impact	Select a service Select a service Select a service	Not applicable	3	2	6		
2013/14 Delivery of 'Warm Homes Healthy People' grant funded programme 2014/15 2015/16 2016/17	Improved resident well being	No impact	Adult Social Care - positive impact Children's Social Care - positive impact Future Merton - positive impact	Community outreach	2	1	2		
2013/14 2014/15 Implementation of 'Flexible Working' across section 2015/16 2016/17	More efficient way of working	No impact	Select a service Select a service Select a service	Other resource reduction	3	1	3		

Future Merton		PLANNING ASSUMPTIONS										Key drivers of demand				Key drivers of supply				Corporate strategies your service contributes to				Workforce Development									
Select your Cabinet Member & Portfolio		2012/13		2013/14		2014/15		2015/16		2016/17		Customer demand - external		Customer demand - external		Climate Change Strategy		Core Planning Strategy		Capital Programme		Housing Strategy		Local Implementation Plan		London wide strategy		Unitary Development Plan		Road Safety Plan		Learning & Dev.	
Enter a concise description of your main activities/objectives below:		212,900		199,700		7420		24		24		24		24		24		24		24		24		24		24		24		24		24	
To deliver the council's regeneration plans, prioritising areas for regeneration and investment. To develop new spatial planning policies to support regeneration objectives, site assembly requirements to support regeneration and development objectives, sustainable development policies to support Merton's commitment to carbon reduction, urban design frameworks to support regeneration and increase design quality in the borough. Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan. Attract developer and inward investment, public sector funding and support to deliver our regeneration.		212,900		199,700		7420		24		24		24		24		24		24		24		24		24		24		24		24		24	
<p>Objectives</p> <ul style="list-style-type: none"> to develop transport policies and secure external funding from Transport for London (TL) to deliver improvements to Merton's public realm deliver regeneration projects in Mitcham and Colliers Wood using the Mayor's Funding adopt Planning Briefs to aid marketing and disposal of Hartfield Road and Broadway car park, Wimbledon, Morden Station Planning Brief (1MO). complete the Destination Wimbledon scheme for 2012 Olympics. Morden Town Centre Masterplan to be drafted by the end of 2012/13 following on from 1MO Planning Brief. 		370		320		320		320		320		320		320		320		320		320		320		320		320		320		320		320	
<p>Performance Indicator</p> <p>Housing supply targets</p> <p>Town centre vacancy rates</p> <p>Increase the modal share for walking and cycling in the borough</p> <p>Emissions reduction from buildings</p> <p>Reduce total no. killed or seriously injured in road traffic accidents</p> <p>Reduce CO2 emissions by councils fleet transport (kilo tonnes)</p> <p>To deliver new business start ups and jobs through the EDS Merton Business Support Service</p>		12%		10%		10%		10%		10%		10%		10%		10%		10%		10%		10%		10%		10%		10%		10%		10%	
		35.4%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%		35.8%	
		4.0%		6.5%		9.0%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%		11.5%	
		56		54		54		54		54		54		54		54		54		54		54		54		54		54		54		54	
		155		150		150		150		150		150		150		150		150		150		150		150		150		150		150		150	
		300		300		300		300		300		300		300		300		300		300		300		300		300		300		300		300	
		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select	
		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select		Select	

DEPARTMENTAL BUDGET AND RESOURCES		BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										ACTIONS AND SAVINGS																									
		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23		2023/24		2024/25		2025/26		2026/27		2027/28		2028/29		2029/30			
		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project		Project			
Revenue Budget £'000s		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Expenditure		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Employees		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Premises		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Transport		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Supplies and Services		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
3rd party payments		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Support services		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Depreciation		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Income		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Government grants		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Other reimbursements		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Customer and client receipts		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Reserves		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Capital Funded		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
NET BUDGET		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Capital Budget		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0		0	
Finance Comments (Capital Budget or otherwise)																																					

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DRAFT VERSION 1

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Future Merton PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON: Select up to 3 services			Likelihood	Risk Impact	Score	
			Development and Building Control - positive impact	Parking - negative impact	Local Taxation - positive impact				
2013/14 Morden station 2014/15 Morden station 2015/16 2016/17 Work in Partnership with TfL to bring forward the redevelopment of Morden Station for a mixed use, retail led scheme to reinvigorate Morden Town Centre	Income generation	No impact	Development and Building Control - positive impact Parking - negative impact Local Taxation - positive impact	District networks	2	3	6		
2013/14 Mitcham public Realm 2014/15 2015/16 2016/17 Use TfL, Local Implementation Plan (LIP) allocation to improve the public realm, look and feel of Mitcham Town Centre	Improved resident well being	Equality analysis to be undertaken	Development and Building Control - positive impact Highways - positive impact Parking - positive impact	Impact on transport emissions	2	3	6		
2013/14 Mitcham Planning Framework 2014/15 Mitcham Planning Framework 2015/16 Mitcham Planning Framework 2016/17 Work with stakeholders to facilitate the regeneration of Mitcham Planning Framework (through the preparation of a masterplan, development control and delivery of new, more sustainable homes)	Improved resident well being	Equality analysis to be undertaken	Development and Building Control - positive impact Housing Needs and Enabling Services - positive impact Housing Needs and Enabling Services - negative impact	Impact on building emissions	4	2	8		
2013/14 Hartfield Road - Wimbleton 2014/15 Hartfield Road - Wimbleton 2015/16 Hartfield Road - Wimbleton 2016/17 Produce a new Planning Brief for the redevelopment of Hartfield Road car park for mixed town centre uses. Follow through to procurement and planning with IPT Property Team	Income generation	No impact	Development and Building Control - positive impact Parking - negative impact Local Taxation - positive impact	Other resource reduction	4	2	8		
2013/14 Broadway Car Park 2014/15 Broadway Car Park 2015/16 Broadway Car Park 2016/17 Produce a new Planning Brief for the redevelopment of Broadway car park for mixed town centre uses. Follow through to procurement and planning with IPT Property Team	Income generation	No impact	Development and Building Control - positive impact Parking - negative impact Local Taxation - positive impact	Other resource reduction	4	2	8		
2013/14 Wimbleton - Gap Road planning brief 2014/15 Wimbleton - Gap Road planning brief 2015/16 Wimbleton - Gap Road planning brief 2016/17 Work with the site owners to prepare a planning brief to guide the redevelopment of the site for employment led uses.	Improved resident well being	Equality analysis to be undertaken	Development and Building Control - positive impact Housing Needs and Enabling Services - positive impact Select a service	Not applicable	3	2	6		
2013/14 Central Business district - Wimbleton Bridge/Duntonald Yard 2014/15 Central Business district - Wimbleton Bridge/Duntonald Yard 2015/16 Central Business district - Wimbleton Bridge/Duntonald Yard Conduct research into the viability of a new central business district in Wimbleton. Site viability, market demand, logistics, planning and place branding	Income generation	No impact	Local Taxation - positive impact Highways - positive impact Development and Building Control - positive impact	Impact on building emissions	3	2	6		
2013/14 Colliers Wood / South Wimbledon Planning Framework 2014/15 Colliers Wood / South Wimbledon Planning Framework 2015/16 Colliers Wood / South Wimbledon Planning Framework 2016/17 Work with stakeholders to facilitate the regeneration of Colliers Wood / South Wimbledon Development Framework (through the preparation of a masterplan, development control and delivery of new, more sustainable homes)	Improved resident well being	Equality analysis undertaken	Development and Building Control - positive impact Housing Needs and Enabling Services - positive impact Select a service	Not applicable	3	3	9		
2013/14 Raynes Park - Rainbow Estate 2014/15 Raynes Park - Rainbow Estate 2015/16 2016/17 Work with the site owners to prepare a planning brief to guide the redevelopment of the site for employment led uses and secure public realm enhancements to Raynes Park Southside and provision of a station drop-off area.	Improved reputation	Equality analysis undertaken	Highways - positive impact Local Taxation - positive impact Housing Needs and Enabling Services - positive impact	Other resource reduction	3	2	6		
2013/14 Morden - Civic Centre wings 2014/15 Morden - Civic Centre wings 2015/16 Morden - Civic Centre wings 2016/17 Morden - Civic Centre wings To redevelop the Civic Centre wings	Improved reputation	Equality analysis to be undertaken	Property - positive impact Select a service Select a service	Not applicable	2	2	4		

SERVICE	FURTHER PLANNING ASSUMPTIONS																			
	BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS					2015/16					2016/17									
DESCRIPTION	2013/14				2014/15				2015/16				2016/17							
	11	12	13	14	15	16	17	18	19	20	11	12	13	14	15	16	17	18	19	20
Project 11	2012/13 Morden Public Realm, 2013/14 Morden Public Realm, 2014/15 2015/16 To improve and declutter (signs and street furniture) the public realm	Morden Public Realm	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Morden Public Realm	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan	Pollards Hill master plan
Project 12	2012/13 Pollards Hill master plan, 2013/14 Library/Mariborough Hall, 2014/15 Pollards Hill master plan, 2015/16	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall
Project 13	2012/13 Library/Mariborough Hall, 2013/14 Library/Mariborough Hall, 2014/15 Library/Mariborough Hall, 2015/16	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall	Library/Mariborough Hall
Project 14	2012/13 Colliers Wood and South Wimbledon - Merantun Way, 2013/14 Colliers Wood and South Wimbledon - Merantun Way, 2014/15 Colliers Wood and South Wimbledon - Merantun Way, 2015/16	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way	Colliers Wood and South Wimbledon - Merantun Way
Project 15	2012/13 Sites and policies DPD and Proposals map, 2013/14 Sites and policies DPD and Proposals map, 2014/15 Sites and policies DPD and Proposals map, 2015/16	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map	Sites and policies DPD and Proposals map
Project 16	2012/13 EDS Merton Business Support Service, 2014/15 EDS Merton Business Support Service, 2015/16	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service	EDS Merton Business Support Service
Project 17	2012/13 2013/14 2014/15 2015/16																			
Project 18	2012/13 2013/14 2014/15 2015/16																			
Project 19	2012/13 2013/14 2014/15 2015/16																			
Project 20	2012/13 2013/14 2014/15 2015/16																			

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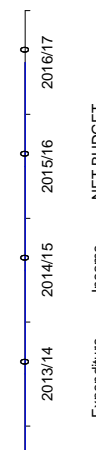
Housing Needs and Enabling Services		PLANNING ASSUMPTIONS										Key drivers of demand		Corporate strategies your service contributes to		Workforce Development
Cllr Nick Draper Cabinet Member for Community & Culture		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Corporate strategies your service contributes to		Workforce Development					
<p>Enter a concise description of your main activities/objectives below:</p> <p>To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.</p> <p>To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximises use of resources and deliver services that minimise costs to the council.</p> <p>The purpose of this service is to:</p> <ul style="list-style-type: none"> - Prevent homelessness in accordance with statutory housing law - Provide homes to people in housing need - Plan for the future delivery of housing via general conformity with the London Housing Strategy. - Formulate and deliver statutory housing strategies for the borough - Maintain the Housing Register and Choice Based Lettings process and nominate households to vacant housing association homes - Maximise supply of affordable homes with registered providers - Provide care and housing support to vulnerable adults. 		11500	11750	12000	12000	12000	Customer demand - external	Homelessness Strategy	N/A							
<p>Anticipated demand</p> <p>Housing Advice, Options, Private Tenants & Landlords advice.</p> <p>Housing Register Applicants</p> <p>Housing Options Casework</p> <p>Demand for Temporary Accommodation</p> <p>Anticipated supply</p> <p>Staff (FTE)</p> <p>Select anticipated supply</p> <p>Select anticipated supply</p> <p>Select anticipated supply</p>		8250	9400	10500	11700	12800	Customer demand - external	Housing Strategy	Select							
<p>Performance Indicator</p> <p>No. of Homelessness Preventions</p> <p>Households in Temporary Accommodation</p> <p>Highest no. of families in B&B</p> <p>Highest no. of adults in B&B</p> <p>Affordable Homes delivered</p> <p>Social Housing Lets</p> <p>Rent deposit - new tenancies</p>		525	550	575	600	600	Business critical	Increased costs	Select impact							
<p>Performance targets (indicate if % target)</p> <p>2012/13</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p>		100	100	100	100	100	Business critical	Increased costs	Select impact							
<p>Reporting cycle</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Annual</p> <p>Quarterly</p> <p>Annual</p> <p>Select</p> <p>Select</p>		<p>Indicator type</p> <p>Business critical</p> <p>Business critical</p> <p>Business critical</p> <p>Business critical</p> <p>Outcome</p> <p>Outcome</p> <p>Select</p> <p>Select</p>		<p>Impact(s) if performance indicator not met</p> <p>Increased costs</p> <p>Increased costs</p> <p>Increased costs</p> <p>Reputational risk</p> <p>Increased waiting times</p> <p>Increased waiting times</p> <p>Select impact</p> <p>Select impact</p>												

BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	2016/17
1	Respond to changes in Homelessness Law	1	1	1	1	1	1	1	1
2	Shared Lives Optimisation	2	2	2	2	2	2	2	2
3	Deliver agreed actions arising from TOM	3	3	3	3	3	3	3	3
4	Maximise use of Private Rented Sector (PRS)	4	4	4	4	4	4	4	4
5	Social rented model for older and vulnerable owner-occupiers	5	5	5	5	5	5	5	5
6	Social enterprise for PRS	6	6	6	6	6	6	6	6
7	Homelessness Strategy	7	7	7	7	7	7	7	7
8	Review Temporary Accommodation Strategy	8	8	8	8	8	8	8	8
9		9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	ACTIONS AND SAVINGS			
Expenditure	0	0	0	0	0	2013/14	2014/15	2015/16	2016/17
Employees									
Premises									
Transport									
Supplies and Services									
3rd party payments									
Support services									
Depreciation									
Income	0	0	0	0	0				
Government grants									
Other reimbursements									
Customer and client receipts									
Reserves									
Capital Funded									
NET BUDGET	0	0	0	0	0	0	0	0	0
Capital Budget									
Finance Comments (Capital Budget or otherwise)									

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DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Housing Needs and Enabling Services PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
2013/14 Respond to changes in Homelessness Law 2014/15 2015/16 2016/17 Respond to changes to Homelessness Law and discharge of duty to Private Rented Sector that will be delivered through the Localism Act 2012 and deliver actions accordingly.	To meet legislative requirements	Equality analysis to be undertaken	Adult Social Care - positive impact Children's Social Care - positive impact Housing Benefits - neutral impact	Not applicable	2	2	4		
2013/14 Shared Lives Optimisation 2014/15 Shared Lives Optimisation 2015/16 2016/17 Optimise the use of Shared Lives thereby reducing the placements in residential care and associated spend by £350k each year for three years (total cost reduction of £1050k to Adult Social Care budget)	To meet budget savings	No impact	Adult Social Care - positive impact Commissioning, Strategy and Performance - positive impact Select a service	Not applicable	3	3	9		
2013/14 Deliver agreed actions arising from TOM 2014/15 Deliver agreed actions arising from TOM 2015/16 Deliver agreed actions arising from TOM 2016/17 Deliver agreed actions arising from TOM 2016/17 Deliver any actions arising from the TOM process once they have been agreed.	More efficient way of working	Equality analysis to be undertaken	Select a service Select a service Select a service	Not applicable	2	2	4		
2013/14 Maximise use of Private Rented Sector (PRS) 2014/15 Maximise use of Private Rented Sector (PRS) 2015/16 Maximise use of Private Rented Sector (PRS) 2016/17 Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including maximising rehousing through empty homes grants.	More efficient way of working	No impact	Adult Social Care - positive impact Adult Social Care - positive impact Housing Benefits - positive impact	Not applicable	2	3	6		
2013/14 Social rented model for older and vulnerable owner-occupiers 2014/15 2015/16 2016/17 Explore feasibility of a social rented model for older and vulnerable owner-occupiers: Under-occupiers to access social rented supported housing, in return for letting their homes to homeless households.	More efficient way of working	Equality analysis to be undertaken	Adult Social Care - positive impact Select a service Select a service	Not applicable	1	1	1		
2013/14 Social enterprise for PRS 2014/15 2015/16 2016/17 Explore feasibility of developing a social enterprise for the PRS examining different models of social letting agents and consider the best one to establish Merton as the 'agent of choice' for PRS Landlords, thus seeking to minimise the risks of other LA housing services taking advantage of PRS lets in Merton.	More efficient way of working	No impact	Housing Benefits - positive impact Legal Services - positive impact Property - positive impact	Not applicable	1	1	1		
2013/14 Homelessness Strategy 2014/15 2015/16 2016/17 Deliver Homelessness Strategy 2014 - 2017	To meet legislative requirements	Equality analysis to be undertaken	Adult Social Care - positive impact Children's Social Care - positive impact Select a service	Not applicable	1	3	3		
2013/14 Review Temporary Accommodation Strategy 2014/15 2015/16 2016/17 Review demand and supply of Temporary Accommodation and the impact of welfare reform.	More efficient way of working	Equality analysis to be undertaken	Housing Needs and Enabling Services - neutral impact Adult Social Care - positive impact Children's Social Care - positive impact	Not applicable	2	2	4		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Not applicable	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Not applicable	0	0	0		

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT										
Leisure & Culture Development		MAJOR EXPECTED OUTCOME			IMPACT ON:			Risk		
PROJECT DESCRIPTION		Equalities			Select up to 3 services			Likelihood	Impact	Score
1	2013/17 Increasing participation in sport, recreation and physical activity Providing programmes, activities and events in partnership with others to deliver increased participation in sport, recreation and physical activities improving people's health and well-being	Improved resident well being	Equality analysis undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Partner Organisation - positive impact	Not applicable	2	2	4		
2	2013/17 Increasing participation & engagement in the arts, cultural and well-being activities Providing programmes, activities and events in partnership with others to deliver increased participation in arts, cultural and well-being activities improving people's health and well-being	Improved resident well being	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Partner Organisation - positive impact	Not applicable	2	2	4		
3	2013/17 Leisure Centres Contract & Wimbledon Theatre Management Management of the leisure centre contract and New Wimbledon Theatre lease including Contractor and Councils Capital investment as well as compliance with agreements and ensuring business & facility viability continues	Improved resident well being	Equality analysis to be undertaken	Select a service Leisure Development - positive impact Select a service	Not applicable	2	2	4		
4	2013/17 Future of Morden Park Pool & Wimbledon Park Watersports Centre & Cultural Facility Development The future of Morden Park Pool will need to be reconsidered in 2013 and a plan and scope of works determined and the existing Watersports Centre is an ageing building - need to explore the potential replacement of this building with something more fit for purpose that provides increased leisure opportunities in this part of the borough	More efficient way of working	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Select a service	Not applicable	4	2	8		
5	2013/17 Implementation of Online Leisure & Cultural Bookings Implement the Mango online booking system for Pitch, Halls, Pavilions, Courses, Events and Activities working with IT and other service beneficiaries for a whole council approach	More efficient way of working	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Libraries - positive impact	Not applicable	2	2	4		
6	2013/17 St Mark's Academy School & PFI Schools - Community Use Move the Merton Active Plus programme cost neutral over a three year period such that the salary of the Leisure Development Officer is included in that cost making a zero based budget	Improved resident well being	Equality analysis to be undertaken	Leisure Development - positive impact Select a service Select a service	Not applicable	2	2	4		
7	2013/17 St Mark's Academy School & PFI Schools - Community Use Work with St Mark's Academy School and CSF to develop a community leisure, cultural and community hub increasing community use of the school's facilities and work with PFI company and Sport England to open high schools for community use	Improved resident well being	Equality analysis to be undertaken	Leisure Development - positive impact Partner Organisation - positive impact Early Years - positive impact	Not applicable	2	1	2		
8	2013/17 Cultural Framework - launch & implementation Launch Cultural Framework and commence delivery of arts & leisure development services with that Framework	Improved resident well being	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Libraries - positive impact	Not applicable	2	1	2		
9	2013/17 Commercialisation of Arts & Leisure Development Move the work of the arts & leisure development officers to be ones of delivering commissioned projects and commissioning projects moving to a cost neutral and zero based budget.	Income generation	Equality analysis to be undertaken	Leisure Development - neutral impact Parks and Green Spaces - negative impact Select a service	Not applicable	2	2	4		
10	2013/17 External Funding & Inward Investment Opportunities Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to extend the delivery of our strategic needs.	Income generation	No impact	Leisure Development - positive impact Select a service Select a service	Not applicable	2	1	2		

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
Libraries	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			
				Select up to 3 services	Sustainability	Risk Impact	
				Likelihood	Score		
1	2013/14 E-communications Strategy 2014/15 E-communications Strategy 2015/16 2016/17 Continue to channel shift communications through to digital methods. 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website	More efficient way of working	No impact	Libraries - positive impact Whole organisation - positive impact Select a service	Community outreach 2	2	4
2	2013/14 Heritage projects 2014/15 Heritage projects 2015/16 2016/17 Monitor the Heritage Strategy and deliver expected outcomes. Complete Heritage Lottery Funded digitisation project 'Merton Memories' and launch new heritage website. Increase income from heritage services by providing online sales facilities.	Improved customer satisfaction	No impact	Libraries - positive impact Select a service Select a service	Opportunity for sustainable education 2	2	4
3	2013/14 Stock efficiency program 2014/15 Stock efficiency program 2015/16 Stock efficiency program 2016/17 Complete Stock Team review and complete implementation of direct delivery of stock. Increase usage of automated stock procurement systems to drive down cost and improve the quality of stock selection.	Select one major outcome	Equality analysis undertaken	Libraries - positive impact Select a service Select a service	Other resource reduction 2	1	2
4	2013/14 Children and Young People's projects 2014/15 Children and Young People's projects 2015/16 Children and Young People's projects 2016/17 Introduce a universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels at libraries.	Improved resident well being	Equality analysis undertaken	Schools, Standards and Quality - positive impact Libraries - positive impact Select a service	Community outreach 2	2	4
5	2013/14 Outreach and Community Engagement Plan 2014/15 Outreach and Community Engagement Plan 2015/16 Outreach and Community Engagement Plan 2016/17 Outreach and Community Engagement Plan 2016/17 Deliver an annual outreach plan to increase usage of libraries. Conduct annual Public Library User Surveys (PLUS) and conduct research and engagement work with under represented groups and shape services accordingly.	Improved customer satisfaction	Equality analysis undertaken	Whole organisation - positive impact Libraries - positive impact Select a service	Community outreach 2	2	4
6	2013/14 IT Projects 2014/15 IT projects 2015/16 2016/17 Complete rollout of wi-fi services and new public PCs. Implement new technology solution for staff workstations following review.	Improved customer satisfaction	No impact	Whole organisation - positive impact Libraries - positive impact Select a service	Opportunity for sustainable education 3	2	6
7	2013/14 Assisted Digital Support 2014/15 Assisted Digital Support 2015/16 2016/17 Increase volunteer numbers and skills in supporting customers with more complex IT needs. Increase partnership numbers to support the assisted digital agenda and link in with other council and partner services. Complete staff IT skills analysis and put development plans in place.	Improved resident well being	No impact	Whole organisation - positive impact Libraries - positive impact Select a service	Opportunity for sustainable education 2	1	2
8	2013/14 2014/15 2015/16 Security Services Contract 2016/17 Re-tender of contract and ongoing monitoring of current performance against contract.	More efficient way of working	No impact	Libraries - neutral impact Select a service Select a service	Not applicable 3	2	6
9	2013/14 Library Redevelopments 2014/15 Library Redevelopments 2015/16 Library Redevelopments 2016/17 Library Redevelopments Progress redevelopment plans at Wimbledon, Mitcham, Donald Hope and West Barnes libraries. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	Equality analysis to be undertaken	Libraries - positive impact Property - positive impact Select a service	Not applicable 3	2	6
10	2013/14 London Libraries Consortium 2014/15 London Libraries Consortium 2015/16 London Libraries Consortium 2016/17 London Libraries Consortium Work with LLC to improve systems and drive through efficiencies. Re-tendering of LLC contracts 2014/15.	More efficient way of working	No impact	Libraries - positive impact Select a service Select a service	District networks 3	2	6

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Merton Adult Education PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
1 2013/14 2014/15 2015/16 2016/17 2014/15 2015/16 2016/17 Service re-configuration to support delivering to a commercial model	Income generation	No impact	Select a service	Select a service	Select a service	1	1	1	
2 2013/14 2014/15 2015/16 2016/17	Improved resident well being	Select one	Select a service	Select a service	Select a service	0	0	0	
3 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
4 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
5 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
6 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
7 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
8 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
9 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
10 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	

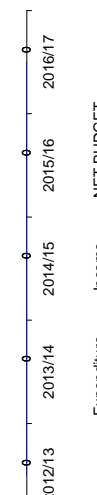
Parks and Green Spaces		PLANNING ASSUMPTIONS										Corporate strategies your service contributes to			Workforce Development
Anticipated demand		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand			Impact(s) if performance indicator not met					
Increased sport pitch demand		3%	2%	1%	1%	1%	Customer demand - external			Open Spaces Strategy			Learning & Dev.		
Increased attendance at community outdoor		3%	2%	1%	1%	1%	Customer demand - external			Children & Young person's Plan			Sickness		
Allotment plot supply		1350	1355	1360	1365	1370	Customer demand - external			Cultural Strategy			Select		
Anticipated supply		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of supply			London wide strategy			Select		
Staff		73	69.5	58	58	58	Economic			Capital Programme			Select		
Accommodation		12	12	11	11	11	Economic			Social Inclusion Strategy			Select		
Transport		19	19	19	19	19	Economic			Select strategy delivery			Select		
Select anticipated supply		19	19	19	19	19	Select key driver			Select strategy delivery			Select		
Performance Indicator		Performance targets (indicate if % target)		Indicator type		Reporting cycle		Polarity							
Residents satisfaction with parks & green spaces		2012/13	2013/14	2014/15	2015/16	2016/17	Annual			Perception			Select impact		
Young peoples satisfaction with parks & green spaces		70%	71%	72%	73%	74%	Annual			Perception			Select impact		
Total LBM cemeteries income		384k	398k	475k	489k	504k	Monthly			Business critical			Increased costs		
Total outdoor events income		299k	305k	316k	328k	341k	Monthly			Outcome			Increased costs		
Number of Green Flags		5	5	5	5	5	Annual			Quality			Reduced customer service		
Number of outdoor events in parks		110	120	130	130	130	Monthly			Outcome			Reduced customer service		
Increase % income from sports bookings		5%	3%	3.75%	3.75%	3.75%	Annual			Business critical			Increased costs		
							Select			Select			Select impact		
							Select			Select			Select impact		

BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Project	2013/14	2014/15	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
1	Management of parks & open spaces	1	Management of parks & open spaces	1	Management of parks & open spaces	1	Management of parks & open spaces	1	Management of parks & open spaces	1
2	Management of paddling pools	2	Management of paddling pools	2	Management of paddling pools	2	Management of paddling pools	2	Management of paddling pools	2
3	Management of allotments	3	Management of allotments	3	Management of allotments	3	Management of allotments	3	Management of allotments	3
4	Management of bowling greens	4	Management of bowling greens	4	Management of bowling greens	4	Management of bowling greens	4	Management of bowling greens	4
5	Morley Park (development of new open space)	5	Morley Park (development of new open space)	5	Morley Park (development of new open space)	5	Morley Park (development of new open space)	5	Morley Park (development of new open space)	5
6	Car parking fees in key parks	6	Car parking fees in key parks	6	Car parking fees in key parks	6	Car parking fees in key parks	6	Car parking fees in key parks	6
7	Commercialisation of grounds and sports services	7	Commercialisation of grounds and sports services	7	Commercialisation of grounds and sports services	7	Commercialisation of grounds and sports services	7	Commercialisation of grounds and sports services	7
8	New cemetery extension (London Road)	8	New cemetery extension (London Road)	8	New cemetery extension (London Road)	8	New cemetery extension (London Road)	8	New cemetery extension (London Road)	8
9	Development of new sporting hub at Joseph Hood Rec	9	Development of new sporting hub at Joseph Hood Rec	9	Development of new sporting hub at Joseph Hood Rec	9	Development of new sporting hub at Joseph Hood Rec	9	Development of new sporting hub at Joseph Hood Rec	9
10	Refurbishment of Wimbledon Park tennis courts	10	Refurbishment of Wimbledon Park tennis courts	10	Refurbishment of Wimbledon Park tennis courts	10	Refurbishment of Wimbledon Park tennis courts	10	Refurbishment of Wimbledon Park tennis courts	10

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	0	0	0	0	0	0	0	0	0	0
Employees										
Premises										
Transport										
Supplies and Services										
3rd party payments										
Support services										
Depreciation										
Income	0	0	0	0	0	0	0	0	0	0
Government grants										
Other reimbursements										
Customer and client receipts										
Reserves										
Capital Funded										
NET BUDGET	0	0	0	0	0	0	0	0	0	0
Capital Budget	0	0	0	0	0	0	0	0	0	0
Finance Comments (Capital Budget or otherwise)										

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Gir Andrew Judge Cabinet Member for Sustainability & Regeneration
Enter a concise description of your main activities/objectives below:

The service manages, maintains and develops Merton's parks & open spaces. There are currently in excess of 100 separate sites, including the management of a cemetery commercial ones. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets.

- Objectives:
- The team's primary objectives in the forthcoming years include the following principal tasks:
- increasing income
 - reducing operational expenditure
 - maintaining and improving service standards and performance
 - securing investment and delivering improvements to open space facilities
 - encouraging and facilitating community/self-management of sites and facilities
 - providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT						
Parks and Green Spaces	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Risk Impact
			Sustainability	Likelihood	Score	
<p>PROJECT DESCRIPTION</p> <p>2013/14 Management of parks & open spaces 2014/15 Management of parks & open spaces 2015/16 Management of parks & open spaces 2016/17 Management of open spaces 2015/16 Management of parks & open spaces 2016/17 Management of parks & open spaces 2016/17 Management of paddling pools</p> <p>This is to investigate the future management of parks and open spaces by either friends groups or community groups.</p>	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	0	0	0
<p>2013/14 Management of paddling pools 2014/15 Management of paddling pools 2015/16 Management of paddling pools 2016/17 Management of paddling pools</p> <p>This is to investigate the future management of paddling pools by either friends groups or community groups.</p>	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	0	0	0
<p>2013/14 Management of allotments 2014/15 Management of allotments 2015/16 Management of allotments 2016/17 Management of allotments</p> <p>To look at allotments being managed by users rather than by the council</p>	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	0	0	0
<p>2013/14 Management of bowling greens 2014/15 Management of bowling greens 2015/16 Management of bowling greens 2016/17 Management of bowling greens</p> <p>To ascertain whether local clubs would manage the bowling greens themselves rather than the council</p>	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	0	0	0
<p>2013/14 Morley Park (development of new open space) 2014/15 Morley Park (development of new open space) 2015/16 Morley Park (development of new open space) 2016/17 Morley Park (development of new open space)</p> <p>To review the management arrangements for the new Morley Park.</p>	Income generation	Equality analysis to be undertaken	Whole organisation - no impact	0	0	0
<p>2013/14 Car parking fees in key parks 2014/15 Car parking fees in key parks 2015/16 Car parking fees in key parks 2016/17 Car parking fees in key parks</p> <p>Introduction of car parking fees in certain car parks</p>	Income generation	Equality analysis undertaken	Parking - positive impact	0	0	0
<p>2013/14 Commercialisation of grounds and sports services 2014/15 Commercialisation of grounds and sports services 2015/16 Commercialisation of grounds and sports services</p> <p>This is a project to commercialise the grounds and sports services that are currently supplied by the council</p>	Income generation	Equality analysis to be undertaken	Whole organisation - no impact	0	0	0
<p>2013/14 New cemetery extension (London Road) 2014/15 New cemetery extension (London Road) 2015/16 New cemetery extension (London Road) 2016/17 New cemetery extension (London Road)</p> <p>Commissioning of a new cemetery extension at Merton and Sutton Cemetery</p>	Income generation	Equality analysis to be undertaken	Facilities Management - negative impact	0	0	0
<p>2013/14 Development of new sporting hub at Joseph Hood Rec 2014/15 Development of new sporting hub at Joseph Hood Rec 2015/16 Development of new sporting hub at Joseph Hood Rec 2016/17 Development of new sporting hub at Joseph Hood Rec</p>	Select one major outcome	Select one	Select a service	0	0	0
<p>2013/14 Returfishment of Wimbledon Park tennis courts 2014/15 Returfishment of Wimbledon Park tennis courts 2015/16 Returfishment of Wimbledon Park tennis courts 2016/17 Returfishment of Wimbledon Park tennis courts</p>	Select one major outcome	Select one	Select a service	0	0	0

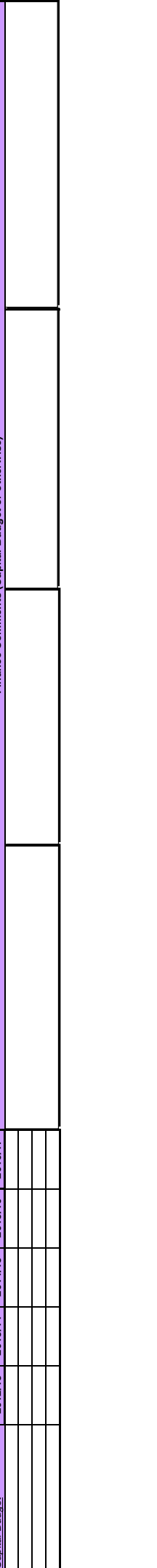
DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
1 Parking 2013/14 Mobile phone payment for parking 2014/15 2015/16 2016/17 To evaluate options for possible bus lanes where they would alleviate traffic congestion	Improved resident well being	No impact	Whole organisation - no impact	Whole organisation - no impact	Whole organisation - no impact	2	2	4	
2 2013/14 Review of existing CCTV cameras used for enforcement 2014/15 Implement the changes required to make bus lane cameras approved devices 2015/16 2016/17 This will be the enforcement of the box junctions in the borough	Improved resident well being	No impact	Whole organisation - no impact	Whole organisation - no impact	Whole organisation - no impact	2	2	4	
3 2013/14 Mobile phone payment for parking 2014/15 2015/16 2016/17 This is by introducing a facility to accept payment over the phone.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - no impact	Whole organisation - no impact	Whole organisation - no impact	2	1	2	
4 2013/14 Carry out a review the existing bus lane cameras to replace VR cameras provide linked to the above 2014/15 linked to the above 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - no impact	Whole organisation - no impact	Whole organisation - no impact	2	2	4	
5 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
6 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
7 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
8 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
9 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
10 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Property	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score
				Select up to 3 services					
1	2013/14 Integrated Project Team 2014/15 Integrated Project Team 2015/16 Integrated Project Team 2016/17 This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	Equality analysis to be undertaken	Future Merton - positive impact Select a service Select a service	Other resource reduction	2	2	4	
2	2013/14 Asset Management Plan 2014/15 Asset Management Plan 2015/16 Asset Management Plan 2016/17 This is the creation of a plan which will help to maximise all the property held by the council.	Income generation	Equality analysis to be undertaken	Future Merton - positive impact Select a service Select a service	Other resource reduction	1	2	2	
3	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
4	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
5	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
6	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
7	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	

Street Cleaning		PLANNING ASSUMPTIONS						Key drivers of demand		Corporate strategies your service contributes to		Workforce Development	
Cllr Mark Betteridge Cabinet Member for Performance & Implementation		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Corporate strategies your service contributes to		Workforce Development		
Enter a concise description of your main activities/objectives below:		212,900	215,500	↑	↑	↑	Customer demand - external		Select Strategy delivery		Select		
Street Cleaning: improve the street scene by maintaining the public highway, collecting fly tips and removing litter, detritus, graffiti and fly posting. Keeping gullies cleaned.		80,890	↑	↑	↑	↑	Customer demand - external		Select Strategy delivery		Select		
Enforcement: improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs.							Select demand driver		Select Strategy delivery		Select		
Winter Gritting: delivering an efficient service in accordance with Highways Section priorities.							Select demand driver		Select Strategy delivery		Select		
Objectives							Key drivers of supply		Select Strategy delivery		Select		
<ul style="list-style-type: none"> fulfil the Council's statutory responsibilities in respect of street cleansing maximise efficiencies through co-ordinated and partnership working provide value for money services that meet the needs of residents and businesses champion the needs of the service users improve our customer information and improve feedback protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance provide a customer focussed approach to service design and improvement improve levels of satisfaction with services provided. 							Economic		Select strategy delivery		Select		
DRAFT VERSION 1							Economic		Select strategy delivery		Select		

DEPARTMENTAL BUDGET AND RESOURCES		BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
		2013/14		2014/15		2015/16		2016/17		2017/18	
		Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1		1	1	1	1	1	1	1	1	1	1
2		2	2	2	2	2	2	2	2	2	2
3		3	3	3	3	3	3	3	3	3	3
4		4	4	4	4	4	4	4	4	4	4
5		5	5	5	5	5	5	5	5	5	5
6		6	6	6	6	6	6	6	6	6	6
7		7	7	7	7	7	7	7	7	7	7
8		8	8	8	8	8	8	8	8	8	8
9		9	9	9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10	10	10

ACTIONS AND SAVINGS		2014/15						2015/16						2016/17					
		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		2021/22	
		Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Revenue Budget £'000s			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure																			
Employees																			
Premises																			
Transport																			
Supplies and Services																			
3rd party payments																			
Support services																			
Depreciation																			
Income			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government grants																			
Other reimbursements																			
Customer and client receipts																			
Reserves																			
Capital Funded																			
NET BUDGET			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Budget																			
Finance Comments (Capital Budget or otherwise)																			



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Street Cleaning PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
1 2013/14 Introduce mobile working 2014/15 2015/16 2016/17 This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	More efficient way of working	No impact	Environmental Health - negative impact Highways - negative impact Select a service	Not applicable	2	2	4		
2 2013/14 Implement a new street cleaning strategy 2014/15 2015/16 2016/17 13/14 Implement a new street cleaning strategy	Improved resident well being	Equality analysis to be undertaken	Commercial Waste - positive impact Select a service Select a service	Waste	2	2	4		
3 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		
4 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		
5 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		
6 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		
7 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		
8 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		
9 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		
10 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		

Traffic and Highways		PLANNING ASSUMPTIONS										Key drivers of demand			Key drivers of supply			Corporate strategies your service contributes to			Workforce Development	
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	Anticipated demand		2013/14		2014/15	2015/16	2016/17	Customer demand - external		Customer demand - external		Local Transport Plan		Road Safety Plan	Learning & Dev.	
Enter a concise description of your main activities/objectives below:		12,673	12,673	12,673	12,673	12,673	Street lights	16,500	16,570	16,640	16,710	16,780	363.5	363.5	363.5	363.5	363.5	Statutory / Government initiative	Local Implementation Plan	Local Development Framework	Reliance on agency	Ageing workforce
The service discharges the council's responsibilities as a Highway. Traffic and Parking Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kins of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.		5,600	5,600	5,600	5,600	5,600	Network Maintenance and Improvement Permits	30%	32%	35%	37%	39%	5,600	5,600	5,600	5,600	5,600	Customer demand - external	Capital Programme	Local Development Framework	Reliance on agency	Ageing workforce
The main aims of the service are:		42.1	41.3	40.3	40.3	40.3	Anticipated supply	99%	99%	99%	99%	99%	42.1	41.3	40.3	40.3	40.3	Economic	Local Development Framework	Local Development Framework	Reliance on agency	Ageing workforce
<ul style="list-style-type: none"> ensure the safe and expeditious movement of all traffic on the Highway Network improve the Public Realm. improve the Street Scene. improve the quality of life of local residents 							Select anticipated supply											Select strategy delivery	Select strategy delivery	Select strategy delivery	Select strategy delivery	
Objectives							Select anticipated supply											Select key driver	Select key driver	Select key driver	Select key driver	
The Council will be joining the London Permit Scheme from 1st September 2012 to manage road work activities on the public highway. 5,600 permits are expected to be granted between September 2012 and March 2013 and 16,000 permits are expected to be granted per year thereafter. The Streetwork and Network Co-ordination team will grow by an additional 6 staff as a result.							Performance Indicator															
							Street light faults (out of light) rectified in 3 working days of inspection	TBC	TBC	TBC	TBC	TBC						High	Quarterly	Quality	Reduced customer service	Select impact
							Number of insurance claims	100%	100%	100%	100%	100%						Low	Monthly	Quality	Increased costs	Select impact
							Streetworks permitting determined	30%	32%	35%	37%	39%						High	Quarterly	Perception	Loss of income	Select impact
							Streetworks inspections completed	4%	4%	4%	4%	4%						High	Monthly	Unit cost	Inspection outcomes	Select impact
							Principal roads defective	£16,300	£16,300	£16,300	£16,300	£16,300						Low	Quarterly	Outcome	Reduced customer service	Select impact
							Non principal roads defective											Low	Quarterly	Quality	Reduced customer service	Select impact
							Income from Fixed Penalty Notices (FPN)											High	Annual	Business critical	Loss of income	Select impact
																		Select	Select	Select	Select impact	Select impact
																		Select	Select	Select	Select impact	Select impact

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1	Maintenance schemes	1	Maintenance schemes	1	1	1	1	1	1
2	Network Improvement Schemes	2	Network Improvement Schemes	2	2	2	2	2	2
3	Capital Network Improvement Scheme	3	Capital Network Improvement Scheme	3	3	3	3	3	3
4	Controlled Parking Zone schemes	4	Controlled Parking Zone schemes	4	4	4	4	4	4
5	S106, 278, 38 Schemes	5	S106, 278, 38 Schemes	5	5	5	5	5	5
6	Flood and Water Management Schemes	6	Flood and Water Management Schemes	6	6	6	6	6	6
7	20mph Zones Schemes	7	20mph Zones Schemes	7	7	7	7	7	7
8	Permit scheme	8	Permit scheme	8	8	8	8	8	8
9	Street Lighting Contract	9	Street Lighting Contract	9	9	9	9	9	9
10	Professional Services Contract	10	Professional Services Contract	10	10	10	10	10	10

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure	0	0	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0	0	0
NET BUDGET	0	0	0	0	0	0	0	0	0
Employees									
Premises									
Transport									
Supplies and Services									
3rd party payments									
Support services									
Depreciation									
Income	0	0	0	0	0	0	0	0	0
Government grants									
Other reimbursements									
Customer and client receipts									
Reserves									
Capital Funded									
NET BUDGET	0	0	0	0	0	0	0	0	0
Capital Budget									
Finance Comments (Capital Budget or otherwise)									

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Traffic and Highways		MAJOR EXPECTED OUTCOME			IMPACT ON: Select up to 3 services			Risk Impact	
PROJECT DESCRIPTION		Equalities			Sustainability			Likelihood	
		Equality analysis to be undertaken			Impact on transport emissions			1	
		Equality analysis to be undertaken			Impact on transport emissions			3	
		Equality analysis to be undertaken			Impact on transport emissions			3	
		Equality analysis to be undertaken			Not applicable			12	
		Equality analysis to be undertaken			Impact on transport emissions			4	
		Equality analysis to be undertaken			Impact on flood plains / drainage systems			1	
		Equality analysis to be undertaken			Impact on transport emissions			4	
		Equality analysis to be undertaken			Impact on transport emissions			4	
		Equality analysis to be undertaken			Not applicable			2	
		Equality analysis to be undertaken			Impact on transport emissions			4	
		Equality analysis to be undertaken			Not applicable			2	
		Equality analysis to be undertaken			Impact on transport emissions			4	
1	2013/14 Maintenance schemes 2014/15 Maintenance schemes 2015/16 2016/17 This is the maintenance of the network carried out annually and covers highways and structures (bridges).	Improved customer satisfaction	Equality analysis to be undertaken	Parking - positive impact Highways - positive impact Parks and Green Spaces - positive impact	Impact on transport emissions	1	1	1	1
2	2013/14 Network Improvement Schemes 2014/15 Network Improvement Schemes 2015/16 2016/17 This is work funded through the Local Implementation Plan which has been agreed by the Department of Transport.	Improved customer satisfaction	Equality analysis to be undertaken	Parking - positive impact Highways - positive impact	Impact on transport emissions	2	3	6	6
3	2013/14 Capital Network Improvement Scheme 2014/15 Capital Network Improvement Scheme 2015/16 2016/17 This is specific capital works which is to be carried out in the borough	Improved customer satisfaction	Equality analysis to be undertaken	Highways - positive impact Select a service Select a service	Impact on transport emissions	1	3	3	3
4	2013/14 Controlled Parking Zone schemes 2014/15 Controlled Parking Zone schemes 2015/16 2016/17 This is the introduction of controlled parking zones which have been consulted upon and then agreed.	Improved customer satisfaction	Equality analysis to be undertaken	Parking - positive impact Select a service Select a service	Not applicable	4	3	12	12
5	2013/14 S106, 278, 38 Schemes 2014/15 S106, 278, 38 Schemes 2015/16 2016/17 These are highways schemes that have come out from Section 106, 278 and 38 agreements which are separate to any other schemes.	Improved customer satisfaction	Equality analysis to be undertaken	Development and Building Control - positive impact Highways - positive impact	Impact on transport emissions	2	2	4	4
6	2013/14 Flood and Water Management Schemes 2014/15 Flood and Water Management Schemes 2015/16 2016/17 This is work covered by the Flood Action Plan which has to be approved by the Environment agency.	To meet legislative requirements	Equality analysis to be undertaken	Highways - positive impact Select a service Select a service	Impact on flood plains / drainage systems	1	1	1	1
7	2013/14 20mph Zones Schemes 2014/15 20mph Zones Schemes 2015/16 2016/17 The introduction of 20 mph zones where required within the borough	To meet legislative requirements	Equality analysis to be undertaken	Highways - positive impact Select a service Select a service	Impact on transport emissions	2	2	4	4
8	2013/14 Permit scheme 2014/15 Permit scheme 2015/16 2016/17 Introduction of a permit scheme for all utility works carried out in the borough	Improved reputation	Equality analysis to be undertaken	Highways - positive impact Select a service Select a service	Impact on transport emissions	1	4	4	4
9	2013/14 Street Lighting Contract 2014/15 2015/16 2016/17 This is deciding upon whether the Street lighting Contract should be extended	More efficient way of working	Equality analysis to be undertaken	Highways - positive impact Select a service Select a service	Not applicable	1	2	2	2
10	2013/14 Professional Services Contract 2014/15 2015/16 2016/17 This is the procuring of professional services e.g. engineers for specific projects which are to be carried out in the borough	More efficient way of working	Equality analysis to be undertaken	Highways - positive impact Select a service Select a service	Not applicable	2	2	4	4

Transport		PLANNING ASSUMPTIONS										Key drivers of demand		Key drivers of supply		Corporate strategies your service contributes to		Workforce Development	
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Key drivers of supply		Corporate strategies your service contributes to		Workforce Development						
<p>Enter a concise description of your main activities/objectives below:</p> <p>To provide a comprehensive efficient transport service, in support of user departments including Children Schools and Families department, Community and Housing department, Waste Operations and the rest of the council who use transport or associated services. Ensuring legal compliance with all statutory requirements for road transport services including Operator Licence compliance requirements.</p> <p>Objectives</p> <ul style="list-style-type: none"> management is in the process of implementing the recommendations from the TAS review, to ensure that the service provides effective value for money while still meeting the customers expectations review of the procurement for good & services for the workshop area the possible implementation of the three extra bays to the workshop area. 		162,000	95,000	95,000	90,000	90,000	Customer demand - internal		Economic		Children & Young person's Plan		Ageing workforce						
		61,700	67,000	67,000	69,000	69,000	Customer demand - internal		Economic		Adult Treatment Plan		Learning & Dev.						
		80,000	88,000	88,000	90,000	90,000	Customer demand - internal		Economic		Climate Change Strategy		Select						
		220	192	192	192	190	Customer demand - internal		Economic		Social Inclusion Strategy		Select						
		85	85	85	85	85	Customer demand - internal		Economic		Customer Services Strategy		Select						
		51	51	51	51	51	Customer demand - internal		Economic		Older People's Housing		Select						
		34	34	34	34	34	Customer demand - internal		Economic		Select strategy delivery		Select						
							Customer demand - internal		Economic		Select strategy delivery		Select						
							Customer demand - internal		Economic		Select strategy delivery		Select						
							Customer demand - internal		Economic		Select strategy delivery		Select						
					Customer demand - internal		Economic		Select strategy delivery		Select								

Performance Indicator		2013/14		2014/15		2015/16		2016/17		Indicator type		Impact(s) if performance indicator not met	
2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Outcome	Reduced service delivery	Select impact
95%	95%	95%	95%	95%	High	Quarterly	High	Quarterly	High	Quarterly	Outcome	Reduced service delivery	Select impact
65%	65%	70%	70%	70%	High	Quarterly	High	Quarterly	High	Quarterly	Unit cost	Increased costs	Select impact
160,000	160,000	160,000	160,000	160,000	High	Monthly	High	Monthly	High	Monthly	Business critical	Loss of income	Select impact
85%	85%	85%	85%	85%	High	Annual	High	Annual	High	Annual	Outcome	Reduced customer service	Select impact
97%	97%	98%	98%	98%	High	Annual	High	Annual	High	Annual	Perception	Reputational risk	Select impact
					Select	Select	Select	Select	Select	Select	Select	Select impact	Select impact
					Select	Select	Select	Select	Select	Select	Select	Select impact	Select impact
					Select	Select	Select	Select	Select	Select	Select	Select impact	Select impact
					Select	Select	Select	Select	Select	Select	Select	Select impact	Select impact

BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD		2013/14		2014/15		2015/16		2016/17	
Project	2013/14	2014/15	2015/16	2016/17	Project	2013/14	2014/15	2015/16	2016/17
1	Vehicle procurement	1	Vehicle procurement	1	1	Vehicle procurement	1	Vehicle procurement	1
2	Framework - mini-tendering	2	Framework - mini-tendering	2	2	Framework - mini-tendering	2	Framework - mini-tendering	2
3		3		3	3		3		3
4		4		4	4		4		4
5		5		5	5		5		5
6		6		6	6		6		6
7		7		7	7		7		7
8		8		8	8		8		8
9		9		9	9		9		9
10		10		10	10		10		10

DEPARTMENTAL BUDGET AND RESOURCES		2012/13					2013/14					2014/15					2015/16					2016/17						
Revenue Budget £'000s	Expenditure	Income	NET BUDGET	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17
183	0	0	183	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Employees																											
	Premises																											
	Transport																											
	Supplies and Services																											
	3rd party payments																											
	Support services																											
	Depreciation																											
	Income																											
	Government grants																											
	Other reimbursements																											
	Customer and client receipts																											
	Reserves																											
	Capital Funded																											
	NET BUDGET																											
	Capital Budget																											
	Finance Comments (Capital Budget or otherwise)																											

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Transport	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Risk Impact	Score
				Select up to 3 services					
1	2013/14 Vehicle procurement 2014/15 Vehicle procurement 2015/16 Vehicle procurement 2016/17 Vehicle procurement To replace council vehicles as per schedule replacement	Improved customer satisfaction	No impact	Waste Management - positive impact Transport - positive impact Select a service	Impact on transport emissions	4	2	8	
2	2013/14 Framework - mini-tendering 2014/15 Framework - mini-tendering 2015/16 2016/17 Framework - mini-tendering for cab work	To meet budget savings	No impact	Transport - positive impact Select a service Select a service	Impact on transport emissions	3	1	3	
3	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
4	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
5	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
6	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
7	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	

Waste Management		PLANNING ASSUMPTIONS										Key drivers of demand			Key drivers of supply			Indicator type		Impact(s) if performance indicator not met		Corporate strategies your service contributes to		Workforce Development																	
Cllr Mark Betteridge Cabinet Member for Performance & Implementation		2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17
Enter a concise description of your main activities/objectives below:		Increased population										Customer demand - external			Customer demand - external			Business critical		Reputational risk		Climate Change Strategy		Sickness																	
Household Reuse & Recycling Centres		80,890										Customer demand - external			Customer demand - external			Perception		Reputational risk		Local Development Framework		Reliance on agency																	
Merton is required to provide facilities for the disposal of excess household and garden waste free of charge.		71,000										Select key driver			Select key driver			Outcome		Increased costs		Waste Management Plan		Learning & Dev.																	
Objectives		97										Economic			Economic			Outcome		Increased costs		Select Strategy delivery		Select																	
• provide efficient and accessible services to all of our customers, including those with specific needs.		31										Economic			Economic			Outcome		Increased costs		Select Strategy delivery		Select																	
• to advise our customers on the services provided and to keep improving our services in line with customer needs.		26										Economic			Economic			Outcome		Increased costs		Select Strategy delivery		Select																	
• promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment.		26										Economic			Economic			Outcome		Increased costs		Select Strategy delivery		Select																	

DRAFT VERSION 1

DEPARTMENTAL BUDGET AND RESOURCES		BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										2015/16		2016/17			
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
1	South London waste partnership (phase B)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6		6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7		7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8		8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9		9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10

ACTIONS AND SAVINGS		2014/15										2015/16		2016/17			
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Revenue Budget £'000s	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees																	
Premises																	
Transport																	
Supplies and Services																	
3rd party payments																	
Support services																	
Depreciation																	
Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government grants																	
Other reimbursements																	
Customer and client receipts																	
Reserves																	
Capital Funded																	
NET BUDGET	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Budget																	
Finance Comments (Capital Budget or otherwise)																	

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DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Waste Management		MAJOR EXPECTED OUTCOME			IMPACT ON:			Risk	
PROJECT DESCRIPTION		Equalities			Sustainability			Likelihood	
2013/14 2014/15 2015/16 2016/17		Select up to 3 services			Select up to 3 services			Score	
1	2013/14 South London waste partnership (phase B) 2014/15 2015/16 2016/17 The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness.	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact Select a service Select a service	Recycling	2	4	8	
2	2013/14 2014/15 2015/16 2016/17	Improved resident well being	Select one	Select a service Select a service Select a service	Select one	0	0	0	
3	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
4	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
5	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
6	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
7	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	

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Community and Housing

Equality Analysis

Cabinet 10th December 2012

New Savings

Adult Social Care CH01 – CH11

Housing Needs CH12

Merton Adult Education CH13 – CH15

Revised Savings

Replacement Adult Social Care 2013/14

Replacement Adult Social Care 2014/15

Equality Analysis



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

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

Stage 1: Overview	
Name and job title of lead officer	
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years.</p> <p>The objective is to ensure that cashable efficiencies have minimal adverse impact on the service users of Adult Social Care.</p> <p><i>See attached spreadsheet that lists the savings proposals and how this will be achieved. The saving proposals have been split into Level 2 and Level 3 impact on the service. The proposals under Level 2 and Level 3 have medium to high service impact and potential impact on the customer.</i></p>
2. How does this contribute to the council's corporate priorities?	<p>The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Our customers and stakeholders include service users, carers, other faith groups, Your Shout, Merton People First, Speak Out Group, Merton Centre for Independent Living (MCIL), Service User groups within Day Services, voluntary sector organisations, MVSC, Merton Clinical Commissioning Group, LD and Transition Partnership Boards, Citizenship and Inclusion Delivery Group, the Health and Wellbeing Board, Councillors and staff.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>There are various savings proposals where the responsibility of delivery will partially depend on other stakeholders or departments. These are service providers, the voluntary sector, Housing Division, Environment and Regeneration Dept., NHS Sutton and Merton and SWLSG Mental Health Trust.</p> <p>Adult Social Care will take overall responsibility for its savings.</p>

Stage 2: Collecting evidence/ data

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

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

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2014 - 2017.

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

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring – and where savings can be made without impact on service users.
- Adult Social Care Eligibility Criteria – to assess if this adjustment to the criteria will adversely impact on any equality groups.
- The development of the roles and responsibilities of the division.
- Consultation with Service Users and Carers Groups – Carers Group, Speak Out Group, Merton People First, Citizen and Inclusion Group, Partnership Boards and other consultative groups. This information from the consultation, as per the past, will be used to identify the needs of service users and carers.
- Consultation with Service Providers – Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports from local government agency ADASS, Joint Improvement Partnership (JIP) and other national and government groups.
- Benchmarking local and national data.
- In-house data analysis and performance measures/ indicators.
- Demographic data.
- Information from the Office of National Statistics (ONS).
- Merton observatory.
-

Generally the savings proposed are continued changes to the way in which service providers deliver their services together with the re-negotiation of contracts and costs. These proposals also include reduction or cessation to services so there may be some impact on some of the equality groups. There should, however, be no impact on the access to the service as the FACS criterion is not being amended. A comprehensive consultation exercise on these new proposals will be complete by the end of February 2013, and the outcome will inform the way we progress the proposals.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	<p>Commissioning: Level 2 CH03 - Brokerage Efficiency Savings (Best Value Options) – The customer base includes older people. This proposal aims to negotiate and broker Care and support packages to deliver the best value solution based on assessed need for the customer. CH05 – Realise benefits of new prevention programme (reduction in Voluntary Sector Grants) – The customer base includes older people. This proposal aims to reduce the demand for statutory services or reduce the level of preventative services. CH06 - Voluntary Organisations SLA Reduction - The customer base includes older people. This proposal aims to deliver efficiencies through the reduction in voluntary organisations' overheads and back office costs. There should be minimal impact as the voluntary sector focus on delivering cost effective, person centred services on early intervention and prevention. CH09 - Remodelling and re-procuring the domiciliary care service – The customer base is predominantly older people. This proposal aims to reduce dependency on domiciliary care services through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities – The customer base includes older people. This proposal aims to deliver further efficiencies through contract negotiations. CH11 - Restructuring Supporting People – The customer base include older people. This proposal aims to continue mainstreaming the procurement process and reduce overall expenditure within these contracts.</p>
✓			✓		
✓				✓	
✓				✓	
✓				✓	
✓				✓	
✓				✓	

					<p>Level 3 CH01 – Below Inflation Uplift to Third Party Suppliers – The customer base includes older people. This proposal aims to continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift. There may be resistance and challenge from Providers, who may require their clients are removed from their care and support. Access & Assessment: Level 3 CH02 – Promoting Independence- Public Value Review- The customer base is predominantly older people. This proposal aims to increase efficiencies in the hospital discharge process and ensure that care packages promote customer independence. In some cases this will lead to a reduction in the level of service commensurate with needs at the time. Direct Provision: Level 2 CH07 – Day Services Option - The customer base includes older people. This proposal aims to reconfigure the day service offer to a more basic one, with the emphasis on providing a safe respite option for carers and group activities for customers. CH08 – Transport – The customer base includes older people. This proposal aims to change the role of day services staff, whereby they collect customers from home and take them to the centres or community venues.</p>
<p>Disability</p>					<p>Commissioning: Level 2 CH03 - Brokerage Efficiency Savings (Best Value Options) – The customer base includes people with disabilities. . This proposal aims to negotiate and broker Care and support packages to deliver the best value solution based on assessed need for the customer. CH05 – Realise benefits of new prevention programme (reduction in Voluntary Sector Grants) – The customer base includes people with disabilities. This proposal aims to reduce the demand for statutory services or reduce the level of preventative services. CH06 - Voluntary Organisations SLA Reduction - The customer base includes people with disabilities. This proposal aims to deliver efficiencies through the reduction in voluntary organisations' overheads and back office costs. There should be minimal impact as the voluntary sector focus on delivering cost effective, person centred services on early intervention and prevention CH09 - Remodelling and re-procuring the domiciliary care service The customer base includes some people with disabilities. This proposal aims to reduce dependency on domiciliary care services through different forms</p>

	✓			✓	of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities – The customer base includes people with disabilities. This proposal aims to deliver further efficiencies through contract negotiations. CH11 – Restructuring Supporting People – The customer base include people with disabilities. This proposal aims to continue mainstreaming the procurement process and reduce overall expenditure within these contracts. Level 3 CH01 – Below inflation Uplift to Third Party Suppliers – The customer base includes people with disabilities. This proposal aims to continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift. There may be resistance and challenge from Providers, who may require their clients are removed from their care and support. Access & Assessment: Level 3 CH02 – Promoting Independence – Public Value Review- The customer base includes people with disabilities. This proposal aims to increase efficiencies in the hospital discharge process and ensure that care packages promote their independence. In some cases this will lead to a reduction in the level of service commensurate with needs at the time. Direct Provision: Level 2 CH07 – Day Services Option - The customer base includes people with disabilities. This proposal aims to reconfigure the day service offer to a more basic one, with the emphasis on providing a safe respite option for carers and group activities for customers. CH08 – Transport – The customer base includes people with disabilities. This proposal aims to change the role of day services staff, whereby they collect customers from home and take them to the centres or community venues.
	✓			✓	N/A
	✓			✓	N/A
					N/A
					N/A
					N/A
					N/A
					N/A
					N/A
					N/A
					N/A
Gender Reassignment					N/A
Marriage and Civil Partnership					N/A
Pregnancy and Maternity					N/A
Race					N/A
Religion/ belief					N/A
Sex (Gender)					N/A
Sexual orientation					N/A
Socio-economic status					N/A

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

- **Potential impact of change**
Level 2 & 3: *CH01, CH02, CH03, CH05, CH06, CH07, CH08, CH09, CH10, CH11*

Mitigation Plan

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

- **Potential impact on customer is change in current service provider**
Level 3: *CH01*

Mitigation Plan

Where a change will be required, then a thorough implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service. This will ensure that where the SFA is negative to the customer, the Council works with the customer, family and stakeholders to identify a service that meets the needs of the customer in the most cost effective way. Furthermore, the customers will be supported through the change process.

- **Potential impact on level of service for customer**
Level 3: *CH02*

Mitigation Plan

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change.	Consultation planned up to end of February 2013.	Meetings held and outcome recorded	February 2013	Established	RAM/HC/AOS	Yes
Potential impact on customer is change in current service provider.	A thorough implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service.	Savings target in Service Plan	March 2014	Yes	RAM/HC	Yes
Potential impact on level of service for customer.	A thorough implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	March 2014	Yes	RAM/HC	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment

The key findings of this initial assessment are:

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Douglas Russell	Signature:	Date: 5 th December 2012
Improvement action plan signed off by Director/ Head of Service	Simon Williams	Signature:	Date: 5 th December 2012

Equality Impact Initial Assessment Form

Division	Community and Housing / Housing Division
Name of assessor	Christopher Michael, Housing Strategy
Date of assessment	21 November 2012
Title function/policy/service to be assessed	Housing Needs

1. Describe the aims / objectives and purpose of the function or policy	Reduction in homelessness grant. The homelessness prevention grant is not ring fenced and can be utilised for homeless prevention or other purposes.
2. Are there any other functions, policies or services, which might be linked with this one	Housing strategy, Homelessness strategy,
3. Who will benefit from this policy / service /function	No clear benefit to service delivery
4. Who was consulted	N/a

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	Services are accessed by various age groups. In the period 01.11.2011 –31.10.2012 the youngest household approaching as homeless was recorded as 16 and the eldest 90. The majority 79% were from age groups 45 or under.
Disability			✓	The council continues to promote needs on the grounds of ability. The allocations strategy offers overriding priority to households who need to move urgently due to medical concerns and has quotas under Band

COMMUNITY AND HOUSING

				D to provide housing for households with mental health needs.
Gender			✓	Services are accessed by households led by an almost even split of genders. In the period 01.11.2011 –31.10.2012 46% of homelessness approaches were made by male lead applicants and 54% by female lead applicants.
Race			✓	Services are accessed by a variety of ethnic groups. In the period 01.11.2011 –31.10.2012 the largest ethnic group accessing homelessness service was White British representing 32% of approaches. The second largest ethnic group was African British representing 14% followed by Black Caribbean British 10%.
Religion / belief			✓	Homelessness services are accessed by persons from various religious groups. However in the period 01.11.2011 –31.10.2012 only 66% of homelessness applicants had a response to their religion recorded. Of these a further 34% were recorded as not stating a religion or this was recorded as unknown. The largest recorded religion amongst homeless approaches was Christian followed by no faith and Muslim.
Sexuality			✓	Homelessness services are accessed by persons from various sexuality groups. However in the period 01.11.2011 –31.10.2012 only 66% of homelessness applicants had a response to their religion recorded. Of these a further 22% were recorded as not stating a religion or this was recorded as unknown. The largest sexuality category to record a response was the Heterosexual group. Less than 2% of recorded responses were for Gay, Lesbian or Other sexuality options combined.
Please give a brief description of how this policy benefits the equality target groups identified in the above table ie promotes equality?		<p>Historically there has been an under spend in the homelessness prevention grant and the council has continued to maintain the lowest level of numbers of households in temporary accommodation.</p> <p>Utilisation of the homelessness prevention grant by the council may have a positive impact on other service areas and equality groups.</p>		
If there is a negative		Changes arising from the Welfare Reform Act are due to be enacted next year. In this capacity there is the potential for an		

COMMUNITY AND HOUSING

<p>impact on any equality target group, is the impact intended or legal? <i>If no, then full Equality Impact Assessment should be completed.</i></p>	<p>impact on the service. Should demand for services increase in line with existing demographics of households accessing the homelessness service then there could be an indirect impact on the equality groups who are already shown to most commonly access this service.</p>
<p>What actions could be taken to amend the policy/service to minimise the low negative impact?</p>	<p>N/a</p>
<p>If there is no evidence that the policy/service promotes equality, equal opportunities or improves relations within equality target groups, what amendments could be made to achieve this?</p>	<p>N/a</p>

Recommendation

Full Equality Impact Assessment required: No

Signed by Manager of assessor *SF Langley.*

Equality Group scrutiny date

Equality group recommendation

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	<i>Yvonne Tomlin – Head of Community Education</i>
EA to be signed off by: (Give name and job title)	<i>Simon Williams – Director Community & Housing</i>
Department/ Division:	<i>Community and Housing – Merton Adult Education</i>
Team:	<i>Merton Adult Education</i>
EA completed on:	<i>20 November 2012</i>

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

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

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

Protected Characteristics - Key:

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>Increase income through a variety of commercial activities (Savings Ref CH14)</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>None</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>N/A</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>		<p>Explain the reason for your decision</p>
	<p>No</p>	<p>x</p>	

Assessing Impact

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

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			x	
Disability			x	
Gender Reassignment			x	
Marriage and Civil Partnership			x	
Pregnancy and Maternity			x	
Race			x	
Religion or Belief			x	
Sex			x	
Sexual Orientation			x	
Outcome of screening	None required			
Lead Officer	Yvonne Tomlin			
Director/Head of Service	Yvonne Tomlin			
Signed				
Dated	20 November 2012			

Equality Analysis



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

What are the proposals being assessed?	Proposed replacement savings within the Adult Social Care Service Plan for 2013-14
Which Department/ Division has the responsibility for this?	Adult Services (Access & Assessment, Direct Provision and Commissioning) within Community & Housing Department

Stage 1: Overview	
Name and job title of lead officer	
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim of the efficiencies is to ensure that the division meets its savings targets agreed previously. The objective is to ensure that cashable efficiencies have minimal adverse impact on the service users of Adult Social Care.</p> <p><i>See attached spreadsheet that lists the savings proposals and how this will be achieved. The saving proposals have been split into Level 2 and Level 3 impact on the service. The proposals under Level 2 and Level 3 have medium to high service impact and potential impact on the customer.</i></p>
2. How does this contribute to the council's corporate priorities?	<p>The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Our customers and stakeholders include service users, carers, other faith groups, Your Shout, Merton People First, Speak Out Group, Merton Centre for Independent Living (MCIL), Service User groups within Day Services, voluntary sector organisations, MVSC, Merton Clinical Commissioning Group, LD and Transition Partnership Boards, Citizenship and Inclusion Delivery Group, the Health and Wellbeing Board, Councillors and staff.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>There are various savings proposals where the responsibility of delivery will partially depend on other stakeholders or departments. These are service providers, the voluntary sector, Housing Division, Environment and Regeneration Dept., NHS Sutton and Merton and SWLSG Mental Health Trust.</p> <p>Adult Social Care will take overall responsibility for its savings.</p>

Stage 2: Collecting evidence/ data

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

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

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2013-14.

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

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring – and where savings can be made without impact on service users.
- Adult Social Care Eligibility Criteria – to assess if this adjustment to the criteria will adversely impact on any equality groups.
- The development of the roles and responsibilities of the division.
- Consultation with Service Users and Carers Groups – Carers Group, Speak Out Group, Merton People First, Citizen and Inclusion Group, Partnership Boards and other consultative groups. This information from the consultation, as per the past, will be used to identify the needs of service users and carers.
- Consultation with Service Providers – Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports from local government agency ADASS, Joint Improvement Partnership (JIP) and other national and government groups.
- Benchmarking local and national data.
- In-house data analysis and performance measures/ indicators.
- Demographic data.
- Information from the Office of National Statistics (ONS).
- Merton observatory.

Generally the savings proposed are continued changes to the way in which service providers deliver their services together with the re-negotiation of contracts and costs. These proposals also include reduction or cessation to services so there may be some impact on some of the equality groups. There should, however, be no impact on the access to the service as the FACS criterion is not being amended. A comprehensive consultation exercise on these new proposals will be complete by the end of February 2013, and the outcome will inform the way we progress the proposals.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	<p>Commissioning:</p> <p>Level 2</p> <p>ASC34 - Brokerage – Efficiencies – The customer base includes older people. This proposal aims to negotiate and broker Care and support packages to deliver the best value solution based on assessed need for the customer.</p> <p>ASC35- Mental Health - Fanon & Imagine Contract Reduction - The customer base may include older people. This proposal aims to deliver the person centred service more efficiently through the amalgamation of two similar services.</p> <p>ASC36 – CADL'S (Complex Equipment) – The customer base includes older people. This proposal aims to maximise efficiencies through a new contract via an integrated Procurement Hub hosted by Croydon Council to deliver best value solutions and equipment price.</p> <p>ASC38 – Optimise Additional Block and Spot Contracts – The customer base includes older people. This proposal aims to deliver further efficiencies through contract negotiations, enabling more cost effective person centred services.</p> <p>ASC42 - Mental Health Placements – The customer base includes older people. This proposal aims to negotiate and broker care and support packages to deliver the best value solution based on assessed need. Delivering a more cost effective person centred service.</p> <p>ASC43 – Procurement Efficiencies – The customer base includes older people. This proposal aims to deliver efficiencies through contract negotiations, enabling more cost effective person centred services.</p> <p>Access & Assessment:</p> <p>Level 2</p> <p>ASC37 – Care-tech Contract Budget Reduction – The customer base includes older people. This proposal aims to deliver efficiencies through the reduction of expenditure for servicing hoists.</p>

					<p>Level 3 ASC39– Review of Care Packages with a view to an overall average reduction in line with promoting independence – The customer base includes older people. This proposal aims to reduce the cost of care packages. A significant process of package cost reduction has already been achieved; further reduction could create real hardship for vulnerable adults. ASC40 - Monitoring High value (1:1) and high cost placements (Domiciliary) – The customer base includes older people. This proposal aims to reduce the cost of access to ordinary living activities.</p>
<p>Disability</p>					<p>Commissioning: Level 2 ASC34 - Brokerage – Efficiencies – The customer base includes people with disabilities. This proposal aims to negotiate and broker Care and support packages to deliver the best value solution based on assessed need for the customer. ASC35- Mental Health - Fanon & Imagine Contract Reduction - The customer base includes people with disabilities. This proposal aims to deliver the person centred service more efficiently through the amalgamation of two similar services. ASC36 – CADL'S (Complex Equipment) – The customer base includes people with disabilities. This proposal aims to maximise efficiencies through a new contract via an integrated Procurement Hub hosted by Croydon Council to deliver best value solutions and equipment price. ASC38 – Optimise Additional Block and Spot Contracts – The customer base includes people with disabilities. This proposal aims to deliver further efficiencies through contract negotiations, enabling more cost effective person centred services. ASC42 - Mental Health Placements – The customer base includes people with disabilities. This proposal aims to negotiate and broker care and support packages to deliver the best value solution based on assessed need. Delivering a more cost effective person centred service. ASC43 – Procurement Efficiencies – The customer base includes people with disabilities. This proposal aims to deliver efficiencies through contract negotiations, enabling more cost effective person centred services. Access & Assessment: Level 2 ASC37 – Care-tech Contract Budget Reduction – The customer base includes people with disabilities. This proposal aims to deliver efficiencies through the reduction of expenditure for servicing hoists. Level 3 ASC39– Review of Care Packages with a view to an overall average</p>

			✓	✓	reduction in line with promoting independence – The customer base includes people with disabilities. This proposal aims to reduce the cost of care packages. A significant process of package cost reduction has already been achieved; further reduction could create real hardship for vulnerable adults.
					ASC40 - Monitoring High value (1:1) and high cost placements (Domiciliary) – The customer base includes people with disabilities. This proposal aims to reduce the cost of access to ordinary living activities.
Gender Reassignment					N/A
Marriage and Civil Partnership					N/A
Pregnancy and Maternity					N/A
Race					N/A
Religion/ belief					N/A
Sex (Gender)					N/A
Sexual orientation					N/A
Socio-economic status					N/A

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

- **Potential impact of change**

Level 2 & 3: **ASC34, ASC35, ASC36, ASC37, ASC38, ASC39, ASC40, ASC42, ASC43**

Mitigation Plan

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

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

Level 3: **ASC39, ASC40**

Mitigation Plan

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

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Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change.	Consultation planned up to end of February 2013.	Meetings held and outcome recorded	February 2013	Established	RAM/HC/AOS	Yes
Potential impact on level of service for customer.	A thorough implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	March 2014	Yes	RAM/HC	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment

The key findings of this initial assessment are:

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Douglas Russell	Signature:	Date: 5 th December 2012
Improvement action plan signed off by Director/ Head of Service	Simon Williams	Signature:	Date: 5 th December 2012

Equality Analysis



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

What are the proposals being assessed?	Proposed replacement savings within the Adult Social Care Service Plan for 2014-15
Which Department/ Division has the responsibility for this?	Adult Services (Access & Assessment, Direct Provision and Commissioning) within Community & Housing Department

Stage 1: Overview	
Name and job title of lead officer	
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim of the efficiencies is to ensure that the division meets its savings targets agreed previously. The objective is to ensure that cashable efficiencies have minimal adverse impact on the service users of Adult Social Care.</p> <p><i>See attached spreadsheet that lists the savings proposals and how this will be achieved. The saving proposals have been split into Level 2 and Level 3 impact on the service. The proposals under Level 2 and Level 3 have medium to high service impact and potential impact on the customer.</i></p>
2. How does this contribute to the council's corporate priorities?	<p>The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Our customers and stakeholders include service users, carers, other faith groups, Your Shout, Merton People First, Speak Out Group, Merton Centre for Independent Living (MCIL), Service User groups within Day Services, voluntary sector organisations, MVSC, Merton Clinical Commissioning Group, LD and Transition Partnership Boards, Citizenship and Inclusion Delivery Group, the Health and Wellbeing Board, Councillors and staff.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>There are various savings proposals where the responsibility of delivery will partially depend on other stakeholders or departments. These are service providers, the voluntary sector, Housing Division, Environment and Regeneration Dept., NHS Sutton and Merton and SWLSG Mental Health Trust.</p> <p>Adult Social Care will take overall responsibility for its savings.</p>

Stage 2: Collecting evidence/ data

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

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

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2014-15.

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

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring – and where savings can be made without impact on service users.
- Adult Social Care Eligibility Criteria – to assess if this adjustment to the criteria will adversely impact on any equality groups.
- The development of the roles and responsibilities of the division.
- Consultation with Service Users and Carers Groups – Carers Group, Speak Out Group, Merton People First, Citizen and Inclusion Group, Partnership Boards and other consultative groups. This information from the consultation, as per the past, will be used to identify the needs of service users and carers.
- Consultation with Service Providers – Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports from local government agency ADASS, Joint Improvement Partnership (JIP) and other national and government groups.
- Benchmarking local and national data.
- In-house data analysis and performance measures/ indicators.
- Demographic data.
- Information from the Office of National Statistics (ONS).
- Merton observatory.

Generally the replacements savings proposed are continued changes to the way in which service providers deliver their services together with the re-negotiation of contracts and costs. These proposals also include reduction or cessation to services so there may be some impact on some of the equality groups. There should, however, be no impact on the access to the service as the FACS criterion is not being amended. A comprehensive consultation exercise on these revised proposals will be complete by the end of February 2013, and the outcome will inform the way we progress the proposals.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	<p>Commissioning: Level 2 ASC51 - Voluntary Sector Grants - Reduction in Infrastructure Costs - The customer base includes older people. This proposal aims to deliver efficiencies through the reduction in voluntary organisations' overheads and back office costs. There should be minimal impact as the voluntary sector focus on delivering cost effective, person centred services on early intervention and prevention. ASC53 – Meals on Wheels Contract Savings – The customer base includes older people. This proposal aims to deliver efficiencies through contract negotiations. ASC54 – Mental Health Placements – The customer base include older people. This proposal aims to negotiate and broker care and support packages to deliver the best value solution based on assessed need. Delivering a more cost effective person centred service. ASC55 - Procurement Efficiencies - The customer base includes older people. This proposal aims to deliver efficiencies through contract negotiations. Access & Assessment: Level 2 ASC47 – Additional Re-ablement Funding (PCT) - The customer base includes older people. This proposal aims to maximise additional one-off funding from the health and social care system to support health related social care services and to avoid reductions in this area. Level 3 ASC44 – Remodelling of Re-ablement Service – The customer base is predominantly older people. This proposal aims to reduce/eliminate down time and match hours more closely with customer needs. ASC45 – Re-ablement (outcome care packages) – The customer base includes older people. This proposal aims to maximise outcomes from the</p>

	✓	✓	✓	✓	<p>remodelled Re-ablement service. This may prove challenging on a reduced service.</p> <p>ASC46 – Reviewed Service Packages - The customer base includes older people. This proposal aims to reduce the cost of care packages. Following two years of reducing the cost of packages there will be an impact on the service provided to customers.</p> <p>Direct Provision:</p> <p>Level 2</p> <p>ASC50 – Reduce Day Care Costs - The customer base includes older people. This proposal aims to reduce small group activities with more emphasis on safe and secure respite for customers and carers.</p> <p>Level 3</p> <p>ASC49 – Transport Efficiencies – The customer base includes older people. This proposal aims to change the role of day service staff, whereby they become more responsible for collecting customers and taking them home.</p>
<p>Disability</p>	✓	✓	✓	✓	<p>Commissioning:</p> <p>Level 2</p> <p>ASC51 - Voluntary Sector Grants - Reduction in Infrastructure Costs - The customer base includes some people with disabilities. This proposal aims to deliver efficiencies through the reduction in voluntary organisations' overheads and back office costs. There should be minimal impact as the voluntary sector focus on delivering cost effective, person centred services on early intervention and prevention.</p> <p>ASC53 – Meals on Wheels Contract Savings – The customer base includes some people with disabilities. This proposal aims to deliver efficiencies through contract negotiations.</p> <p>ASC54 – Mental Health Placements – The customer base includes people with disabilities. This proposal aims to negotiate and broker care and support packages to deliver the best value solution based on assessed need. Delivering a more cost effective person centred service.</p> <p>ASC55 - Procurement Efficiencies - The customer base includes people with disabilities. This proposal aims to deliver efficiencies through contract negotiations.</p> <p>Access & Assessment:</p> <p>Level 2</p> <p>ASC47 – Additional Re-ablement Funding - The customer base includes people with disabilities. This proposal aims to maximise additional one-off funding from the health and social care system to support health related social care services and to avoid reductions in this area.</p>

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

- **Potential impact of change**

Level 2 & 3: *ASC44, ASC45, ASC46, ASC47, ASC49, ASC50, ASC51, ASC53, ASC54, ASC55*

Mitigation Plan

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

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

Level 3: *ASC44, ASC45, ASC46*

Mitigation Plan

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change.	Consultation planned up to end of February 2013.	Meetings held and outcome recorded	February 2013	Established fora	RAM/HC/AOS	Yes
Potential impact on level of service for customer.	A thorough implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	March 2014	Yes	RAM/HC	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment

The key findings of this initial assessment are:

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Douglas Russell	Signature:	Date: 5 th December 2012
Improvement action plan signed off by Director/ Head of Service	Simon Williams	Signature:	Date: 5 th December 2012

Children, Schools and Families

Equality Analysis

Cabinet 10th December 2012

New Savings

Schools Standards and Quality
Special Educational Needs and Disability
Children, Schools and Families Commissioning
Special Educational Needs Transport
Children Social Care and Youth Inclusion
Policy, Planning and Performance

Revised Savings 2014/15
Early Years

Equality Analysis – School Standards and Quality



What are the proposals being assessed?	Savings proposals for 2012-15 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 etc)	Proposals are designed to deliver the required CSF savings over the period 2012 – 2015. They are: <ul style="list-style-type: none"> Income generation through CPD programme, buy back and shared services to enable further base budget reductions to be managed Reduction of posts in the central team if needed.
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. It is hoped this will largely be managed through the Merton Education Partnership
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	<ul style="list-style-type: none"> • Consultations with Sutton and schools prior to establishing joint CPD programme • Extensive consultations with schools resulting in agreement to develop school to school support • Extensive consultation on the development of Merton Education Partnership • Recent focus on developing schools' capacity to use ICT resources effectively • Current central support for key equality groups retained. (English as an Additional Language (EAL,BME,SEN)
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Stage 3: Assessing impact and analysis

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

Equality group	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.

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

No 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)

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Outcome 1 ✓	Outcome 2	Outcome 3	Outcome 4
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Stage 5: Making adjustments – Improvement Action Pan

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



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

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)

Summary of the assessment

Outcome 1

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

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.

Stage 8: Sign off by Head of Service

Assessment completed by:	Kate Saksena Manager of School Standards and Quality	Signature:	Date:
Name/Job Title			
Improvement action plan signed off by Head of Service	Jan Martin Head of Education	Signature:	Date:
Department	CSF		

Equality Analysis – SEN and Disabilities integrated services



What are the proposals being assessed?		SEND Service savings proposals for 2012 -15
Which Department/Division has the responsibility for this?		Education CSF
Stage 1: Overview		
Name and job title of lead officer		
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 formulated to meet some of the required savings and efficiencies within CSF</p> <ul style="list-style-type: none"> • Restructuring to meet new legislation requirements • Back office efficiencies and income generation • Possible reduction in commissioned services <p>The proposals relate to management and back office arrangements and seek to avoid direct impact on front line services, and the action plan seeks to mitigate any potential adverse risks from the changes</p>	Kaye Beeson Manager of SEN and Disabilities Integrated Services
2. How does this contribute to the council's corporate priorities?	<p>The proposals are in line with the 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. (0 – 25 service) 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.
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Stage 3: Assessing impact and analysis

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

Equality group	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, there is a potential negative effect as a result of weaker management and administrative control. The action plan sets out measures that will be taken to mitigate and manage this.
Gender Reassignment	none
Marriage and Civil Partnership	none
Pregnancy and Maternity	none
Race	There will be no disproportionate adverse impact on BME children, young people and their families. Services will continue to be targeted to children and young people with SEN or a disability irrespective of race.

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 socio-economic status of their families.

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

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. Further EAs will be considered once the Children and Families Bill passes into law

Stage4: Decision

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

Outcome 1	Outcome 2 ✓	Outcome 3	Outcome 4
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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
Reassigning some management responsibilities	Review JDs	Appraisals reflect new arrangements and staff express confidence	Oct 12	Existing	KB	
	Reallocate supervision arrangements	Supervision is adequate across the whole service	Dec 12	Existing	KB	
	Relevant training arranged and delivered	Staff have skills and competencies required	Jan 2013	Existing	KB	
Strategic development of the Integrated Service and legal implications	Service manager to review current AP and consult stakeholders on next stages.	New legislation is delivered well	Apr 13 - 14	Existing	KB/JM	
EHCP delivery	New assessment and plans developed and put in place	Parental and student confidence Multiagency buy in.	Sep 13 - 14	Existing	KB	

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

Not until proposals agreed

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

Agenda item on CwD Partnership Board, Headteacher meetings and Health meetings

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?

Monthly at Education and Joint SLT and reported up to 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)

Summary of the assessment

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

Outcome 2

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 measure will be taken to ensure ongoing service continuity and to identify the strategic developments needed once the current Green Paper becomes a White Paper and then law.

Stage 8: Sign off by Head of Service

Assessment completed by:
Name/Job Title

Date:

Signature:

Improvement action plan signed off by Head of Service

Date:

Signature:

Department

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	
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 £250k in 2014-15 – 2016-17. 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) Reduction of £50k in 2014-15 for commissioning of early intervention and prevention (EIP) services and positive activities for young people requiring some reduction in externally commissioned service</p> <p>iii) Reduction of one post in commissioning and partnerships service area</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 2014. 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?	i) Sole responsibility of CSF Department; 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; iii) Sole responsibility of CSF Department

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

- 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.
- 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. There will be more sharply targeted services provided by in house teams supported by externally commissioned services.
- iii) Commissioning activity is currently undertaken across several service areas within CSF Department. Initial review suggests rationalisation of the commissioning function should enable economies of scale and reduction in overall commissioning and partnership development capacity.

Type of evidence	
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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 some younger children and adolescents
Disability	Proposed savings have excluded from scope commissioning budgets purchasing EIP services for children with disabilities and their 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 of reduction in external commissioning of EIP services 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 some 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</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>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>243 What are the key impacts – both negative and positive? What course of action are you advising as a result of this assessment? Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Outcome 3</p> <p>No negative impact identified for proposals i) and iii); Potential negative impact in proposal ii) on a number of equalities groups identified from proposal 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>Various</p>	<p>Signature:</p> <p></p> <p>Date: 09/11/12</p>
<p>Improvement action plan signed off by Head of Service</p> <p>Paul Ballatt, Head of Commissioning, Strategy and Performance</p>	<p>Signature:</p> <p></p> <p>Date: 09/11/12</p>
<p>Department</p> <p>Children, Schools and Families Department</p>	

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 £350k from SEN Transport Budget in 2014-15 – 2016-17 through implementation of i) revised policy on provision of transport and ii) offering eligible pupils alternative, cheaper forms of travel 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.

Type of evidence

C 390 pupils under 16yrs with SEN receiving transport in academic year 2012-13. 190 pupils using in-house transport; 200 using minicabs from private preferred provider list. Escorts are provided on all in-house transport and, as necessary, in minicabs.

LA duties/powers to provide assistance with transport (1996 Education Act) and current national SEN Code of Practice reviewed.

Comparative review of other LAs SEN transport policies and models of fulfilling statutory responsibilities undertaken as part of a broader feasibility study commissioned in 2012-13.

Consultation with parents/carers undertaken as part of the feasibility study noted above.

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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)?

	Potential negative impact identified
<i>Equality group</i>	
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>

	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?

24 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 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
<p>249</p> <p>Amendments to SEN Transport Policy</p>	Proposed changes to be approved by council's cabinet in light of legal advice	N/A	December 2012	Existing resources	Paul Ballatt	
Application of any revisions to policy to include robust 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	
Establish post of SEN travel co-ordinator	Draft job description and undertake recruitment		April 2013	Existing resources (spend to save)	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

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?

Routine monitoring by SEND Service Manager

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

Summary of the assessment

What are the key impacts – both negative and positive?
What course of action are you advising as a result of this assessment?

Are there any particular groups affected more than others?
Do you suggest to proceeding with your proposals although a negative impact has been identified?

Outcome 3

In order to achieve savings two pieces of work have been done:

- 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.

CYP with SEN and disability

Yes

Stage 8: Sign off by Head of Service			
Assessment completed by: Name/Job Title	Kaye Beeson, Service Manager SEN and Disabilities Service	Signature:	Date: 09/11/12
Improvement action plan signed off by Head of Service	Paul Ballatt, Head of Commissioning, Strategy and Performance	Signature:	Date: 09/11/
Department	Children Schools and Families		

Equality Analysis Children's Social Care Savings 2012 Budget Process



What are the proposals being assessed?		The proposals being assessed are savings proposals across Children's Social Care.
Which Department/Division has the responsibility for this?		Children's Social Care within Children, Schools and Families.
Stage 1: Overview		
Name and job title of lead officer		Theresa Leavy, Interim assistant Director Children's Social Care & Youth Inclusion and various managers within the Division
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 overall aim of these savings proposals is to continue to deliver quality efficient children's social care services while reducing the overall cost of providing these services. The objective of these proposals therefore is to reduce the cost of children's social care with minimum impact on service users wherever possible. The desired outcome of these proposals is to successfully reduce the overall budget while continuing or improving current services, either by restructuring, making back office efficiencies, reducing levels of direct payments made to service users and encouraging greater independence from the authority or enabling users to access different forms of provision as alternatives.</p> <p>The detailed proposals are as follows:</p> <ul style="list-style-type: none"> A. Reduction of the overall detached youth service budgets following service review. B. Saving from restructuring / administrative efficiencies in Children's Social Care Division. C. Participation/Advocacy commissioning D. Duke of Edinburgh reprovide via schools funding E. Family and Adolescent Services Stream - Transforming Families (TF), Youth Offending Team (YOT) and in Education, Training and Employment (ETE) F. Post 16 LAC/CL accommodation cost. Smarter commissioning/contracts 	
How does this contribute to the council's corporate priorities?		These savings proposals contribute to the Council's corporate priorities be contributing to the overall need to reduce council spend. They have been selected to attempt to minimise the impact and effects upon the most vulnerable children and families in the borough and therefore will enable the continuation of good quality services to those most vulnerable families. However, it is important to recognise that there will be an adverse impact on children and young people.

<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>Our customers are the 52,000 children and young people in the borough, their families and carers, and in particular those 130-140 children and young people who are looked after, or those 140-170 who have care plans, or those who are vulnerable or otherwise receive services: approximately 1,300 children at any one time. These proposals will benefit the Council by contributing to the overall need for savings and delivery of services at reduced cost. The specific proposals have been chosen to minimise the impact on the most vulnerable even within the 1,300 children identified above.</p> <p>We work with families and carers, and with a range of agencies including schools, colleges, police, health staff, voluntary sector staff, probation, courts, housing, and adult services.</p>
<p>Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?</p>	<p>All of the social care work is delivered in partnership with other service areas, partners and different organisations and these will vary according to the particular social care intervention; for example, working with courts to ensure an adoption involves a different set of partners from undertaking multi-agency child protection work. The Council's Children's Social Care division retains overall responsibility for the delivery and outcomes of these services and none of the proposed savings have a direct impact on any partner agencies or colleagues in the Council.</p>

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>Within Children's Social Care there is considerable performance management data that is required for regulatory and inspection purposes, as well as for internal management use. The division also engages in extensive consultation with families, children and young people, including user feedback for family support services and the Children in Care Council feeding into the Corporate Parenting Group. Detailed information on service users is used to inform policy, strategy and service improvement.</p> <p>We are aware that families from Black and Minority Ethnic groups are over-represented in our care and child protection populations, and that more of the children referred to social care have special educational needs than the general population. It is also the case that children from families with socio-economic difficulties are over-represented. This does not single Merton out from other London boroughs or authorities elsewhere in the country, but reflects a complex range of factors associated with poorer outcomes for children, young people and their families: poverty and deprivation, unemployment, poor housing, physical and mental health problems, domestic violence and substance misuse. Some families have multiple risk factors from a combination of these issues.</p>

Our Children and Young People's Plan for Merton's Children's Trust alongside our own self-evaluation and Safeguarding Board business plan all contain data about equalities and actions taken to ensure that inequality is reduced. We collect, review and seek to understand this data both internally and with partner organisations, and use it to inform our processes and action planning for change. We are currently undertaken further work within some social care teams to examine this data further to inform equalities action planning.

We also provide diversity training for all staff, and we are proud to have and maintain a diverse workforce.

The savings proposal listed in this assessment are diverse in nature, and need to be considered individually in relation to their potential equalities impact:

- A. The reduction in detached youth service budgets will have an adverse impact on young people, including those from equalities groups, but the amount is relatively small, and the effect should not be disproportionate to specific groups within the overall population served.
- B. The administrative savings will be achieved by efficiencies and will have no impact on direct service delivery.
- C. The savings in participation / advocacy commissioning will be mitigated by smarter procurement and contract management, but will need to be monitored as to impact, including on equalities groups.
- D. The Duke of Edinburgh awards are to be reprovided via schools funding and on this basis there will be no adverse impact.
- E. These staffing reductions equate to 7 FTE over 3 years, and will mean the teams need to work in an increasingly integrated way to continue to meet the needs of young people. The relative impact on equalities groups will be mitigated by the commissioning of more affordable services, and will be monitored.
- F. The Post 16 LAC/CL savings in accommodation costs are to be delivered by smarter commissioning, procurement and contract management, and the aim is to improve the quality of services within the lower budget. Equalities groups are over-represented amongst the young people in receipt of these services who may also experience further pressure from changes to the welfare benefits system, so the overall impact will be monitored.

The savings targeted from commissioning budgets within the Commissioning, Strategy and Procurement Division, which are dealt within a separate EA, are also relevant, and it will be important to monitor the compound impact of these measures in aggregate for any disproportionate effect on equalities groups.

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)?

Equality group	Potential negative impact identified
Age	Potential negative impact identified on young care leavers aged between 18 and 25.
Disability	No potential negative impact identified for disability.
Gender Reassignment	None.
Marriage and Civil Partnership	None.
Pregnancy and Maternity	None.
Race	Potential negative impact identified because reduced budgets for care leavers and parents of children in care may affect families from the BME community more than others as BME children are over represented in care and as care leavers.
Religion/ belief	None
Sex	None
Sexual orientation	None
Socio-economic status	As above reduction in budgets will affect groups more who already have low socio-economic status.

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?

We plan to mitigate the negative impact of staffing reductions identified above in relation to proposal E above by the commissioning of more affordable services, and will be monitored.

The aggregate impact of these savings, together with savings in commissioning budgets assessed in a separate EA, and reductions in services by other public bodies together with welfare benefits reductions will be monitored to identify any disproportionate effect on specific equalities groups.

We also plan to improve the analysis of equalities data for the population of children and young people that we serve, and specifically those who are looked after or are care leavers or have child protection plans, and the ways in which we use this to inform the development and delivery of our services.

Stage4: Decision

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

Outcome 1 ✓ proposals B, D & F	Outcome 2 ✓ proposal A, C & E	Outcome 3	Outcome 4
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Stage 5: Making Adjustments – Improvement Action Pan

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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Risk of adverse impact on disadvantaged groups over-represented in the population of children and young people who are looked after or with care plans, vulnerable or at risk: BME children and young people, those with SEN or disabilities, pregnant mothers, and families with socio-economic problems	Monitor actual impact	As per CSC for management reporting, statutory reporting and inspection purposes	Qrtly	Existing	Theresa Leavy	
Risk of disproportionate and compound impact on equalities groups age, race and socio-economic status arising from these savings, combined with other measures across the Council and by other public bodies	Monitor actual impact, in conjunction with partners	As per CSC for management reporting, statutory reporting and inspection purposes, and partnership arrangements	Qrtly	Existing	Theresa Leavy	

Equalities analysis and actions required to have a stronger presence in CSC Team Plans	CSC Teams to undertake further work with assistance from Research and Information Team in CSF	Equalities analysis and actions reflected fully in 2013-14 Team Plans	May 2013	Existing resources	TBA following restructure	
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Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included. Not yet.

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

Dissemination at divisional management meeting and service level management meetings down to front line practitioners. Consultation with the Children in Care Council and Corporate Parenting Group. Discussion with partners.

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?

The impact will be monitored as part of division and departmental performance monitoring on a quarterly basis.

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

Summary of the Assessment

Proposals are in the context of financial constraint and to meet the need for savings. Whilst the proposals have been formulated to minimise any adverse impact on service delivery, including to disadvantaged groups, and numbers 1 to 6 represent efficiencies with little or no negative effect, proposals 7 and 8 do represent a reduction in support. However, they are considered appropriate in the circumstances, and measures will be taken to mitigate the impact, and to help care leavers and parents to manage their finances better. We will monitor the overall impact across the population of service users, including disadvantaged groups who have high representation.

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Stage 8: Sign off by Head of Service

Assessment completed by: Name/Job Title	Signature:	Date:
Improvement action plan signed off by Head of Service	Signature:	Date:
Department		

Equality Analysis – CSF Policy, Planning and Performance



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

What are the proposals being assessed?	Savings in CSF Policy Planning and Performance Service
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	Vacant Post: Service Manager PPP
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals neg. reduction/removal of service, deletion of posts, changing criteria (etc))	Deletion of 1FTE post in Research and Information Team saving c£50k from revenue budget in 2014-15
2. How does this contribute to the council's corporate priorities?	Proposal 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.	CSF managers; corporate managers; Children's Trust and Local Safeguarding Children Board; council committees; schools; central government bodies Workforce reduction
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	This is a directly managed in house CSF service

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.

<p>Type of evidence</p> <p>Analysis of R+I products:</p> <ul style="list-style-type: none"> • External statutory returns • Performance reports – CSF DMT; CSF service areas; CTB/LSCB; CYP Scrutiny Panel; corporate dashboard • Schools Census; Key Stage results <p>Comparative study of scope of R+I function for CSF service review process</p> <p>London Boroughs survey on education R+I function</p> <p>No consultation has yet been undertaken with ‘customers’ of R+I function although this will be necessary should savings proposal be agreed</p>

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Stage 3: Assessing impact and analysis

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

Equality group	Potential negative impact identified
Age	N/A
Disability	Potential reduction in performance data on access of disabled children and young people to CSF services; potential reduction in performance data on SEN educational attainment
Gender Reassignment	N/A
Marriage and Civil Partnership	N/A
Pregnancy and Maternity	N/A

Race	Potential reduction in performance data on access of BME children and young people to CSF services; potential reduction in performance data on BME groups' educational attainment
Religion/ belief	N/A
Sex	N/A
Sexual orientation	N/A
Socio-economic status	N/A

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

Should savings proposal be agreed, consultation with customers of current performance data/reports would be undertaken i) to identify any products which could be ceased with no impact on service quality and ii) to identify ways in which operational and strategic managers could 'self serve' performance reports eg through better use of MI systems.
 No statutory returns would be affected.
 R+I service would retain limited capacity for bespoke work/specific commissions from service areas for performance reports/analysis.

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
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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
Ensure R+I team retains capacity to provide data reports/analysis on access to services and educational attainment of disabled and BME children and young people	PPP service manager to monitor impact of staff reduction and deploy remaining staff to allow this work to be prioritised.	N/A	Subject to savings proposal being agreed and implemented 2014-15	Existing resources	SM Policy Planning and Performance	

Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.
 PPP service manager will incorporate into relevant team plan/individual staff appraisals for 2014-15

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

R+I team's customers will be advised of saving, if agreed, and implications for services received.

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?

Routine monitoring by service manager

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

Summary of the assessment

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

Outcome 2

Potential impact on performance monitoring/reporting of services for disabled/BME children and young people. Propose savings proceed with potential impact mitigated by appropriate prioritization by R+I team of reporting/analysis.

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Stage 8: Sign off by Head of Service

**Assessment completed by:
Name/Job Title**

**Improvement action plan
signed off by Head of Service**

Department

Signature:

Date:

Signature:

Date:
09/11/12

Paul Ballatt

Children Schools and Families

Equality Analysis - Early Years and Children's Centres



	What are the proposals being assessed?	EYCC proposed savings for 2014/15
	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 2014/15.</p> <ul style="list-style-type: none"> • Reduce external commissioning provider support • Reduce training budget and therefore reduce the free offer • Introduce a charging structure for some training . • Move towards a locality model of CC delivery to ensure that reducing resources are targeted at greatest need 	
2. How does this contribute to the council's corporate priorities?	The proposals are in line with the Council's transformation programme moving from COM to TOM, LEAN working and where possible maintaining front line targeted services	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Private, Voluntary and Independent sector organisations and schools will be charged for some training and there will be a reduced overall training programme.</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>	
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	All EY partners and schools share responsibility but the overall responsibility is currently with the Council and likely to remain.	

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>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>
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Stage 3: Assessing impact and analysis

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

Equality group	Potential negative impact identified
Age	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. 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
Disability	No specific implications for disability groups at this stage
Gender Reassignment	No

Marriage and Civil Partnership	No
Pregnancy and Maternity	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.
Race	No
Religion/ belief	No
Sex	No
Sexual orientation	No
Socio-economic status	Possible impact on some low income families using Childcare or other EY services as a result of the increase in charges.

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

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.

New and increased charges will be subject to consultation and notice.

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	Outcome 2 ✓	Outcome 3	Outcome 4
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Stage 5: Making adjustments – Improvement Action Plan

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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Reassigning of job responsibilities and management arrangements	Review JDs	Appraisals reflect new arrangements and staff express confidence	April 2013	Existing	AJ	
	Consult with schools (employer in some cases)					
New training charges to schools and PVI organisations	Consultation and notice		Sept 2013	Existing	AJ	
Phased approach to locality model of CC delivery	Discussion paper Full consultation Full equalities assessment as proposals develop		July 12 – Aug 13	Existing	AJ	

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

Quarterly 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)

Summary of the assessment

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

Outcome 2

The proposals for restructuring and efficiencies will have limited direct impact on front line services

New and increased charges will comparable with other local authorities and will be subject to consultation with affected organisations and individuals, notice periods and support may be offered in some cases.

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.

Stage 8: Sign off by Head of Service

Assessment completed by:
Name/Job Title

Allison Jones

Signature:

Date:

Stage 8: Sign off by Head of Service			
Improvement action plan signed off by Head of Service	Jan Martin	Signature:	Date:
Department	CSF		

Environment and Regeneration

Equality Analysis

Cabinet 10th December 2012

Analysis for savings EN1 –EN46

Note: EAs for the following savings are not included

EN17,EN18,EN19,EN20,EN21,EN28,EN30,EN31,EN32,EN39,EN40

Managers have reviewed the above savings and concluded that an Equality Analysis is not required for these proposals in respect of impact on service delivery.

EN01 PP&D Legal EA Equality Analysis



What are the proposals being assessed?	Reduction in spend on legal cases by way of a combination of proactive resolution of issues at first point and/or drawing on section budgets to cover shortfall.
Which Department/ Division has the responsibility for this?	E&R : PP&D

Stage 1: Overview	
Name and job title of lead officer	John Hill : Head of Public Protection & Development
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)	Deliver savings over a three year period by implementing a reduction in spend on legal cases by promoting the approach of proactive resolution of issues at first point as opposed to lengthy and costly legal action, as well as reducing the need to seek formal legal opinion in certain cases being investigated by officers.
2. How does this contribute to the council's corporate priorities?	As part of TOM, customer contact and handling of enforcement complaints will result in changes to working practices which will result in the promotion of a resolution at first point approach, by way of mediation and negotiation as opposed to going directly for legal action as first option.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There may be a limited impact on those persons who are requiring the Council to adopt a direct legal action approach to those issues such as enforcement matters of a modest nature which can be best resolved through other means such as mediation. The reduction in the budget is a relatively modest sum spread over a three year period.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are no other direct service providers although residents and their associations are closely involved in the enforcement investigations that are governed by legal processes.

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		Briefly explain what positive or negative impact has been identified The reduction in the legal budget will result in a slight adjustment in PP&D's approach to resolving matters such as enforcement complaints, which in some instances will be achieved by adopting a more informal approach to complaint resolution.
Disability		x	x		As above
Gender Reassignment		x	x		As above
Marriage and Civil Partnership		x	x		As above
Pregnancy and Maternity		x	x		As above
Race		x	x		As above
Religion/ belief		x	x		As above
Sex (Gender)		x	x		As above
Sexual orientation		x	x		As above
Socio-economic status		x	x		As above

EN01 PP&D Legal EA

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

- i) A slight adjustment in PP&D's approach to resolving matters such as enforcement complaints, which will be achieved by adopting a more informal approach to complaint resolution.
- ii) Reducing the need to seek formal legal opinion in certain cases being investigated by officers.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

EN01 PP&D Legal EA

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
i) above – Section 7	Monitoring of effectiveness of new approach	By monitoring outcome of enforcement complaints	2014-2017	Existing	John Hill/PP&D senior management team	Yes
ii) above – Section 7	Monitoring of effectiveness of new approach	By monitoring outcome of enforcement complaints	2014-2017	Existing	John Hill/PP&D senior management team	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

- This is a very modest reduction to the PP&D legal budget and, spread over 3 years, will not result in significant impacts in overall effectiveness of those areas of service delivery that require payment for the use of legal processes. To summarise, we will deliver savings over a three year period by implementing a reduction in spend on legal cases by promoting the approach of proactive resolution of issues at first point as opposed to lengthy and costly legal action, as well as reducing the need to seek formal legal opinion in certain cases being investigated by officers.

EN01 PP&D Legal EA

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

EN02 PP&D Parking EA Equality Analysis



What are the proposals being assessed?	Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview

Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The objective is to improve on the current CCTV/ PCN verifying process which requires two members of staff to be working constantly in this area. Initially releasing those officers to carry out more enforcement will improve the free flow of traffic and reducing congestion. However, through the development of the TOM it is more likely that the introduction of this new system will result in opportunities for further efficiencies relating to overall numbers of FTEs, thereby leading to additional savings not currently built in to this proposal.
2. How does this contribute to the council's corporate priorities?	Improved management of : 1) The through flow of traffic 2) Availability of parking spaces for residents close to their homes. 3) Improve technically the quality of the CCTV cameras available to Safer Merton and ultimately the Police
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All motorists. This type of enforcement will improve the free flow of public transport. By achieving a high level of compliance of the parking regulations by the motorist the Council will improve resident/customer satisfaction and ultimately congestion.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This responsibility is shared between the parking enforcement team, the traffic management team who implement and maintain legality of all CPZ's and the CCTV team Safer Merton;

EN02 PP&D Parking EA

Stage 2: Collecting evidence/ data

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

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

Evidence obtained from other users of the proposed as well as customer feedback.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified There are no negative impacts
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	x			x	The proposal will assist in improving the availability of parking space, traffic congestion and free flow of public transport which will benefit all stakeholders
Disability	x			x	As above
Gender Reassignment	x			x	As above
Marriage and Civil Partnership	x			x	As above
Pregnancy and Maternity	x			x	As above
Race	x			x	As above
Religion/ belief	x			x	As above
Sex (Gender)	x			x	As above
Sexual orientation	x			x	As above
Socio-economic status	x			x	As above

EN02 PP&D Parking EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN02 PP&D Parking EA

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	existing	Paul Walshe	No

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

Stage 6: Reporting outcomes

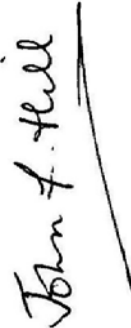
10. Summary of the equality analysis

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

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

The proposal will assist in improving the availability of parking space, traffic congestion and free flow of public transport which will benefit all stakeholders.

EN02 PP&D Parking EA

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date:29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill : Head of PP&D	Signature: 	Date:30/11/2012

EN03,EN04 PP&D Parking EA Equality Analysis



What are the proposals being assessed? ER03 and ER04	Enforcement of PCN's for new CPZs Implementation of Pay and Display machines for new CPZs
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The controlled parking zones were implemented as a result of petitions received by the Council from residents requesting measures to be put in place to deal with parking congestion. The core purpose of a controlled parking zone is to manage the parking spaces demand from non residents for the benefit of residents. Once implemented it improves the resident's ability to park within close proximity to their place of residence.
2. How does this contribute to the council's corporate priorities?	The third major issue for residents in the Councils resident survey was traffic congestion. The proposals aim to address concerns regarding : 1) The through flow of traffic 2) The lack parking spaces for residents close to their homes.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Non residents who wish to park in controlled parking zones. This contributes to one of the key objectives of the Parking Services TOM which is to achieve a high level of compliance with the parking regulations by the motorist, which will result in a reduction in traffic/parking congestion.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This responsibility is shared between the parking enforcement team and the traffic management team who implement and maintain legality of all CPZ's.

EN03,EN04 PP&D Parking EA

Stage 2: Collecting evidence/ data

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

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

Representations and complaints from residents an other stakeholders regarding availability of parking space within CPZs

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					
Disability	x				Free parking for use of blue badge, free address permit, free carer permit resulting in improved ease of access to residential property of blue badge holder.
Gender Reassignment				x	
Marriage and Civil Partnership				x	
Pregnancy and Maternity	x			x	Improved ease of access to residential property of blue badge holder.
Race				x	
Religion/ belief				x	
Sex (Gender)				x	
Sexual orientation				x	
Socio-economic status			x		Increased charges may have negative impact on motorists from lower socio economic groups.

EN03, EN04 PP&D Parking EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN03,EN04 PP&D Parking EA

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	existing	Paul Walshe	No

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

Stage 6: Reporting outcomes


10. Summary of the equality analysis

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

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

There are no negative impacts the allowances given in the form of free address and free carer residents permits are positives that support residents with disabilities.

EN03,EN04 PP&D Parking EA

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill : Head of PP&D	Signature: 	Date: 30/11/2012

EN05 PP&D Parking EA Equality Analysis



What are the proposals being assessed?	Introduction of mobile phone payments for parking. This would allow mobile phone payments as well as cash.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview

Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To improve the range of options available to customers wish to pay for parking space within the boroughs designated areas. This will result in the deletion of 1 FTE post.
2. How does this contribute to the council's corporate priorities?	Responding to our customers request for this type of service Increase efficiencies by reducing expenditure to Council
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers who wish to purchase parking space using the Councils pay and display machines
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with other stakeholders.

EN05 PP&D Parking EA

Stage 2: Collecting evidence/ data

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

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

Evidence obtained from other users of the proposed as well as customer feedback.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified There are no negative impacts
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				x	The proposal will assist in improving the availability of parking space, traffic congestion and free flow of public transport which will benefit all stakeholders
Disability				x	As above
Gender Reassignment				x	As above
Marriage and Civil Partnership				x	As above
Pregnancy and Maternity				x	As above
Race				x	As above
Religion/ belief				x	As above
Sex (Gender)				x	As above
Sexual orientation				x	As above
Socio-economic status				x	As above

EN05 PP&D Parking EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	existing	Paul Walshe	No

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

Stage 6: Reporting outcomes

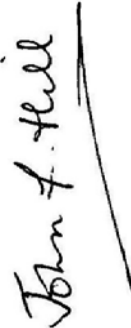
10. Summary of the equality analysis

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

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

The proposal will increase the range of payment options available to customers using the Council's parking services. It will also assist in improving the availability of parking space, traffic congestion and free flow of public transport which will benefit all stakeholders.

EN05 PP&D Parking EA

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill : Head of PP&D	Signature: 	Date: 30/11/2012

EN06 PP&D Development Control EA

What are the proposals being assessed?	Staff reductions in DC. Post enquiry research officer (admin team). IT systems manager.
Which Department/ Division has the responsibility for this?	E @ R / PP@D

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver savings over a three year period. The post enquiry searches have significantly reduced in terms of numbers and income since introduction when the post was created. Other tasks undertaken will be subsumed by the admin team through TOM efficiencies over the 3 year period. The IT systems manager is responsible for maintaining the M3 systems and reports. These tasks will be reviewed as TOM moves forward
2. How does this contribute to the council's corporate priorities?	As part of TOM customer contact and mobile working reviews changes in working practices will result in more self service and home working to support corporate objectives for flexible working and customers contact change.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Both posts support the procedural functions of the Team providing technical and admin support. This will result in a reduced capacity to support the general Development control and in the case of the IT systems manager the building Control Team resulting reduced ability to meet performance targets. Applicants and residents could therefore receive a reduced service although service changes through TOM objectives are planned.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are no other direct service providers although residents and their association are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees. It delivers both local and strategic regeneration objectives in cooperation with other stakeholders such as education, schools fire stations and hospitals.

EN06 PP&D Development Control EA

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

EN06 PP&D Development Control EA

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

If negative impacts are identified through any monitoring then an action plan will address this

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN06 PP&D Development Control EA

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring . Customer feedback	2014	additional for monitoring	Neil Milligan	no

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

There is some potential negative impact on all of the groups identified since the proposals involve the reduction in the size of the section and, therefore, the range and breadth of service that they will be able to affect to all members of the public. The proposal does not change the service provided in any way therefore if there are any impacts they will be difficult to easily identify. Rather the changes will involve a diminution in levels of service overall. Potentially we would look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as

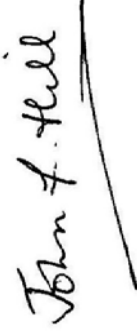
EN06 PP&D Development Control EA

opposed to direct contact with customers. Should these proposals be accepted then we would design the service so that it only responds to high risk issues

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

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

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Neil Milligan Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill, Head of Public Protection and Development	Signature: 	Date: 29/11/2012

Equality Analysis



What are the proposals being assessed?	Deletion of Enforcement Team leader
Which Department/ Division has the responsibility for this?	E @ R / PP@D

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver savings over a three year period. The management of the enforcement team will be subsumed by the DC team leaders. The working practices of the enforcement team will be reviewed through the TOM process
2. How does this contribute to the council's corporate priorities?	As part of TOM customer contact and home working reviews changes in working practices will result in more self service and home working to support corporate objectives for flexible working and customers contact change.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The reduction of the post will result in a reduced capacity to support the enforcement investigations resulting reduced ability to meet performance targets and less investigations will be undertaken. Applicants and residents will therefore receive a reduced service although service changes through TOM objectives are planned to try and improve self service. The types of investigations undertaken will be reviewed.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are no other direct service providers although residents and their association are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

EN07 PP&D Development Control EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

There is some potential negative impact on all of the groups identified since the proposals involve the reduction in the size of the section and, therefore, the range and breadth of service that they will be able to affect to all members of the public. The proposal does not change the nature of the service provided, but does change its size. The changes will involve a diminution in levels of service overall. Potentially we would look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as opposed to direct contact with customers. Should these proposals be accepted then we would design the service so that it only responds to high risk issues.

EN07 PP&D Development Control EA

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature:	Date:

Equality Analysis



What are the proposals being assessed?	Income generation. 10% increase in pre application planning fees. Additional charge for tree pre-application advice (relatively small income)
Which Department/ Division has the responsibility for this?	E @ R / PP@D

Stage 1: Overview

Name and job title of lead officer	Neil Milligan
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to increase income over a three year period.
2. How does this contribute to the council's corporate priorities?	Providing regeneration advice to potential applicants
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Applicants will pay slightly more for pre- application advice. Applicants can be residents, businesses or development organisations.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

There is no information presently collected on such groups using the service. Potential impacts on such groups could be monitored through an action plan although this will have its own resource implications. Increased fess may impact disproportionately on different socio economic groups however the increase in the context of the cost of an overall development scheme is marginal.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		Briefly explain what positive or negative impact has been identified
Disability		x	x		Increased cost of service will impact marginally on all equality groups.
Gender Reassignment		x	x		Increased cost service will impact marginally on all equality groups
Marriage and Civil Partnership		x	x		Increased cost service will impact marginally on all equality groups
Pregnancy and Maternity		x	x		Increased cost service will impact marginally on all equality groups
Race		x	x		Increased cost service will impact marginally on all equality groups
Religion/ belief		x	x		Increased cost service will impact marginally on all equality groups
Sex (Gender)		x	x		Increased cost service will impact marginally on all equality groups
Sexual orientation		x	x		Increased cost service will impact marginally on all equality groups
Socio-economic status		x	x		Increased cost service will impact marginally on all equality groups

EN08 PP&D Development Control EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/team plan?
If any identified through service level changes	Action plan to mitigate	Measuring . Customer feedback/ Anecdotal responses	2014	additional for monitoring	Neil Milligan	no

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

Stage 6: Reporting outcomes


10. Summary of the equality analysis

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

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

The increase in fees is marginal in terms of development cost overalls o is unlikely to have any significant impact. Any impacts identified can be monitored although in reality adjusting fees for particular groups through means testing would not be a realistic option

EN08 PP&D Development Control EA

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill, Head of Public Protection and Development	Signature: 	Date: 29/11/2012

Equality Analysis



What are the proposals being assessed?	Deletion one DC officer post through efficiencies from TOM Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office.
Which Department/ Division has the responsibility for this?	E @ R / PP@D

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver savings over a three year period. Revisiting TOM objectives to introduce mobile/ home working throughout the section.
2. How does this contribute to the council's corporate priorities?	As part of TOM customer contact and mobile working reviews changes in working practices will result in more self service and home working to support corporate objectives for flexible working and customers contact change.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The reduction of the post will result in a reduced capacity to support the planning applications processes resulting reduced ability to meet performance targets. Applicants and residents will therefore receive a reduced service although service changes through TOM objectives are planned to try and improve processes and mitigate any impact.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are no other direct service providers although residents and their association are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

EN09 PP&D Development Control EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring . Customer feedback	2016	additional for monitoring	Neil Milligan	no

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

Stage 6: Reporting outcomes

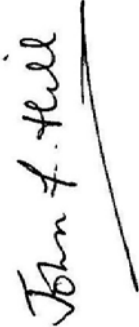
10. Summary of the equality analysis

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

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

There is some potential negative impact on all of the groups identified since the proposals involve the reduction in the size of the section and, therefore, the range and breadth of service that they will be able to affect to all members of the public. The proposal does not change the nature of the service provided, but does change its size. The changes will involve a diminution in levels of service overall. Potentially we would look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as opposed to direct contact with customers. Should these proposals be accepted then we would redesign the service in terms of identified priorities.

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Stage 7: Sign off by Director/ Head of Service		
Assessment completed by	Signature:	Date:
Neil Milligan Building and Development Control Manager		
Improvement action plan signed off by Director/ Head of Service	Signature: 	Date: 29/11/2012

EN10 PP&D Development Control EA Equality Analysis



What are the proposals being assessed?	Deletion of Enforcement officer
Which Department/ Division has the responsibility for this?	E @ R / PP@D

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver savings over a three year period. The working practices of the enforcement team will be reviewed through the TOM process . Reduced ability to investigate enforcement cases. Team would be potentially down to 2FTE. Reassessment of what can be realistically investigated by the section as part of the work being undertaken on the TOM and will most likely result in a change in working practices with fewer investigations focussing on high risk cases and an increasing reliance on "local intelligence". It is anticipated that, particularly in short term, there may be more complaints regarding service delivery ,but that this will be managed through development of TOM as referred to above.
2. How does this contribute to the council's corporate priorities?	As part of TOM customer contact and mobile working reviews changes in working practices will result in more self service and home working to support corporate objectives for flexible working and customers contact change.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The reduction of the post will result in a reduced capacity to support the enforcement investigations resulting reduced ability to meet performance targets and less investigations will be undertaken. Applicants and residents will therefore receive a reduced service although service changes through TOM objectives are planned to try and improve self service. The types of investigations undertaken will be reviewed and there will be a reassessment of how enforcement investigations are currently prioritised.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are no other direct service providers although residents and their association are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

EN10 PP&D Development Control EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring . Customer feedback	2016	additional for monitoring	Neil Milligan	no

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

There is some potential negative impact on all of the groups identified since the proposals involve the reduction in the size of the section and, therefore, the range and breadth of service that they will be able to affect to all members of the public. The proposal does not change the nature of the service provided, but does change its size. The changes will involve a diminution in levels of service overall. By way of mitigation and as part of the TOM process we will look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as opposed to direct contact with customers. Should these proposals be accepted then we would design the service so that it

EN10 PP&D Development Control EA

only responds to high risk issues.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature:	Date:

Equality Analysis



What are the proposals being assessed?	Deletion of Development Control deputy area team leader
Which Department/ Division has the responsibility for this?	PP@D/ E @ R

Stage 1: Overview

Name and job title of lead officer	Neil Milligan
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver savings over a three year period. Although the loss of this post could be partially managed by reallocation of responsibilities as part of development of TOM, the loss of this post will have a significant impact on ability to meet statutory performance targets in respect of major regeneration proposals in the borough. Reduced support for team leaders and reduced mentoring support for team members.
2. How does this contribute to the council's corporate priorities?	As part of TOM customer contact and mobile working reviews changes in working practices will result in more self service and home working to support corporate objectives for flexible working and customers contact change.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The reduction of the post will result in a reduced capacity to support the planning applications processes resulting reduced ability to meet performance targets. Applicants and residents will therefore receive a reduced service although service changes although TOM objectives are planned to try and improve processes and mitigate any impact.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are no other direct service providers although residents and their association are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

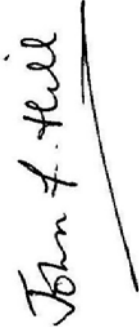
10. Summary of the equality analysis

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

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

There is some potential negative impact on all of the groups identified since the proposals involve the reduction in the size of the section and, therefore, the range and breadth of service that they will be able to affect to all members of the public. The proposal does not change the nature of the service provided, but does change its size. The changes will involve a diminution in levels of service overall. Potentially we would look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as opposed to direct contact with customers and mobile / home working . Should these proposals be accepted then we would redesign the service in terms of identified

priorities.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature: 	Date: 29/11/2012

EN12 PP&D Parking EA Equality Analysis



What are the proposals being assessed?	Deletion of back office manager post
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The is part of a wider back office review of Parking Services designed to look at efficiencies and streamlining of management structures within the section and identified in both the TOM and service review plan.
2. How does this contribute to the council's corporate priorities?	Improve the efficiency of the Council whilst at the same time reducing costs
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None as it is intended that both the service review plan and the TOM will lead to greater efficiency of back office management structure,
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

EN12 PP&D Parking EA

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified There are no negative impacts
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				x	This is part of an internal restructure of management framework which will have no discernable impact on wider external stakeholder audience
Disability				x	As above
Gender Reassignment				x	As above
Marriage and Civil Partnership				x	As above
Pregnancy and Maternity				x	As above
Race				x	As above
Religion/belief				x	As above
Sex (Gender)				x	As above
Sexual orientation				x	As above
Socio-economic status				x	As above

EN12 PP&D Parking EA

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN12 PP&D Parking EA

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	Existing	Paul Walshe	Included as part of service review plan.

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

Stage 6: Reporting outcomes

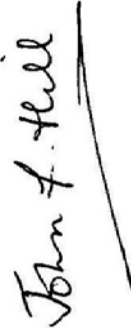
10. Summary of the equality analysis

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

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

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

EN12 PP&D Parking EA

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature: 	Date: 30/11/2012

EN13 SS&W Waste Management EA Equality Analysis



What are the proposals being assessed?	Waste Management Commercial Waste Collection
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Alter management structure as a result of recommendations in consultants report. Once service recommendations have been implemented there is an opportunity to rationalise the back office support. Reducing 1.5 back office staff.
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

EN13 SS&W Waste Management EA

Stage 2: Collecting evidence/ data

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

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

Review of Commercial Service and recommendations made by Consultants.

Stage 3: Assessing impact and analysis

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

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

EN13 SS&W Waste Management EA

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN13 SS&W Waste Management EA

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment
None

EN13 SS&W Waste Management EA

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Brian McLoughlin (Waste Operations Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene and Waste)	Signature:	Date:

EN14 SS&W Waste Operations EA Equality Analysis



What are the proposals being assessed?	WASTE AND STREET CLEANSING OPERATIONS - Mobile technology
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Mobile technology including GPS and in cab monitors. Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx £120K.
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All 81,000 Merton householders and Businesses in Merton and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes, IT. Waste Operations.

EN14 SS&W Waste Operations EA

Stage 2: Collecting evidence/ data

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

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

- Project involving visits to other Local Authorities with this in place
- Discussions with providers

Stage 3: Assessing impact and analysis

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

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

EN14 SS&W Waste Operations EA

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

N/A.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN14 SS&W Waste Operations EA

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

N/A.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Brian McLoughlin (Waste Operations Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene and Waste)	Signature:	Date:

EN15 SS&W Waste Operations EA Equality Analysis



What are the proposals being assessed?	WASTE AND STREET CLEANSING OPERATIONS – Improved performance management and implementation of councils new sickness policy resulting in a reduction in agency staff usage
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To reduce sickness levels and cost of the service. This will lead to a reduced requirement for agency staff to provide cover.
2. How does this contribute to the council's corporate priorities?	To identify potential savings and improve the management of sickness.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All 81,000 Merton householders and Businesses in Merton and staff with improved service performance.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

EN15 SS&W Waste Operations EA

Stage 2: Collecting evidence/ data

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

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

- Existing improvement in sickness levels within the Division

Stage 3: Assessing impact and analysis

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

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

EN15 SS&W Waste Operations EA

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

None.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN15 SS&W Waste Operations EA

Stage 5: Improvement Action Plan

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

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

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

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment
None.-

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Brian McLoughlin (Waste Operations Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene and Waste)	Signature:	Date:

EN16 SS&W Waste Operations EA Equality Analysis



What are the proposals being assessed?	Double shift garden waste collection
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Double shift garden waste collection vehicles this will reduce our vehicle requirements by 2 vehicles and reduce costs to the Council.
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All Merton householders who use this service as service will be provided between 14.00 and 22.00.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton is responsible for waste collection and disposal. For waste disposal it works in legal partnership with Slwp boroughs (Croydon, Kingston & Sutton).

EN16 SS&W Waste Operations EA

Stage 2: Collecting evidence/ data

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

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

- Existing service provision where vehicles are already double shited to provide service in the evening.

Stage 3: Assessing impact and analysis

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

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

EN16 SS&W Waste Operations EA

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

None.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN16 SS&W Waste Operations EA

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment
None.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Brian McLoughlin (Waste Operations Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene and Waste)	Signature:	Date:

EN22 SS&W Traffic & Highways EA Equality Analysis



What are the proposals being assessed?	Reduction in Street Lighting budget
Which Department/ Division has the responsibility for this?	Environment and Regeneration – Traffic and Highway

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the available budget for Street lighting repairs. A reduction in the maintenance budget will result in a reduction in cyclical maintenance frequencies.
2. How does this contribute to the council's corporate priorities?	To meet budget saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and visitors of the borough
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. Overall responsibility rests with this Service

EN22 SS&W Traffic & Highways EA

Stage 2: Collecting evidence/ data

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

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

The proposed savings may have an impact on vulnerable road users. No evidence was collected as a result of this proposal.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)			✓		Women may feel less safe at night in less well lit areas.
Sexual orientation					
Socio-economic status					

EN22 SS&W Traffic & Highways EA

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

It is not possible to fully mitigate this impact.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[The proposal may result in women feeling less safe at night in less well lit areas.](#)

EN22 SS&W Traffic & Highways EA

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene and Waste)	Signature:	Date:

EN23 SS&W Traffic & Highways EA Equality Analysis



What are the proposals being assessed?	Reduction in Grounds Maintenance Budget
Which Department/ Division has the responsibility for this?	Environment and Regeneration – Traffic and Highways

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the available budget for Grounds Maintenance.
2. How does this contribute to the council's corporate priorities?	To meet budget saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and visitors of the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Traffic and Highway Services has responsibility for grounds maintenance on the public highway.

EN23 SS&W Traffic & Highways EA

Stage 2: Collecting evidence/ data

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

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

No evidence was collected as a result of this proposal. The proposal will have no significant impact on protected characteristics.

Stage 3: Assessing impact and analysis

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

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

EN23 SS&W Traffic & Highways EA

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN23 SS&W Traffic & Highways EA

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

- [The proposal will have no significant impact on protected characteristics](#)

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene and Waste/Add name/ job title	Signature:	Date:

EN24 SS&W Traffic & Highways EA Equality Analysis



What are the proposals being assessed?	Reduction in Walksheets Budget
Which Department/ Division has the responsibility for this?	Environment and Regeneration – Traffic and Highways

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the available budget for repairs to the highway.
2. How does this contribute to the council's corporate priorities?	To meet budget saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and visitors of the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Traffic and Highway Services has responsibility for highway maintenance and repairs.

EN24 SS&W Traffic & Highways EA

Stage 2: Collecting evidence/ data

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

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

No evidence was collected as a result of this proposal.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			✓		The elderly and the less able may be adversely affected by this proposal as the Council will only respond to urgent repairs. Some no urgent repairs may not take place or take longer.
Disability			✓		
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status					

EN24 SS&W Traffic & Highways EA

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment
<ul style="list-style-type: none"> The proposal may have an adverse impact on the elderly and the less able.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene and Waste)	Signature:	Date:

EN25 SS&W Traffic & Highways EA Equality Analysis



What are the proposals being assessed?	Reduction in the Surface Water Budget
Which Department/ Division has the responsibility for this?	Environment and Regeneration – Traffic and Highway

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the available budget for repairs to damaged gullies.
2. How does this contribute to the council's corporate priorities?	To meet budget saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and visitors of the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Damaged gullies are identified by Waste Services and passed on to Traffic and Highway Services for repairs.

EN25 SS&W Traffic & Highways EA

Stage 2: Collecting evidence/ data

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

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

No evidence was collected as a result of this proposal. The proposal will have no significant impact on protected characteristics.

Stage 3: Assessing impact and analysis

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

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

EN25 SS&W Traffic & Highways EA

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN25 SS&W Traffic & Highways EA

Stage 5: Improvement Action Plan

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

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

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

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

There are no significant impact on equality groups.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

EN26 SS&W Traffic & Highways EA Equality Analysis



What are the proposals being assessed?	Reduction in Ditching Budget
Which Department/ Division has the responsibility for this?	Environment and Regeneration – Traffic and Highways

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the available budget for clearing ditches.
2. How does this contribute to the council's corporate priorities?	To meet budget saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and visitors of the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Traffic and Highway Services has responsibility for clearing some ditches in the borough.

EN26 SS&W Traffic & Highways EA

Stage 2: Collecting evidence/ data

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

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

No evidence was collected as a result of this proposal.

Stage 3: Assessing impact and analysis

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

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

EN26 SS&W Traffic & Highways EA

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN26 SS&W Traffic & Highways EA

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

- [The proposal will have no significant impact on protected characteristics.](#)

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

EN27 SS&W Traffic & Highways EA Equality Analysis



What are the proposals being assessed?	Reduction in Lining Budget
Which Department/ Division has the responsibility for this?	Environment and Regeneration – Traffic and Highways

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to reduce the available budget for maintenance of carriageway road markings.
2. How does this contribute to the council's corporate priorities?	To meet budget saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and visitors of the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Traffic and Highway Services has responsibility for the maintenance of carriageway markings.

EN27 SS&W Traffic & Highways EA

Stage 2: Collecting evidence/ data

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

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

No evidence was collected as a result of this proposal.

Stage 3: Assessing impact and analysis

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

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

EN27 SS&W Traffic & Highways EA

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

EN27 SS&W Traffic & Highways EA

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

- The proposal will have no significant impact on protected characteristics.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

Equality Analysis



What are the proposals being assessed?	Re-Structure of Traffic and Highway Services
Which Department/ Division has the responsibility for this?	Environment and Regeneration – Traffic and Highways

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to re-structure Traffic and Highway Services to re-align structure to meet savings targets.
2. How does this contribute to the council's corporate priorities?	To meet budget saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All Traffic and Highways staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

Stage 2: Collecting evidence/ data

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

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

No evidence was collected as a result of this proposal.

Stage 3: Assessing impact and analysis

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

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

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

Not yet identified.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

- [The impact on protected characteristics of this proposal are not yet known.](#)

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

Equality Analysis - -- Leisure & Culture Development



<p>What are the proposals being assessed?</p>	<p>Three proposed savings that have little or no effect on the level of service provided to the customer. (Note: 'proposal' includes a policy, service, function, strategy, project, procedure and restructure)</p>
<p>Which Department/Division has the responsibility for this?</p>	<p>Environment & Regeneration – Sustainable Communities Division</p>
<p>Stage 1: Overview</p>	
<p>Name and job title of lead officer</p>	
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Christine Parsloe, Leisure & Culture Development Manager</p> <p>Outcome: To achieve savings with no net direct loss in public service Aims: To remove expenditures that are no longer required for service provision and/or fund expenditure required from new income. Proposals: 1) Loss of 0.2fte Client & Partnership Officer – reducing to 4 day week 2) Reduction in supplies & services budgets delivered through staff continuing to be more efficient 3) Recovery of Cemetary Administration from the MSJCB for services provided to their cemeteries</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Part of the Service Review process and a mechanism for identifying potential savings.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>One member of staff will have their contract reduced from 1.0fte (35hrs) to 0.8fte (28hrs) per week. Other staff will be required to increase their efficient use of supplies and services by such measures as reducing photocopying; emailing rather than posting, etc.</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>No</p>

EN33,34 SC Leisure & Culture Development EA

Stage2: Collecting evidence/data

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

Type of evidence

- 1) Loss of 0.2fte Client & Partnership Officer – reducing to 4 day week.
Since the letting of the Leisure Centre Management Contract and the changes to the operational arrangements at New Wimbledon Theatre client monitoring has been streamlined and made more efficient, whilst partnership working to deliver key borough wide initiatives should reduce following the large numbers of such activities in 2012 – Olympics and Queen's visit.
- 2) Reduction in supplies & services budgets delivered through staff continuing to be more efficient
The proposed efficiency reductions relate to savings in such areas as printing; stationary; telephone; use and making more use of electronic communications; etc. All service areas within the team will be increasingly more prudent in order to make these savings. Evidence is types of purchasing and usage as well as expenditure in these areas. Officers will ensure that should a customer not be able to be communicated with through our preferred way of working we will assist them to be able to do this and if still not possible will put in place an alternative that meets their needs.
- 3) Recovery of Cemetery Administration from the MSJCB for services provided to their cemeteries.
The Merton and Sutton Joint Cemetery Board already pay for burial services in their cemeteries. This proposal is to ensure that the administration functions that sit behind this service also recovers its costs appropriately into the budget towards cemetery administrative functions.

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EN33,34 SC Leisure & Culture Development EA

Stage 3: Assessing impact and analysis

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age	✓		✓		Whilst many may welcome the changes to accessing services some may have individual needs in accessing services appropriately
Disability	✓		✓		Whilst many may welcome the changes to accessing services some may have individual needs in accessing services appropriately
Gender Reassignment		✓		✓	None
Marriage and Civil Partnership		✓		✓	None
Pregnancy and Maternity		✓		✓	None
Race		✓	✓		Whilst many may welcome the changes to accessing services some may have individual needs in accessing services appropriately
Religion/ belief		✓		✓	None
Sex		✓		✓	None
Sexual orientation		✓		✓	None
Socio-economic status	✓		✓		Whilst many may welcome the changes to accessing services some may have individual needs in accessing services appropriately

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

There may be some individuals, who for their own individual and personal set of circumstances may not be able to access information on our services through our proposed channels, we will ensure that we assist them to learn the new ways of working and where this is not possible we will put in place appropriate, affordable and agreed solutions with the individual concerned.

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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
Should individuals have difficulties we will encourage them to contact us so we can determine solutions			
Stage 5: Making adjustments – Improvement Action Pan			

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

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

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Issues or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Individuals unable to access services appropriately as the method of supplying the service means they are an unable to access	Communicate with individual to determine appropriate solutions	Number of individuals requiring assistance	Ongoing	Will need to be contained within budgets available and if any additional resources are required they will need to be bid for	Francis McParland	Already being delivered in this way.

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

These will be included into future divisional service and team plans if they are accepted as part of the 2014 Service Review and 2014-17 savings proposals

EN33,34 SC Leisure & Culture Development EA

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

We will happily share any learning from this, but on these savings there does not appear to be anything much to learn that is part of existing council good practices and procedures.

Stage 6: Monitoring

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

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

The impact of the efficiency savings on the supplies and services budget will be monitored through monthly budget monitoring and the staff changes will be monitored through staff 1:1's and annual appraisals

How often will you do this?

Budget monitoring is carried out monthly and appraisals six-monthly.

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

Summary of the assessment

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

Summary of the key findings:

- These proposed savings produced only minor negative impacts on service provision
- These proposed savings do create a loss of 0.2fte in the Leisure Support Services Team and an income recovery for cemeteries
- The changes to staffing will be carried out in accordance with the councils staff reduction policies
- The main group to be affected by these proposals are the Leisure Support Services Officers with the whole team reducing supplies and services budgets

Stage 8: Sign off by Head of Service

Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 21 st Nov '12
Improvement action plan signed off by Head of Service	James McGinlay Head of Sustainable Communities Division	Signature:	Date:

Equality Analysis -Leisure & Culture Development



<p>What are the proposals being assessed?</p>	<p>Two proposals for increased income and thus increased fees & charges to the customers as well as increased sales of advice & guidance & services, hence a change of focus for the workforce to sales & marketing as well as income generation.</p>
<p>Which Department/Division has the responsibility for this?</p>	<p>Environment & Regeneration – Sustainable Communities Division</p>
<p>Stage 1: Overview</p>	
<p>Name and job title of lead officer</p>	
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Christine Parsloe, Leisure & Culture Development Manager</p> <p>Outcome: To achieve increased income and sales for the services we deliver</p> <p>Aims: To focus service provision on those leisure activities and services that generate surplus income over expenditure and reduce deficit positions on any other service provision as far as is practically possible as well as selling the teams professional expertise and bespoke services to organisations (eg Private Care Homes; Private Schools, etc)</p> <p>Proposals:</p> <ol style="list-style-type: none"> 1) Increased income at Morden Assembly Hall, Wimbledon Park Watersports Centre by increasing fees and charges as well as increasing the commercial rate from the current uplift level of 30% on the base price to 50% on the base price 2) Increased income through sales of advice, guidance & project management from the professional officers as well as the sale of bespoke leisure & cultural products to the private and other sectors.
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Part of the Service Review process and a mechanism for identifying potential increased income.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>Customers, residents, schools and our community organisations who will be asked to pay more for the activities at the watersports centre and for the use of the public hall. Private and other sectors will be able to purchase professional leisure & cultural services from council experts.</p> <p>Both these proposals will benefit the council by bringing in greater income, whilst still providing leisure activities and events, albeit at a higher cost.</p>

EN35,36 SC Leisure & Culture Development EA

<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>The responsibility for these services rests solely within this team although other organisations, departments may seek to use these facilities to meet their own service needs and they would find an increase in costs to their budgets. In particular schools would notice this in relation to the watersports centre.</p>
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Stage2: Collecting evidence/data

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

Type of evidence

1) Increased income at Morden Assembly Hall making the venue a site that caters for more commercial activities

We currently have a mix of bookings at Morden Assembly Hall with five community groups using the venue on a regular basis at relatively low prices. We also have a number of commercial bookings, which are higher earners such as Rug Sales, Wedding Receptions, Blood Doning, etc. We have also looked at vacancies in our sports pavilions at the times of our community users and consider that if this proposal was to be accepted we would work with the groups to relocate them to affordable new premises and then market and sell the facility for more commercial activities. Regular hirers at Morden Assembly Hall are Tumble Tots, Merton & Morden Guild, Mother and Toddler and Weight Watchers.

Increased income at Wimbledon Park Watersports Centre – We have already added a new climbing wall and tower to the facilities at the watersports centre and have put in a new online booking systems and we recognise that the built facility will need replacing in years to come to include indoor teaching spaces – both of these are being developed this year to produce sound business cases. In the meantime we consider that increasing the fees and charges and diversifying our product offer as far as we are able will suffice in the short term. We regularly benchmark with other similar facilities to set our fees and charges, whilst courses are charged out according to costs and market forces. The impact for us is by reduced bookings and user figures, which we monitor monthly.

Concessions will still be available for groups who bring their own instructor, people with disabilities and voluntary groups.

2) Increased income through sales of advice, guidance & project management from the professional officers as well as the sale of bespoke leisure & cultural products to the private and other sectors

We do not yet charge for officers professional advice, guidance and services however have gained experience of the opportunities for this in 2012. We believe that as a culture & sport development team we will have products, services and skills that we can sell to the private sector, Govt agencies and also bespoke projects.

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Stage 3: Assessing impact and analysis					
7. From the evidence you have considered, what areas of concern have you identified regarding the potential negative impact on one or more protected characteristics (equality groups)?					
Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age		√	√		1) Some of the users of the facility are tumble tots and mothers and toddlers which include use by young people who may be disadvantaged if alternative facilities cannot be found nearby School children may not be taken to use this facility as part of their curriculum time due to cost of the activity and associated costs.
Disability		√	√		1) The watersports facility is regularly used by disabled people and holds the RYA Sailability status. Increased costs may be an issue for disabled users although concessions are available for these groups
Gender Reassignment		√		√	None
Marriage and Civil Partnership		√		√	None
Pregnancy and Maternity		√		√	None
Race		√		√	None
Religion/ belief		√		√	None
Sex		√		√	None
Sexual orientation		√		√	None
Socio-economic status		√	√		1) People on low income generally only use these facilities through attending with organised groups or through projects where the staff have been successful in accessing external funding to pay for their places or provide subsidies.

EN35,36 SC Leisure & Culture Development EA

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

- 1) Staff will work to ensure that the use of our facilities are maximised as much as possible and will work with due diligence and creativity to try to include any group or individual disadvantaged by these increases. They will endeavour to do this by directing people to fund raising opportunities and will continue to try secure such external funding themselves.

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

Outcome 2 - ✓

Outcome 3

Outcome 4

Stage 5: Making adjustments – Improvement Action Plan

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

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

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Loss of school use and young people's organisations at the watersports centre	Develop affordable mixed use packages to increase volumes of users	Increased income profile	Apr '15	Watersports Centre & Morden Assembly Hall Staff	Erica Bishop & Francis McParland	Staff aware of proposals – Aug '14
	Direct organisations and schools to fund raising opportunities and bid for some for individuals benefit	Amount of inward investment & external funding generated by centre	Apr '15	Watersports Centre & Morden Assembly Hall Staff	Erica Bishop & Francis McParland	Staff aware of proposals – Aug '14

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Loss of disability users at the watersports centre	Concessions are available to this group and these will continue			Watersports Centre Staff	Erica Bishop	Staff aware of proposals – Aug '14
Relocating low fee paying organisations from Morden Assembly Hall only if they occupy commercially saleable times	Source alternative locations and discuss with each individual group as appropriate	All groups relocated successfully	Apr '15	Leisure Support Services Team	Francis McParland	Staff aware of proposals – Aug '14

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

These will only be included into future divisional service and team plans if they are accepted as part of the 2014-17 Service Review and 2014-17 savings proposals

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

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

Stage 6: Monitoring

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

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

The impact of the increased income will be done at the monthly budget monitoring as well as monthly updates on user numbers / bookings

How often will you do this?

Monthly.

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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"> ➢ What are the key impacts – both negative and positive? ➢ What course of action are you advising as a result of this assessment? ➢ Are there any particular groups affected more than others? <p>Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Outcome 1</p> <p>The proposals will have a potentially negative effect on those less able to afford increased charges, in particular the young and older people, disabled people and those from lower socio-economic groupings. To mitigate the impacts on our customers we will seek to relocate exiting regular, non-commercial users of Morden Assembly Hall into affordable premises and direct organisations to fundraising opportunities, whilst also trying to gain our own external funding where resources allow.</p>
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<p>Stage 8: Sign off by Head of Service</p>			
<p>Assessment completed by: Name/Job Title</p>	<p>Christine Parsloe Leisure & Culture Development Manager</p>	<p>Signature: C A Parsloe</p>	<p>Date: 20th Nov '12</p>
<p>Improvement action plan signed off by Head of Service</p>	<p>James McGinlay Head of Sustainable Communities Division</p>	<p>Signature:</p>	<p>Date:</p>
<p>Department</p>	<p>Environment & Regeneration</p>		

Equality Analysis –Leisure & Culture Development



What are the proposals being assessed?		Increased income over expenditure for Merton Active Plus programme
Which Department/Division has the responsibility for this?		Environment & Regeneration – Sustainable Communities Division
Stage 1: Overview		
Name and job title of lead officer		Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.)	Outcome: To increase income over expenditure Aims: To provide a range of culture, leisure and sports activity courses at no cost to the council Proposals: Increased income over expenditure for Merton Active Plus programme through a combination of increased fees, increase users and reduced costs	
2. How does this contribute to the council's corporate priorities?	Generates additional income over expenditure whilst continuing to deliver commercial leisure activities & courses. Contributes to meeting the council's 'Bridging the Gap' strategic objective.	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children & young people as well as parents and carers as this programme creates opportunities for increased participation in sport and physical activity and engagement in the arts as well as learning and development of social skills by children & young people	
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No	

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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

Increased income over expenditure for Merton Active Plus programme

The Merton Active Plus leisure courses and activity programme for children and young people has been in existence since 1987 primarily providing holiday activity programmes, but more recently extended to offer some term-time activities. The programme operates borough wide seeking to offer affordable and diverse courses to serve all children across the borough.

In recent years – the Leisure & Culture Development Team have been challenged to double their income through this programme and are now working towards this product/service being cost neutral in the first instance and then moved to becoming a surplus making service.

People with lower incomes are most likely to be impacted upon.

Information on the users of this service is evaluated in the Autumn. The information required is held on an electronic booking system, which has been replaced by a new online booking system this year, providing us with reports, etc as and when we require them.

The evidence moving forward year on years should give us a clear indication of the effect from an equalities perspective of what driving more income might have on the potential users of this programme.

Users for Merton Active Plus Service

The new online booking system also sends out feedback emails hence we are able to collate and analyze comments, compliments and complaints.

The officers also compile benchmarking on the cost of courses. They compare prices charged by local business to ensure that they are not pricing themselves out of the market and offer affordable courses for residents.

There are no specific courses for children with disabilities they are integrated into the main programme and charged the same costs, the only difference being that their support person / carer is not charged.

EN37 SC Leisure & Culture Development EA

Stage 3: Assessing impact and analysis

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age		✓		✓	<p>The programme operates borough wide seeking to offer affordable and diverse courses to serve all children across the borough. It primarily caters for children & young people between 8 and 16 years, includes both male & female focussed activities, includes children with disabilities and has a range of charges so as to make it affordable.</p> <p>It provides opportunities for increased participation in sport and physical activity and engagement in the arts as well as learning and development of social skills by children & young people.</p> <p>There is likely to be a negative impact on those living in low income households.</p>
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		

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

Negative impact identified above will try to be addressed by offering unsold places to individual children identified through & with CSF eg Looked After Children

EN37 SC Leisure & Culture Development EA

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
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Stage 5: Making adjustments – Improvement Action Pan

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

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

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Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Cost of activities can reduce the opportunities for some groups of people	Annually carry out an EIA on this programme of work measuring the impact of increasing income	EIA completed	Dec	Leisure Development Team	Kay Mankerty	Summer holiday programme completed. Report to be completed for Dec 12

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

Increasing income on the Merton Active Plus programme is already included as part in the existing team plan, if this proposal is accepted and taking forward as part of the savings review then it will continue to be included in future years plans.

EN37 SC Leisure & Culture Development EA

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

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

Stage 6: Monitoring

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

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

Annually in the autumn once the reports have been run. The intention will be to maximise income first and foremost and then seek to deliver a diverse range of products for children & young people across the borough.

How often will you do this?

Income monitored monthly. Equalities monitored annually.

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

Summary of the assessment

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

People with lower incomes are most likely to be impacted most. The EIA will be revised annually.

EN37 SC Leisure & Culture Development EA

Stage 8: Sign off by Head of Service			
Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 20 th Nov '12
Improvement action plan signed off by Head of Service	James McGinlay Head of Sustainable Communities Division	Signature:	Date:
Department	Environment & Regeneration		

Equality Analysis – Leisure & Culture Development



What are the proposals being assessed?	Reduction in Core Arts Grants to Polka and Attic Theatre Companies
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria)	<p>Reduction in core voluntary arts grants to achieve savings</p> <p>1) There are already agreed savings in place to continue to reduce the existing £87,000 core arts grant to Polka Theatre by £4,500 in 13/14 and £4,500 in 14/15 making a total savings of £13,500 over the last 3 years. This proposal seeks to extend the reduction on grant by a further £4,000 in 15/16 and £4,000 in 16/17 thus reducing the grant to £70,000 in 2016/17 a total reduction of 20% from 2013-17.</p> <p>2) There are already agreed savings to reduce the existing £33,000 core arts grant to Attic Theatre by £500 in 13/14 (%); £500 in 14/15 making a total savings of £1,500 over the last 3 years. This proposal seeks to extend the reduction on grant by a further £1,000 in 15/16 and £1,000 in 16/17 thus reducing the grant to £30,000 in 2016/17 a total reduction of 10% from 2013-17.</p>
2. How does this contribute to the council's corporate priorities?	Achieves savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our partners in cultural service provision locally, namely Polka and Attic Theatre companies. Local people, schoolchildren, older people, and other service areas who make use of both Polka & Attic Theatre companies to address other social agendas and achieve their specific outcomes. Other funding partners such as the Arts Council, who only significantly fund Polka Theatre to the tune of £500k per annum because Merton Council make their annual contribution.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Other agencies such as the police, safer Merton, fire services, age concern, etc have worked with Attic Theatre using the medium of theatre to address such issues as Door Step Crime; Use of Smoke Alarms for Fire Safety; etc. Whilst youth organisations and schools have key links with Polka theatre.

EN38 SC Leisure & Culture Development EA

Stage2: Collecting evidence/data

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

Type of evidence

1) Reduce core grant to Polka Theatre

The impact on the organisation and their client groups has not yet been considered and this would only be completed once the council has determined whether or not this is a saving that they wish to progress. However from working with this organisation we are able to identify the equality groups most likely to be impacted and thus ensure that these impacts are properly assessed prior to any final decision being made. As a local theatre, Polka serve their local community while each year developing a wide-ranging programme to primarily engage children, schools and families. Polka also has an outreach arm that targets families and groups residing in low-income areas of the borough. The venue is not simply a performance space as the theatre doubles as a community resource where adults can bring their children to play for free. This element brings families together under the banner of community, which means the theatre's client group is ultimately diverse and largely representative of the borough. Local organisations can hire spaces at the theatre at discounted rates.

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

Curtain Up – Provides free tickets, transport and workshops to schools with children from disadvantaged backgrounds.

Arts Access – Uniquely designed for children from Special Educational Needs schools and units within mainstream schools to enjoy a full and stimulating experience as possible.

Freefalling – A youth theatre scheme for children aged 9 – 11 at the risk of exclusion from primary schools.

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

Black History Month – Each October, Polka provides a theatrical performance centred on Black History.

2) Reduce core grant to Attic Theatre

The impact on the organisation and their client groups has not yet been considered and this would only be completed once the council has determined whether or not this is a saving that they wish to progress. However from working with this organisation we are able to identify the equality groups most likely to be impacted and thus ensure that these impacts are properly assessed prior to any final decision being made.

Attic Theatre provide work for older people, young people, asylum seekers and families. Attic has over forty five productions to its credit including: world premieres, international plays, classic revivals and Shakespeare. Attic's established community arts engagement and participation programme in Merton is helping to transform the lives of older residents, and help young refugees and asylum seekers into education and employment. Attic's main theatrical work brings with it educational and interactive elements. The most well known of their activities are the Ma Kelly shows which are presented in partnership with the Met Police, Fire Brigade, NHS and Age UK. One such show

EN38 SC Leisure & Culture Development EA

Type of evidence

works with older people to raise awareness of doorstep burglary and another, Ma Kelly goes to the games focuses on the 2012 Olympics and engaging in physical activity and community involvement. It is aimed for a wide age range of 20 – 70 year olds. This type of intergenerational work helps eliminate stereotypes between old and young. Indeed, Attic's work on the Olympics extends to their play, 1936, which examines the politics and power struggles leading up to the 1936 Olympics. The History of the Olympics seminars in schools are presented by playwright, sports historian and former Olympic Coach Tom McNab, using video, and covers the Olympics from Greece to the present day, looking at the inclusion of women, the rise of the black athlete, and the increasingly important role politics played on the Olympics. A more fun element is injected into the Going for a song choral programme for people over 55 that has been running in Mitcham for two years. The Many Voices programme began in January 2008, and works with Asylum Welcome in Merton. In most cases the young people are newly arrived in this country. Originating from countries as diverse as Albania, Afghanistan, Somalia, Sudan, Iraq and Iran. They may not share any common language and have very little knowledge of spoken English. Attic offer the young people ways of communicating and expressing themselves through the arts - acting, music, dance, film, image work, puppetry, etc - language that transcends words. One of the highlights are performances by the students for Refugee Week. The students demonstrate focus, energy and enthusiasm for the performances.

Stage 3: Assessing impact and analysis

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age		√	√		1) Polka theatre is primarily a childrens theatre so the reduction of grant will impact on young people and their families 2) Attic theatre works with both older people and younger people with a focus on intergenerational work and will therefore the reduction in grant will potentially impact on these groups
Disability		√	√		1) Polka run sessions via Arts Access particularly for children with SEN and therefore they will potentially be impacted by the reductions 2) None
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	

EN38 SC Leisure & Culture Development EA

Pregnancy and Maternity	✓		✓	
Race	✓	✓		1) Polka supports black history month 2) Attic specifically carries our work with young asylum seekers helping people who cannot communicate in English to express themselves and engage in the local community
Religion/ belief	✓		✓	
Sex	✓		✓	
Sexual orientation	✓		✓	
Socio-economic status	✓	✓	✓	1) Polka run the community engagement programme working with children, families and community groups in Mitcham, Pollards Hill and Phipps Bridge. 2) Some of the users of this theatre are from more disadvantaged groups

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

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

Stage4: Decision

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

Outcome 1	Outcome 2 - ✓	Outcome 3 -	Outcome 4 -
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Stage 5: Making adjustments – Improvement Action Pan

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

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

EN38 SC Leisure & Culture Development EA

impact identified.

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Loss of Service Provision by theatre groups	If saving proposal is taken forward the theatre groups will have to supplement their income from other grants, donations, charging, etc	Number of key groups / individuals no longer able to access the service	Sept & Mar Annually	Part of six monthly monitoring review	Asheq Akhtar	Ongoing

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

These will be included in this future team & divisional plans once the decision on the 2014-17 savings proposals are determined by Members.

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

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

Stage 6: Monitoring

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

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

The impact of this proposal will be determined as we work through the proposals with the theatre groups.

How often will you do this?

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

EN38 SC Leisure & Culture Development EA

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"> ➤ What are the key impacts – both negative and positive? ➤ What course of action are you advising as a result of this assessment? ➤ Are there any particular groups affected more than others? <p>Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Summary of the key findings: Outcome 2</p> <p>There will be potential negative impact due to a potential service reduction. This will affect a groups, schools, organizations and individuals. Further work will take place over the coming months with the theatres to try to mitigate any impact.</p>
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Stage 8: Sign off by Head of Service			
<p>Assessment completed by: Name/Job Title</p>	<p>Christine Parsloe Leisure & Culture Development Manager</p>	<p>Signature: C A Parsloe</p>	<p>Date: 20th Nov '12</p>
<p>Improvement action plan signed off by Head of Service</p>	<p>James McGinlay Head of Sustainable Communities Division</p>	<p>Signature:</p>	<p>Date:</p>
<p>Department</p>	<p>Environment & Regeneration</p>		

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



EA completed by: (Give name and job title)	<i>Tara Butler, Strategic policy Manager, Future Merton</i>
EA to be signed off by: (Give name and job title)	<i>James McGinlay, Head of Sustainable Communities</i>
Department/ Division:	<i>Environment and Regeneration</i>
Team:	<i>Future Merton</i>
EA completed on:	19 November 2012

3908

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

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

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

Protected Characteristics - Key:

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>Review of Future Merton team - desired outcome to achieve total of £100,000 savings. Proposal could involve removal of grant funding, reduction / removal of service, deletion of posts, charging for service</p>	
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>Customers include all residents and businesses in the borough of all ages and demographics due to the very wide range of services Future Merton offers - from road safety to masterplanning to climate change. General public (for road safety programme, heritage, conservation, Development Plan making, masterplanning, advice); private landowners; Developers; Merton Priory Homes and other RSLs; community groups.; All council depts (Asset mgt and disposal, energy investment in council buildings; schools expansion and development; Census; Development Control; Land Charges); Health service (planning function and Joint Strategic Needs) ; Merton Partnership; Businesses including BID groups and Merton Chamber of Commerce, industrial estates, retailers; Unemployed; MAE Voluntary Sector (Vestry Hall); Mayor of London (London Plan; LIP spending and submission, Outer London Fund and other funding, Service Level Agreement for development monitoring); neighbouring boroughs (duty to co-operate).</p>	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>Information on customer base, quantity, range and quality of service tasks undertaken. Consultation will be part of Future Merton review to help ensure equitable outcome.</p>	
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>	<p>Explain the reason for your decision</p>
	<p>No</p>	<p>Proposal will be delivered to ensure equitable outcome across all customers and those involved in the service</p>

EN41,42,43 SC Future Merton Initial Screening

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	Although particular age groups could be disadvantaged by inequitable application of the Future Merton service, the service will be reviewed to ensure an equitable outcome.
Disability			✓	Future Merton activities do not have a direct or significant bearing on this issue.
Gender Reassignment			✓	Future Merton activities do not have a direct or significant bearing on this issue.
Marriage and Civil Partnership			✓	Future Merton activities do not have a direct or significant bearing on this issue.
Pregnancy and Maternity			✓	Future Merton activities do not have a direct or significant bearing on this issue.
Race			✓	Future Merton activities do not have a direct or significant bearing on this issue.
Religion or Belief			✓	Future Merton activities do not have a direct or significant bearing on this issue.
Sex			✓	Future Merton activities do not have a direct or significant bearing on this issue.
Sexual Orientation			✓	Future Merton activities do not have a direct or significant bearing on this issue.

Assessing Impact

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

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

Outcome of screening	Not required
Lead Officer	Tara Butler, Strategic Policy and Research manager, Future Merton
Director/Head of	James McGinlay, Head of Sustainable Communities

EN41,42,43 SC Future Merton Initial Screening

Service	
Signed	
Dated	19 November 2012

EN44 SC Parks and Greenspaces EA

Equality Analysis



What are the proposals being assessed?	Undertake Public Value Review
Which Department/Division has the responsibility for this?	E&R/Greenspaces
Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal will look at all possible options to sustain services and save money.
2. How does this contribute to the Council's corporate priorities?	Part of the Service Review process and a mechanism for identifying potential savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Parks users, comprising the whole broad spectrum of the community, are our customers in this instance.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No other party is directly involved in the delivery of this service.

Stage2: Collecting evidence/data

EN44 SC Parks and Greenspaces EA

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
<ul style="list-style-type: none">• Evidence gathering will be a pre-requisite of the PVR.

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Stage 3: Assessing impact and analysis

EN44 SC Parks and Greenspaces EA

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

Equality group	Potential negative impact identified
Age	The whole local community, comprising all equality groups may be affected.
Disability	See above
Gender Reassignment	
Marriage and Civil Partnership	
Pregnancy and Maternity	
Race	
Religion/ belief	
Sex	
Sexual orientation	
Socio-economic status	See above. Communities in the west and central parts of the Borough are probably better able and more inclined to take on the management responsibility of running a complex open space asset.

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

EN44 SC Parks and Greenspaces EA

- Early consultation with resident associations, friends groups and other relevant stakeholders
- A financial incentive will undoubtedly be required in the initial stages to encourage any self-management model if adopted. Savings will therefore probably be realised over a phased time frame.
- Self-management could be an excellent opportunity for local people to become involved in the management and development of their local park. It offers opportunities to enhance community cohesion and for personal development.

Stage4: Decision

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

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

EN44 SC Parks and Greenspaces EA

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

EN44 SC Parks and Greenspaces EA

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
409 Risk: Ineffective management of parks by local groups in equalities-related and other aspects	Depends upon outcome of PVR.					
Risk : Significant local opposition from affected park neighbours and users	A communication strategy which will involve all residents groups early on	Nil or few complaints/ objections	Feb 2015	Existing Resources	Doug Napier	

EN44 SC Parks and Greenspaces EA

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

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

Through team meetings, management team meetings, SMT, DMT, CMT

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?

- Regular meetings with self-management organisations; quarterly
- Record and review park user compliments/complaints; ongoing
- Park visitor numbers; annually

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)

EN44 SC Parks and Greenspaces EA

<p>Summary of the assessment</p> <ul style="list-style-type: none"> ➤ What are the key impacts – both negative and positive? ➤ What course of action are you advising as a result of this assessment? ➤ Are there any particular groups affected more than others? <p>Do you suggest to proceeding with your proposals although a negative impact has been identified?</p>	<p>Please include here a summary of the key findings of your assessment.</p> <p>NOTE: This section can also be used in your Cabinet reports etc but you must also attach the assessment to the report, or provide a hyperlink</p> <p>Significant reductions in the parks operational budgets in recent years have meant that it is imperative that the asset base is reduced if standards are to be maintained and further savings are to be realised from the service.</p> <p>The impact of this proposal will be felt across all sectors of the community.</p>
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<p>Stage 8: Sign off by Head of Service</p>			
<p>Assessment completed by: Name/Job Title</p>	<p>Doug Napier, Greenspaces Manager</p>	<p>Signature:</p>	<p>Date:</p>
<p>Improvement action plan signed off by Head of Service</p>	<p>James McGinlay, Head of Sustainable Communities</p>	<p>Signature:</p>	<p>Date:</p>
<p>Department</p> <p style="text-align: center;">Environment & Regeneration</p>			

EN45 SC Parks and Greenspaces EA

Equality Analysis



<p>What are the proposals being assessed? .</p>	<p>Further commercialisation & development of sports & allied parks services (proposed 3.75% increase in fees and charges for all activities in parks and open spaces, sponsorship of bedding plants by community groups or/& local business, a review of all charges to all our longstanding 'resident' sports clubs and customers using our pavilions, sports pitches and associated facilities</p>
<p>Which Department/Division has the responsibility for this?</p>	<p>E&R/Greenspaces</p>
<p>Stage 1: Overview</p>	
<p>Name and job title of lead officer</p>	
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Doug Napier, Greenspaces Manager</p> <p>These proposals, if all elements are agreed will result in an increased income of an estimated £148k if current activity levels remain the same. (Fees & charges- £39k, sponsorship of bedding- £10k(saving), review of all existing long term customers charges £99k)</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>. Part of the Service Review process and a mechanism for identifying potential savings</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>Our customers in this instance are residents who use our parks services, plus clubs, whose membership would contain residents from other parts of the country, who use these services. Increased income to the Council to support relevant community services will be the main benefit.</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>No other party is involved in the delivery of this service.</p>

EN45 SC Parks and Greenspaces EA

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

- Benchmarking with neighbouring and other authorities to ensure we are mid-quartile in terms of fees and charges.
- Data lacking on the proportion of service users who qualify for concessions to provide a benchmark for future monitoring purposes.

EN45 SC Parks and Greenspaces EA

Stage 3: Assessing impact and analysis

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

Equality group	Potential negative impact identified
Age	Broad spectrum of ages would be effected as the sports and activities concerned will encompass all age groups
Disability	
Gender Reassignment	
Marriage and Civil Partnership	
Pregnancy and Maternity	
Race	Some sports leagues are based around particular ethnic groupings, but the main effects will be social-economic ones
Religion/ belief	
Sex	
Sexual orientation	
Socio-economic status	Any increases may have a negative effect on some residents taking part in sporting/recreational activities in the Borough.

EN45 SC Parks and Greenspaces EA

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

- We will continue to provide a concessionary rate for appropriate services. Concessions currently apply to persons over 60 years and not in full time employment, registered disabled persons, to persons under 18, those in full time education, those on income support or unemployed, and registered disabled groups. A concessionary rate of minus 30% from the standard rate will apply to customers meeting the concession criteria. All concessionary rates will only apply to Merton residents, those in education in Merton and those people working in Merton.

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Stage4: Decision

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

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

EN45 SC Parks and Greenspaces EA

<p>Outcome 2 - Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p> <p>✓</p> <p>Maintain concessionary rates for economically disadvantaged groups.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>
<p>Outcome 3 – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p> <p>416</p>	<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>
<p>Outcome 4 - Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it must be removed or changed.</p>
<p>Note: If your EA is assessed as outcome 3, explain your justification with full reasoning to continue with your proposals?</p>	<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>

EN45 SC Parks and Greenspaces EA

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
<p>Risk: Reduced service uptake by equalities users/groups based upon price factors</p>	<p>Six monthly review of fees & charges in combination with benchmarking exercises. Utilise officer authority to adjust charges either up or down to secure or protect custom and cover costs.</p> <p>Capture equalities user data and thereafter monitor impacts of fee increases upon such users, including concessionary uptake</p>	<p>No significant impacts upon equalities users/groups</p> <p>No significant impacts upon equalities users/groups</p>	<p>From April 2014 – 6 monthly intervals thereafter</p> <p>Annually ongoing</p>	<p>Existing resources</p> <p>Existing resources</p>	<p>Doug Napier</p> <p>Doug Napier</p>	<p>Pending approval</p> <p>Pending approval</p>

EN45 SC Parks and Greenspaces EA

Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included. Commercialisation of events service included within 2011/12 team plan (ref. AP3). Remainder pending approval of the proposals.

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

At local team meetings, management team meetings, SMT, DMT, CMT

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.

EN45 SC Parks and Greenspaces EA

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

- Monitoring of income and booking figures; monthly
- Monitoring of concessionary and other equalities customer uptake; ongoing
- Benchmarking of fees & charges; biannually
- Compliments/complaints received by team; ongoing

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

Summary of the assessment

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

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

NOTE: This section can also be used in your Cabinet reports etc but you must also attach the assessment to the report, or provide a hyperlink

In order to further increase income, an increase in service fees & charges is deemed necessary along with an overall more commercially minded view of our business. Officers have been careful to ensure that the authority remains within the mid-range compared to neighbouring boroughs and therefore not creating unreasonably additional hardship for Merton residents. Increasing fees exposes the authority to the risk that some custom may be lost, irrespective, due to wider economic factors, of course.

A 30% concessionary rate will still apply to older, younger, disabled and unemployed residents for many of our services.

EN45 SC Parks and Greenspaces EA

Stage 8: Sign off by Head of Service			
Assessment completed by: Name/Job Title	Doug Napier, Greenspaces Manager	Signature:	Date:
Improvement action plan signed off by Head of Service	James McGinlay, Head of Sustainable Communities	Signature:	Date:
Department	Environment & Regeneration		

EN46 SC Parks and Greenspaces EA

Equality Analysis



What are the proposals being assessed?	Introduce parking fees at 5 parks sites
Which Department/Division has the responsibility for this?	E&R/Greenspaces
Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To install pay parking meters at 5 key parks sites: Wimbledon Park, Haydons Road Rec and Sir Joseph Hood MPF, Joseph Hood Rec and Abbey Rec. Four of these sites are currently used by commuters due to their proximity to rail or underground stations. The proposal would realise an estimated £45k of additional income.
2. How does this contribute to the council's corporate priorities?	Part of the Service Review process and a mechanism for identifying potential savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our customers in this instance are the users of the five parks concerned who currently drive to them and park within the dedicated car park in order to access their facilities. These individuals would be financially penalised by this proposal. By driving commuter parking out of the parks there would be more parking spaces available for genuine park users.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No other party is involved in the delivery of this service, although the Council's Parking Services team may become involved in this operation if this proposal is approved.

Stage2: Collecting evidence/data

EN46 SC Parks and Greenspaces EA

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
<ul style="list-style-type: none">• Informal monitoring evidence and reports from operational staff of commuter parking and full car parks during midweek working hours.• Charges will be in-line with current Council charges for car parking.• A full consultation would be carried out with park users on the details of the chargeable periods.

EN46 SC Parks and Greenspaces EA

Stage 3: Assessing impact and analysis

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

Equality group	Potential negative impact identified
Age	
Disability	
Gender Reassignment	
Marriage and Civil Partnership	
Pregnancy and Maternity	
Race	
Religion/ belief	
Sex	
Sexual orientation	
Socio-economic status	Charging for car parking may have an adverse affect upon the ability of economically disadvantaged people to drive to the parks concerned in order to enjoy the facilities on offer there. This will particularly affect users of Wimbledon Park which is the highest profile and most popular of the parks included in this proposal and there will undoubtedly be some user opposition to this proposal. The other proposed pay-to-park sites are: Haydons Road Rec, Abbey Rec, Joseph Hood and Sir Joseph Hood MPF. Park user numbers may decline as a consequence of this proposal.

EN46 SC Parks and Greenspaces EA

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

- Promote travel to parks by public transport
- Introduce periods during which parking fees do not apply, for example, free parking on Sundays, or free parking for up to 2 hours per day or similar
- Preserve free parking at sites not affected by commuters and where there are few parking problems

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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
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EN46 SC Parks and Greenspaces EA

<p>Outcome 1 – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>
<p>Outcome 2 – Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p> <p>✓</p> <p>Maintain free parking periods to accommodate legitimate users of the site.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>
<p>4 Outcome 3 – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>	<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>
<p>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it must be removed or changed.</p>
<p>Note: If your EA is assessed as outcome 3, explain your justification with full reasoning to continue with your proposals?</p>	<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>

EN46 SC Parks and Greenspaces EA

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
<p>Risk: Public opposition to introduction of car parking charges in parks</p>	Local consultation exercise	Consultation completed	April 2014	Existing resources	Doug Napier	Pending approval
<p>Risk: Decline in park user numbers due to cost issues</p>	Promote public transport routes to parks and open spaces Monitor park user numbers	Public transport details for relevant sites published on Council website No decline in park usage	Completed Ongoing	Existing resources	Doug Napier Doug Napier	Completed Some user data already being collected
<p>Benefit: More parking space available for genuine park users across all categories</p>	None					

EN46 SC Parks and Greenspaces EA

Benefit: Reduced traffic congestion and atmospheric pollution within the Borough as car journeys are reduced	None					

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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?

Through team meetings, management team meetings, SMT, DMT, CMT

EN46 SC Parks and Greenspaces EA

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?

- Compliments/complaints received by the team.
- Monitor park user & vehicle parking numbers & patterns of usage.

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

Summary of the assessment

- 428
- What are the key impacts – both negative and positive?
 - What course of action are you advising as a result of this assessment?
 - Are there any particular groups affected more than others?
 - Do you suggest to proceeding with your proposals although a negative impact has been identified?

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

NOTE: This section can also be used in your Cabinet reports etc but you must also attach the assessment to the report, or provide a hyperlink

This proposal involves the introduction of parking fees at 5 parks sites, designed to 1) increase income, 2) serve as a disincentive to commuter parking in parks, and related to that, 3) to free up more space in congested car park locations for genuine park visitors and 4) reduce unnecessary car journeys that create local traffic congestion and atmospheric pollution. There is likely to be stiff opposition within the community to this proposal from some users and some may, as a consequence, no longer visit the sites affected.

Economically disadvantaged users may be adversely affected by such a development, but the action plan measures include proposals for free parking periods (perhaps up to 2 hours) that should mitigate this.

EN46 SC Parks and Greenspaces EA

Stage 8: Sign off by Head of Service			
Assessment completed by: Name/Job Title	Doug Napier, Greenspaces Manager	Signature:	Date:
Improvement action plan signed off by Head of Service	James McGinlay, Head of Sustainable Communities	Signature:	Date:
Department	Environment & Regeneration		

Corporate Services

Equality Analysis

Cabinet 10th December 2012

New Savings

I&T 1

I&T 2

FM4

Customer Services – Close Cash Office

Human Resources

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	<i>Richard Warren & Gerald Porter</i>
EA to be signed off by: (Give name and job title)	<i>Mark Humphries – Assistant Director Infrastructure & Transactions</i>
Department/ Division:	<i>Corporate Services / Infrastructure and Transactions</i>
Team:	<i>IT Service Delivery & Facilities Management</i>
EA completed on:	<i>29/11/12</i>

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

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

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

Protected Characteristics - Key:

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>ITSD1 - Reduce revenue budgets from Support and Maintenance contracts. This will involve reviewing the licence agreements and negotiating a reduction of cost with suppliers.</p> <p>ITSD2 – Consolidation of existing revenue budgets.</p> <p>ITSD3 – Re-procurement of the Council's mobile telephone contract and a subsequent reduction in costs against voice and data tariffs.</p> <p>ITSD4 – Re-procurement of a contract to provide WAN links and IT connectivity to services.</p> <p>ITSD5 – Fall out of pay protection.</p> <p>ITSD7 – Reduce by one the number of vans that are currently available for use by I&T Division.</p> <p>ITSD9 – Cancel existing Escrow contracts.</p> <p>ITSD10 – Cancel existing contract with an external service supplier to recover the cost of personal telephone calls on mobile telephone equipment provided for staff to use in respect to official Council business.</p> <p>FM8 – Re-negotiation of the corporate cleaning contract to reduce costs through efficiency measures whilst maintaining a comparable standard of building cleanliness.</p> <p>FM9 – Consolidation of the disparate number of utilities contracts to allow for more coherent energy analysis, thereby maximising opportunities for identifying areas of high energy use, savings and reduction in carbon footprint throughout the borough.</p> <p>FM10 – Consolidation of the disparate number of individual alarm contracts (M&E Term Contract for Intruder, Fire, Panic Alarms and other embedded systems) to allow for a more coherent contract and maintenance strategy, thereby reducing required maintenance visits and consequently costs.</p> <p>FM11 – Changing the current energy procurement methodology to maximise the flexibility of the Council in obtaining best value spot energy prices in the increasingly volatile energy markets, therefore providing savings.</p>
<p>2. Who are the main people/groups affected by your proposals? (Consider who are</p>	<p>ITSD1 - This will affect the cost of Support and Maintenance contracts with suppliers and will not have any direct effect on internal or external customers.</p>

<p>the internal and external customers)</p>	<p>ITSD2 – There will be no effect as this is simply releasing budgets that are no longer required or being used.</p> <p>ITSD3 – There will be no effect on service users as devices will not be removed and savings will be achieved through a re-negotiation of the rates that we currently pay.</p> <p>ITSD4 – The consolidation and re-procurement of a contract to provide WAN links and IT connectivity will reduce the cost of providing these services.</p> <p>ITSD5 – Staff who have had pay protection following re-deployment from another post.</p> <p>ITSD7 – The reduction in the number vehicles will not have any adverse impact on any internal external customers.</p> <p>ITSD9 – There will be no adverse impact as this savings is achieved by cancelling contracts for services which are no longer required.</p> <p>ITSD10 – There will be no adverse impact as this will just cancel an existing contract, the service for which will be delivered in a different and more cost effective manner.</p> <p>FM8 – Departments, teams and staff members of Merton Council corporate buildings.</p> <p>FM9 – Departments, teams and staff members of Merton Council corporate buildings.</p> <p>FM10 – Departments, teams and staff members of Merton Council corporate buildings.</p> <p>FM11 – Departments, teams and staff members of Merton Council corporate buildings.</p>
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>ITSD1 - None considered as this is simply a reduction of a revenue budget.</p> <p>ITSD2 – None considered as this is simply a reduction of a revenue budget.</p> <p>ITSD3 – None considered as this is simply a reduction in charges being made by the mobile telecoms provider.</p>

<p>ITSD4 – None considered as this is simply a reduction of a revenue budget.</p> <p>ITSD5 – None considered.</p> <p>ITSD7 – None considered.</p> <p>ITSD9 – None.</p> <p>ITSD10 – None.</p> <p>FM8 – Facilities Managers and soft market testing.</p> <p>FM9 – Facilities Managers and soft market testing.</p> <p>FM10 – Facilities Managers and soft market testing.</p> <p>FM11 – Facilities Managers, soft market testing, historic and current energy market prices and energy futures market.</p>					
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<table border="1"> <tr> <td data-bbox="794 1115 901 1411">Yes</td> <td data-bbox="794 1115 1005 1411">Explain the reason for your decision</td> </tr> <tr> <td data-bbox="901 1115 1005 1411">No</td> <td data-bbox="901 1115 1005 1411"> <p>X</p> <p>These are simply revenue savings.</p> </td> </tr> </table>	Yes	Explain the reason for your decision	No	<p>X</p> <p>These are simply revenue savings.</p>
Yes	Explain the reason for your decision				
No	<p>X</p> <p>These are simply revenue savings.</p>				

Assessing Impact

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

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			X	
Disability			X	
Gender Reassignment			X	
Marriage and Civil Partnership			X	
Pregnancy and Maternity			X	
Race			X	
Religion or Belief			X	
Sex			X	
Sexual Orientation			X	
Outcome of screening	No Equalities Analysis required			
Lead Officer	Richard Warren / Gerald Porter			
Director/Head of Service	Mark Humphries			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	<i>Richard Warren / Gerald Porter</i>
EA to be signed off by: (Give name and job title)	<i>Mark Humphries – Assistant Director Infrastructure & Transactions</i>
Department/ Division:	<i>Corporate Services / Infrastructure and Transactions</i>
Team:	<i>IT Service Delivery & Facilities Management</i>
EA completed on:	<i>29/11/12</i>

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

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

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

Protected Characteristics - Key:

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>ITSD6 - Outsourcing of the IT Service Desk to an external service provider in order to ensure that we are operating an efficient and cost effective service. It is anticipated that staff currently providing the In House Service will TUPE transfer across to the new service provider.</p> <p>ITSD8 – Reduction in operational costs by deleting the vacant Governance and Operational Officer post and redistribution of the duties and responsibilities to other managers with the IT Service Delivery section. This can only be achieved through the adjustment of existing job descriptions and completing an internal restructure.</p> <p>ITSD11 – Deletion of a vacant 0.8 part post to reduce the operating costs of the section. Duties will be re-distributed to other members of the team and therefore will require an adjustment to be made to existing job descriptions and the completion of a restructure in the IT Service Delivery section</p> <p>FM5 – To outsource the provision of the Building and Security Services within the Civic Centre to a regulated and approved SIA provider in order to achieve an increase in the level of professionalism, service, efficiency and flexibility currently being provided.</p> <p>FM6 – Deletion of the full time post of Project Manager (accommodation). The post was created to manage the moves associated with the Civic Centre refurbishment project which will be completed by April 2014. Any further moves are envisaged to be minor in nature and will be managed by the remaining resources within the Facilities Management section.</p> <p>FM7 – The reduction in numbers of the directly employed Civic Centre maintenance team from 2 operatives to one. The further utilisation of the current corporate measured term schedule of rates maintenance contract to complete minor maintenance tasks at the Civic Centre currently carried out by the in house team, to provide a higher quality and more efficient service together with savings.</p>
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>ITSD6 - Internal and external users of the IT Service.</p> <p>ITSD8 – There will be no adverse impact on any of the Council's internal or external customers.</p> <p>ITSD11 – There will be no adverse impact on any of the Council's internal or external customers.</p> <p>FM5 – Councillors, staff members and visitors to Merton Civic Centre.</p> <p>FM6 – Departments, Teams and staff members of Merton Council.</p> <p>FM7 – Departments, Teams and staff members at Merton Civic Centre.</p>
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to</p>	<p>ITSD6 - A "Soft Market" testing exercise has been completed which indicates that savings may be achieved through the outsourcing of the service to an external supplier.</p> <p>ITSD8 – None.</p>

	<p>ITSD11 – None.</p> <p>FM5 – Soft market testing and information from the Libraries Service which currently manage an outsourced security service.</p> <p>FM6 – Forward plans.</p> <p>FM7 – Soft market testing, national schedule of rates prices for comparable jobs, currently carried out by the in house maintenance team.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>	<p>Explain the reason for your decision</p>	
	<p>No</p>	<p>X</p>	<p>ITSD6 - We would transfer the running of the 1st line service desk to an external service provider but the level of service will not reduce, and in some respect may even be enhanced.</p> <p>ITSD8 – No evidence to suggest that this proposal would have any adverse impact on a specific group as the duties will be re-assigned to other members of staff.</p> <p>ITSD11 – None as the post is currently vacant and the duties will be re-distributed to other members of the team.</p> <p>FM5 – All staff involved would be protected by current European employment law and would be transferred to a government regulated and approved SIA provider.</p> <p>FM6 – None.</p> <p>FM7 – The two current members of the in house maintenance team would be treated equally and without favour throughout any interview or selection process that would require to be undertaken following the necessary consultations.</p>

Assessing Impact

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

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			X	
Disability			X	
Gender Reassignment			X	
Marriage and Civil Partnership			X	
Pregnancy and Maternity			X	
Race			X	
Religion or Belief			X	
Sex			X	
Sexual Orientation			X	
Outcome of screening	No Equalities Analysis required			
Lead Officer	Richard Warren / Gerald Porter			
Director/Head of Service	Mark Humphries			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	GERALD PORTER Interim Head of Facilities
EA to be signed off by: (Give name and job title)	MARK HUMPHRIES AD Infrastructure and Transactions
Department/ Division:	Corporate Services - Infrastructure and Transactions,
Team:	Facilities Management
EA completed on:	3rd December 2012

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

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

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

Protected Characteristics - Key:

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>Closure of the Garth Road Archiving facility and transfer existing documentation to an external service provider, offering a more secure and trackable service than is currently being provided, together with savings associated to current building operational costs</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>Departments, Teams and Staff members of Merton Council</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>Soft market testing, Information governance management security and procedures, Data protection legislation</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>			
	No		<p>All document in deep external storage will be able to be retrieved and delivered to staff within acceptable timescales with a scan and return service offered for urgent required documents</p>

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Assessing Impact

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

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age				
Disability				
Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual Orientation				
Outcome of screening	Equality Analysis is not required			
Lead Officer	Gerald Porter			
Director/Head of Service	Mark Humphries			
Signed				
Dated	6 th December 2012			

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	<i>Richard Warren</i>
EA to be signed off by: (Give name and job title)	<i>Mark Humphries – Assistant Director Infrastructure & Transactions</i>
Department/ Division:	<i>Corporate Services / Infrastructure and Delivery</i>
Team:	<i>IT Service Delivery</i>
EA completed on:	<i>29/11/12</i>

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

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

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

Protected Characteristics - Key:

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>Surrender of overtime budget provision which is used to facilitate the completion of upgrading and planned maintenance works on IT system outside of normal working hours which is done to minimise impact on the Councils normal service delivery by avoiding having to switch off systems during normal working hours.</p> <p>This will necessitate the shutdown of equipment during normal operating hours which will potentially have an impact on internal and external customers</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>This is likely to have an impact on all users of the councils IT systems and functions.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>None</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>	<p>X</p>	<p>Some evidence to suggest that this proposal will have an adverse impact on a number of different user groups as its likely that some of the systems will not be available for use by internal and external customers whilst they are taken down to complete the necessary works during normal working hours.</p>
	<p>No</p>		

Assessing Impact

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

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age		x		Access to online and other IT related systems will not be available for use at certain periods of time and this may have an impact on users wishing to access information or specific services.
Disability		x		See Above
Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race		x		See above
Religion or Belief				
Sex				
Sexual Orientation				

impact you do not need to complete an Equality Analysis.

Outcome of screening	This proposal will require a more detailed Equalities Analysis to be completed.			
Lead Officer	Richard Warren			
Director/Head of Service	Mark Humphries			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	<i>Pamela Lamb</i>
EA to be signed off by: (Give name and job title)	<i>Mark Humphries – Assistant Director Infrastructure & Transactions</i>
Department/ Division:	<i>Corporate Services / Infrastructure & Transactions</i>
Team:	<i>Transactional Services</i>
EA completed on:	<i>29/11/12</i>

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

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

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

Protected Characteristics - Key:

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>Reduction in the operating cost of the section by deleting one of the Transactional Services Assistants posts through compulsory redundancy.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>This will have an impact on the overall efficiency of the service and will potentially affect internal/external customers and suppliers.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>None considered as this time, but it is likely that a reduction of resources available within the section is likely to have an adverse impact on the time taken to process payments and complete internal transactions.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>	<p>X</p>	<p>Explain the reason for your decision</p>
	<p>No</p>		<p>Yes it is likely that this proposal will have an impact internal and external customers and vulnerable groups that use council services.</p>

Assessing Impact

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

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age		x		Users of Adult Social care services are already concerned at the length of time current being taken to issue invoices for services that have been received as part of a care package and any reduction in resources is likely to create more delays.
Disability		x		See Above
Gender Reassignment			x	
Marriage and Civil Partnership			x	
Pregnancy and Maternity			x	
Race			x	
Religion or Belief			x	
Sex			x	
Sexual Orientation			x	
Outcome of screening	A Detailed Equalities Analysis is required for this proposal.			
Lead Officer	Pamela Lamb			
Director/Head of Service	Mark Humphries			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	<i>Pamela Lamb</i>
EA to be signed off by: (Give name and job title)	<i>Mark Humphries – Assistant Director Infrastructure & Transactions</i>
Department/ Division:	<i>Corporate Services / Infrastructure & Transactions</i>
Team:	<i>Transactional Services</i>
EA completed on:	<i>29/11/12</i>

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

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

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

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>Reduction in the operating cost of the section by deleting one Part time Vendor Maintenance Officers post through compulsory redundancy.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>This will have an impact on the overall efficiency of the service and will potentially affect internal/external customers and suppliers.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>None considered as this time, but it is likely that a reduction of resources available within the section is likely to have an adverse impact on the time taken to complete some internal transactions.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>	<p>X</p>	<p>Explain the reason for your decision</p>
	<p>No</p>		<p>Yes it is likely that this proposal will have an impact on other internal services and external suppliers.</p>

Assessing Impact

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

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age		x		The transactional Services team will no longer be able to set up suppliers on the councils financial systems on the same day that they are requested and this will have a consequential impact on departments being able to raise purchase orders and pay suppliers for goods and services.
Disability		x		See Above
Gender Reassignment			x	
Marriage and Civil Partnership			x	
Pregnancy and Maternity			x	
Race			x	
Religion or Belief			x	
Sex			x	
Sexual Orientation			x	
Outcome of screening	A Detailed Equalities Analysis is required for this proposal.			
Lead Officer	Pamela Lamb			
Director/Head of Service	Mark Humphries			
Signed				
Dated				

Equality Analysis



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

What are the proposals being assessed?	From April 2014 the Council proposes to close the cash office to members of the public.
Which Department/ Division has the responsibility for this?	Corporate Services Department – Customer Services Division – Merton Link Section

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to close the cash office to members of the public w.e.f 01 April 2014 or earlier following a communication plan to announce the closure
2. How does this contribute to the council's corporate priorities?	This will assist the Council in making its efficiency targets as part of our channel shift strategy and release accommodation to be reused for alternative services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The main group of residents that are affected by this proposal are those that continue to pay at the Cash Office despite many alternative methods available to them (accounts for less than 7% of payments to the Council). For some years all invoices and demands for payment have been bar coded allowing payment in cash at over 80 PayPoint locations throughout the Borough. This is in addition to other cheaper forms of collection including Direct Debit, web and automated payment line.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Cash Office is administered by the Corporate Services department for the Council.

Stage 2: Collecting evidence/ data

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

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

Very little of the Council's income is received through the Cash Office. Alternative methods of payment already exist. The Cash Office opening hours to the public have been significantly reduced over the years and is now open for only 2 hours a day. In order to achieve channel shifting it has become clear that we must close this channel in order for people to utilize the cheaper methods of collection. The cash office has not been listed as a method of payment on the reverse of invoices for some time but customers still utilise it as it is physically there.

Stage 3: Assessing impact and analysis

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

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

Sex (Gender)	No change	No change	No change	No change
Sexual orientation	No change	No change	No change	No change
Socio-economic status	No change	No change	No change	No change

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

Some residents may challenge why we are closing a service and the communication plan will outline the alternatives that exist and how they are assisting the Council by diverting resources to other front line services.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome

To support the proposal to close the Cash Office to the public.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Sean Cunniffe – Head of Customer Contact	Signature:	Date: 29 November 2012
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

What are the proposals being assessed?	Proposed budget savings
Which Department/ Division has the responsibility for this?	Corporate Services – HR Division

Stage 1: Overview	
Name and job title of lead officer	Dean Shoosmith -Joint Head of HR Shared Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>HR1/HR5 proposes to explore different delivery models through the shared service.</p> <p>HR2 - The recruitment service will more automated and efficient (Improved service)</p> <p>HR3 – Explore different frameworks to ensure value for money for the EAP/Occupational Health Service.</p> <p>HR4 – Explore market for new customers/partners for CRB service.</p>
2. How does this contribute to the council's corporate priorities?	This forms part of the council's savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The customers are members, CMT, DMTs, managers and staff. The proposal will enable the council to balance its budget. The proposals in HR1/2 and 4 will have an impact on the workforce. The risks associated with these proposals is that as the organisation continues to change managers may not have the support or skills to manage the change programme as a result of the reduction in staff.</p> <p>The proposal outlined in proposal HR3 will seek to deliver savings through the procurement process when contracts are to be re -tendered.</p> <p>HR4 seeks to market and provided a CRB service to other partners.</p> <p>(HR1) HR Business Partners</p> <p>The HR business partner workforce is predominantly female. The reductions in posts would result in more female employees being placed at risk of redundancy than male employees. 3/31 = 90% female. Given the Council's need to reduce costs and that the HR business partner function has not had the same level of budget reductions as other HR functional areas the proposals need to continue for financial reasons which can be objectively justified.</p>

HR2) New applicant tracking system (ATS)

The new applicant tracking system will provide a channel migration to improve candidate, manager and employee self-service. The new system provides a range of assistive technology solutions that considerably improves accessibility for disabled people from the current position. There are no negative equality impacts in terms of the system.

The recruitment and resourcing team is predominantly female 1/8 = 88.5%. Reduction in posts would result in more female employees being placed at risk of redundancy than male employees. Given the Council's need to reduce costs the proposals concerning the recruitment and resourcing team need to continue for financial reasons which can be objectively justified, in particular as the system will take over current manual transactions.

(HR3) Occupational Health and Employee Assistance Programme

The proposal; reflects an overall reduction in workforce headcount and a scaling back of the two contracts for occupational health and employee assistance programmes. Access to both services is monitored regularly and there are no contra-indicators in terms of access on equalities grounds. The reduction in this proposal is a procurement matter and does not have staffing implications. The service will move to an increasingly nurse-led model, with less reliance on occupational health physicians thereby reducing costs. There is no negative equalities assessment impact.

(HR4) CRB income generation

The proposal is based on the service migrating to a new e-enabled CRB system (known as e-bulk). The new system and service has reduced process times significantly from 4-6 weeks, down to 1 week. The system together with the quality of advisory service makes this an attractive proposition for other organisations to use (noting recently the service won new business from part of London Fire Brigade). The additional income generation has not negative equalities assessment impact.

(HR5) HR Transaction

The proposal is to move more employees on to a self-service platform. At present 70% of the workforce is able to access HR information via self-service. However, due to network limitations the remaining 30% will need to migrate to self-service. A project plan is being developed to do so.

Greater workforce self-service provides more opportunity to review the staffing levels within transactional services. It should be noted that the Central Operations Team service is made up of

	<p>predominantly female employees and the proposal will impact upon women as a high number of these HR employees are female. 1/18 = 95% female. Given the Council's need to reduce costs the proposals concerning the HR transactional services the need to continue for financial reasons which can be objectively justified, in particular as the aim is for the system to take over current manual transactions for 30% of the workforce.</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>The HR Shared Service is a jointly provided service with the London Borough of Sutton.</p>

Stage 2: Collecting evidence/ data

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

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

Workforce data

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					
Disability	x				More accessibility for disabled applicants
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)			x		Workforce predominately made up of female employees
Sexual orientation					
Socio-economic status					

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

Given the Council's need to reduce costs and that the HR workforce is more than 90% female. The reduction in posts will have an impact. As the budget savings need to be made this can be objectively justified.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

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Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome

That the proposals need to be implemented. Staff will be provided with outplacement support such as interviewing skills, cv writing, EAP and career advice.

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

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

Department	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 £000s	Additional Bid £000s	Proposed 2014/15 Budget £000s	Approved 2015/16 Budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Proposed 2015/16 Budget £000s	Proposed 2016/17 Budget £000s
Corporate Services	4,796	1,740	(1,362)	5,174	3,244	4,330	0	7,574	4,294	(1,368)	1,000	3,926	4,057	0	1,000	3,457	3,172
Children, Schools and Families	33,214	12,353	(15,077)	30,490	15,065	10,727	485	26,277	9,290	3,800	5,050	18,140	3,615	550	8,025	12,190	28,450
Environment and Regeneration	14,602	4,483	(4,766)	14,329	14,222	4,766	0	18,978	10,086	0	0	10,086	15,946	0	0	15,946	5,192
Community and Housing	0	2,847	(971)	1,876	0	971	0	971	0	0	0	0	0	0	0	0	550
Total	52,612	21,423	(22,166)	51,869	32,531	20,784	485	53,800	23,670	2,432	6,050	32,152	23,618	550	9,025	31,593	37,364

Key

Currently in the Programme

Bids Submitted 2012-16

Bids Submitted 2016-17

Corporate Services	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	Revised 2014/15 Budget £000s	Approved 2015/16 Budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Proposed 2015/16 Budget £000s	Proposed 2016/17 Budget £000s
Infrastructure&Transactions																		
IT Equipment	OSC	423	128		551	809			809	232			232	940			940	
Office 2007 Upgrade	OSC	0	50		50								0				0	
Windows 7 Upgrade	OSC	0	14		14								0				0	
Black Diamond Switch Replacement	OSC	0	2		2								0				0	
IT Strategy - unallocated	OSC	610			610				0				0				0	
PABX	OSC	0	90		90								0				0	
Information lifecycle Mgt (Phase 1 complete, now on Phase 2)	OSC	100			100								0				0	
Transformation (IT) - I&T	OSC	608	77		685	310			310	417			417	167			167	250
Connect to N3 Network NHS Spine	OSC	0	100		100								0				0	
Disaster recovery	OSC	0	371		371								0				0	
Cloud Computing - Cap Ambition	OSC	0	298		298								0				0	
Transformation (IT) - Unallocated	OSC	490			0	500	490		990	500			500	500			500	0
IT SD Stability	OSC												0				0	1422
Subtotal - I&T		2,231	1,130	(490)	2,871	1,619	490	0	2,109	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				0	
Livelihood Updated	OSC	100	(100)		0				0				0				0	
Replacement parking system - E&R	OSC	0	46		46								0				0	
Customer access strategy	OSC	562	40		40		525		525				127				0	
Replacement document management system	OSC	240	100		0		340		340				0				0	
Orchestrate Mobile	OSC				0	70			70				0				0	
Subtotal - BI		942	46	(902)	86	115	820	0	935	45	82	0	127	0	0	0	0	0
Resources																		
FMIS Version Upgrade	OSC	0	4		4				0				0				0	
Capital Reporting Project	OSC	0	27		27				0				0				0	
PCIDSS	OSC	0	8		8				0				0				0	
Proactis to Carefirst link	OSC	45			45				0				0				0	
Improve Information Systems	OSC	68	39		107				0				0				0	
Subtotal - Resources		113	78	0	191	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate Governance																		
Electronic Cite Decision Making System			13		13													
Subtotal - Corporate Governance		226	13	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate																		
Capital Bidding Fund	OSC				0								1,000				1,000	
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	(1,000)		0				0	
Subtotal - Corporate		1,000	0	0	1,000	1,000	0	0	1,000	1,000	0	1,000	2,000	0	0	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	Approved 2015/16 Budget	Re-Profiled Budget	Additional Bid	Proposed 2015/16 Budget	Proposed 2016/17 Budget
FM Capital Works																		
Civic Centre refurbishment	OSC	210	11		221	110			110	100			100				0	0
Civic Centre	OSC	0	2		2				0				0				0	0
Gifford House Legal Move	OSC	0	2		2				0				0				0	0
Energy Utilities Invest to Save	SC	0	78		78	100			100	100			100				0	150
Invest to Save schemes - General	OSC	100	127		227	100			100	100			100				0	150
Civic C-Fire Alarm Panel	OSC	0	30		30				0				0				0	0
Civic C - Porta Cabin Heating	OSC	0	15		15				0				0				0	0
Chaucer Centre Replace Boilers	OSC	0	2		2				0				0				0	0
New Wim Theatre - Ext Repairs	OSC	0	5		5				0				0				0	0
Replace air conditioning equip	OSC	0	50		50				0				0				0	0
IT Equip Room-Air Conditioning	OSC	0	67		67				0				0				0	0
Roadway-Chapl Orchard&Worsfld H	OSC	0	6		6				0				0				0	0
JMC - Roof Renewal	OSC	0	3		3				0				0				0	0
Security Improvements	OSC	0	13		13				0				0				0	0
Wim Lib/Marborough Hall-Lift	OSC	0	7		7				0				0				0	0
Pollards Hill RG - Access Works	OSC	0	40	(20)	20		20		20				0				0	0
CHP Equipment	OSC	0	15		15				0				0				0	0
Water Safety Works	OSC	0			0				0				0				0	150
Asbestos Works	OSC	0			0				0				0				0	250
FM Capital Works - Facilities	OSC	200			200	200			200	200			200				200	300
Civic Centre Windows	OSC			50	50		3,000		3,000	1,600	(1,450)		150	1,600	(1,600)		0	0
Civic Centre - Upgrading of 4 main passenger lifts	OSC									650			0	650			650	0
Subtotal - FM		510	473	30	1,013	510	3,020	0	3,530	2,100	(1,450)	0	650	2,450	(1,600)	0	850	1,000
Total		4,796	1,740	(1,362)	5,174	3,244	4,330	0	7,574	4,294	(1,368)	1,000	3,926	4,057	(1,600)	1,000	3,457	3,172

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

Children, Schools and Families	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 £000s	Additional Bid £000s	Proposed 2014/15 Budget £000s	Approved 2015/16 Budget £000s	Re-Profiled Budget £000s	Additional Bid £000s	Proposed 2015/16 Budget £000s
Aragon Expansion	CYP	1,100	(22)	(84)	994	1,650	84		84	1,100	100		0	1,100	100		0
Benedict Expansion	CYP	402	419	(21)	800	600	21		21	0	0		0	0	0		0
Cranmer Expansion	CYP	3,000	411	(2,800)	611	1,700	2,800		3,700	0	0		0	0	0		0
School expansion 19FE to 25FE (Garfield)	CYP	260	30	0	290	2,200	(50)		0	600	500		1,700	250	250		0
Hollymount Permanent expansion	CYP	503	170	(47)	626	1,350	47		0	0	900		1,700	200	200		0
Joseph Hood Permanent expansion	CYP	1,314	1,447	(54)	2,707	1,450	54		199	0	2,849		2,849	1,226	1,226		0
Primary School expansion to 18FE - fully allocated	CYP	2,200	442	(1,812)	830	1,650	612		2,262	1,100	100		1,100	100		0	
St Mary's expansion	CYP	799	(493)	(26)	281	600	25		25	0	0		0	0		0	
Pupil Growth - Unallocated (Split)	CYP	500	1,087	0	1,587	1,700	(600)		0	0	0		0	0		0	
All Saints' South Wim YCC exp	CYP	2,150	32	939	3,121	2,200	(1,089)		611	150	150		150	0	0		0
Goringe Park expansion	CYP	2,250	31	(1,811)	470	1,350	361		2,561	500	250		1,700	250		0	
Hillcross School Expansion	CYP	2,000	(646)	(1,104)	250	1,350	704		2,054	900	200		1,700	200		0	
Merton Abbey Temp Accommodation	CYP	0	420	0	420	1,450	(270)		1,180	2,849	1,226		2,849	1,226		0	
Pelham School Expansion	CYP	200	0	0	200	0	0		0	0	0		0	0		0	
Cricklet Grn Exp-Chapel Orchard	CYP	0	350	0	350	0	0		400	2,800	1,600		2,800	1,600		0	
Beechholme 2 Temp classrooms	CYP	0	0	0	0	0	0		325	1,600	1,600		1,600	1,600		0	
23 FE School to be Confirmed	CYP	0	0	0	0	0	0		0	325	325		325	325		0	
24 FE School to be Confirmed	CYP	0	0	0	0	0	0		0	0	0		0	0		0	
25 FE School to be Confirmed	CYP	0	0	0	0	0	0		0	0	0		0	0		0	
26FE Temporary Solution for Sept. 2015	CYP	0	0	0	0	0	0		0	0	0		0	0		0	
27FE Temporary Solution for Sept. 2016	CYP	0	0	0	0	0	0		0	0	0		0	0		0	
28FE Temporary Solution for Sept. 2016	CYP	0	0	0	0	0	0		0	0	0		0	0		0	
29FE Temporary Solution for Sept. 2017 **	CYP	0	0	0	0	0	0		0	0	0		0	0		0	
Dundonald expansion	CYP	4,000	(666)	(3,212)	120	1,550	3,212		4,762	728	728		728	0		0	
Peffer Permanent Expansion	CYP	0	371	0	371	850	(50)		800	3,113	1,739		3,113	1,739		0	
Liberty expansion	CYP	2,000	309	(120)	2,189	300	120		120	0	0		0	0		0	
Slingsgate expansion	CYP	3,700	3,935	(3,130)	4,505	3,120	3,120		3,420	380	380		380	0		0	
Wimbledon Park expansion	CYP	2,800	241	(1,000)	2,041	1,450	830		2,280	170	170		170	0		0	
St Ann's Primary Phase (Split)	CYP	0	467	0	467	0	0		0	0	0		0	0		0	
Holy Trinity Expansion	CYP	250	14	(164)	100	164	164		164	0	0		0	0		0	
William Morris PCP	CYP	364	70	0	434	0	0		0	0	0		0	0		0	
Wimbledon Chase Expansion	CYP	109	76	0	185	0	0		0	0	0		0	0		0	
Primary School Expansions		29,901	8,473	(14,445)	23,929	14,435	10,095		485	8,690	3,800		4,450	2,965	550	6,725	10,240
St Anns - Primary	CYP	0	11	0	11	0	0		0	0	0		0	0		0	
Devolved Formula Capital	CYP	368	152	0	520	0	0		0	0	0		0	0		0	
St Ann's Primary Phase	CYP	268	200	0	468	0	0		0	0	0		0	0		0	
Garden PCP	CYP	1,257	533	(78)	1,712	78	78		78	0	0		0	0		0	
Lonsome IGC	CYP	0	64	0	64	0	0		0	0	0		0	0		0	
St Marks CC	CYP	0	13	0	13	0	0		0	0	0		0	0		0	
Schools Access Initiative Inclusion	CYP	70	(19)	0	51	0	0		0	0	0		0	0		0	
Bishop Cliphin new classroom	CYP	0	250	0	250	400	0		400	400	400		400	400		0	
Schools Capital Maintenance and Accessibility	CYP	0	14	0	14	0	0		0	0	0		0	0		0	
Links PCP	CYP	0	4	0	4	0	0		0	0	0		0	0		0	
St Thomas of Canterbury Expsn	CYP	20	10	0	30	0	0		0	0	0		0	0		0	
Abbotsbury-playground Improvements	CYP	0	142	0	142	0	0		0	0	0		0	0		0	
St Mark's Primary PCP	CYP	0	20	0	20	0	0		0	0	0		0	0		0	
SS Peter & Paul PCP	CYP	0	8	0	8	0	0		0	0	0		0	0		0	
Poplar	CYP	0	44	0	44	0	0		0	0	0		0	0		0	
Rutlish	CYP	0	3	0	3	0	0		0	0	0		0	0		0	
Primary Capital Programme	CYP	0	1	0	1	0	0		0	0	0		0	0		0	
School kitchens/dining areas	CYP	0	44	0	44	0	0		0	0	0		0	0		0	
Hillcross boiler renewal	CYP	0	3	0	3	0	0		0	0	0		0	0		0	
Merton Abbey rewiring	CYP	0	1	0	1	0	0		0	0	0		0	0		0	
Stanford roofing & tarmac	CYP	0	1	0	1	0	0		0	0	0		0	0		0	
Dundonald EDF works	CYP	0	2	0	2	0	0		0	0	0		0	0		0	
Aragon-cold water storage tank	CYP	0	4	0	4	0	0		0	0	0		0	0		0	

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	Approved 2016/17 Budget
Priony School bulge class	CYP	0	4	0	4				0				0				0	
Aragon - Boiler Replacement	CYP	20	10	0	30				30				0				0	
Links - Security&lighting&Heat	CYP	30	13	0	43				43				0				0	
St Marks PS-classroom lighting	CYP	20	10	0	30				30				0				0	
Bond - Improvments to corridors	CYP	0	7	0	7				7				0				0	
Hatfield - Roof Repairs	CYP	20	10	0	30				30				0				0	
Hillcross - task works	CYP	0	6	0	6				6				0				0	
Hillcross - Fire alarm & roof	CYP	30	10	0	40				40				0				0	
Lonesome-replace windows&doors	CYP	0	2	0	2				2				0				0	
Lonesome - Window Replacement	CYP	30	10	0	40				40				0				0	
Merton Abbey - refurb toilets	CYP	0	5	0	5				5				0				0	
Pelham - window replacement	CYP	0	6	0	6				6				0				0	
Pelham - Window Replacement	CYP	30	10	0	40				40				0				0	
Stanford-Improvement to toilets	CYP	20	10	0	30				30				0				0	
Cricklet Gn-Improved site access	CYP	30	22	0	52				52				0				0	
Poplar - Repairs nursery roof	CYP	20	10	0	30				30				0				0	
Morden - Safer access scheme	CYP	20	10	0	30				30				0				0	
Wimbledon Park - roof replace	CYP	0	5	0	5				5				0				0	
Malmesbury-under floor heating	CYP	0	2	0	2				2				0				0	
Merton Pk - Entrance adaptation	CYP	40	15	0	55				55				0				0	
The Sherwood - Roof repairs	CYP	30	20	0	50				50				0				0	
Various schis-asbestos removal	CYP	0	7	0	7				7				0				0	
Contingency	CYP	40	(10)	0	30				30				0				0	
Adventure Playground	CYP	0	10	0	10				10				0				0	
St Ann's Primary Phase (Split)	CYP	0	59	0	59				59				0				0	
Cricket Green Site	CYP	0	24	0	24				24				0				0	
Liberty Primary School	CYP	0	61	(4)	57		4		57				0				0	
Hillcross Unit	CYP	0	2	0	2				2				0				0	
Priony school autism unit	CYP	630	(50)	(550)	30	30	550		30				0				0	
Brighton Hall	CYP	100	200	0	300	100	0		100				0				0	
Bees - disabled children grant	CYP	0	107	0	107				107				0				0	
Youth & Community centres reprovision	CYP	170	64	0	234				234				0				0	
Youth Capital Fund	CYP	0	3	0	3				3				0				0	
Youth Centre Buildings	CYP	0	12	0	12				12				0				0	
Secondary School expansion	CYP	50	0	0	50	100	0		100	200		600	800	250		1,300	1,550	22,600
Targeted Capital Fund (TCF)	CYP	0	135	0	135				135				0				0	
B631 - Solar PV Raynes Pk Pav	CYP	0	17	0	17				17				0				0	
Raynes Park Sports Pavilion	CYP	0	484	0	484				484				0				0	
Ursuline Loan	CYP	0	600	0	600				600				0				0	
Schools Equipment Loans	CYP	0	500	0	500				500				0				0	
Other		3,313	3,880	(632)	6,561	630	632		0	600	600	600	1,200	650	0	1,300	1,950	23,000
Total		33,214	12,353	(15,077)	30,490	15,065	10,727	485	26,277	9,290	3,800	5,050	18,140	3,615	550	8,025	12,190	28,450

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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
Earmarked Schemes - Transport for London	SC	3,245	(706)	(230)	2,309	1,816	230		2,046							0	0
CCTV and Anti-Social Behaviour (ASB)																	
CCTV (Match Funding)	SC	150	65	(140)	75		140		140							0	0
CCTV - Raynes Park	SC	0	2	(2)	0		2		2							0	0
Relocation of cameras 50 & 52	SC	0	8	(8)	0		8		8							0	0
B495a/b/c CCTV Upgrade	SC	0	16	(16)	0		16		16							0	0
CCTV - Safer Merton & Parking	SC	0	4		4											0	0
Works for Merton Priory Homes	SC	0	9	(9)	0		9		9							0	0
Environmental Health																	
Disabled Facilities Grant - DFG Contribution	SC	444			444	724			724					724		724	0
Disabled Facilities Grant - LBM Contribution	SC	280			280				0					0		0	280
Small Repairs Grant (Private Sector Housing Programme)	SC	40	50		90	40			40					40		40	60
DFG - Ex-Service Personnel	SC	0	39		39				0					0		0	0
Universal Cold Busters	SC	0	48		48				0					0		0	0
Empty Homes Grant	SC	0	100		100				0					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
B517 Enhancement to Footway	SC	0	3	(3)	0		3		3					0		0	0
B495a/b Improve Holborn Way/link	SC	0	10	(10)	0		10		10					0		0	0
B500 T13 Church Rd footway	SC	0	11	(11)	0		11		11					0		0	0
General																	
Leak off for Surface Water Drainage - Flooding	SC	62	0		62	62			62					62		62	69
Highways bridges and structures improvements	SC	348	0		348	260			260					260		260	0
Maintenance Anti-Skid and Coloured	SC	90	0		90	90			90					90		90	90
Public Rights of Way Improvement Plan	SC	20	0		20	20			20					20		20	0
Wimbledon Bridge	SC	0	4		4				4					0		0	0
B340MOSS Rpt (Land Rullish Road)	SC	0	4	(4)	0		4		4					0		0	0
B497/8 Lombard Rd Improvements	SC	0	36		36				0					0		0	0
Langley Road Resurfacing	SC	0	14		14				0					0		0	0
River Wandle Footbridge	SC	0	36	(36)	0		36		36					0		0	0
Haydon's Road	SC	0	58	(58)	0		58		58					0		0	0
Highway Asset Management	SC	75	0		75				0					0		0	0
Haydon's Road - Puffin Crossing	SC	0	3		3				0					0		0	0
Hatfield Road - Carriageway Reconstruction **	SC				0				0					0		0	0
Ashcombe Road Bridge - South Spans **	SC				0				0					0		0	0
Beddington Lane Widening **	SC				0				0					0		0	0
Wates Way Culvert **	SC				0				0					0		0	0
Willow Lane Bridge **	SC				0				0					0		0	0
Bridge Inspections **	SC				0				0					0		0	0
New Traffic Schemes	SC	0	306		306				0					0		0	0
B638d/e Sustainable Transport	SC	0	6	(6)	0		6		6					0		0	0
B646a Lombard Industrial Esiat	SC	0	24	(24)	0		24		24					0		0	0
B646b 7 Abbey Road	SC	0	4	(4)	0		4		4					0		0	0
B639a Fair Green	SC	0	43	(43)	0		43		43					0		0	0
Roads																	
Highways Planned Roadworks	SC	1,600	0		1,600	1,500			1,500					1,500		1,500	1,600
Greenspaces																	
MS/UCB Loan	SC	0	1,000		1,000				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
B506 Haydons Rd Rec-play areas	SC		11		11				0								
Commons Extension **	SC		0		0				0								
King Georges Playing Field **	SC		0		0				0								
B464/5 Cammizaro PK Public Art **	SC		0		0				0								
Wim PK Tennis Crt re-surfacing	SC		125		125				0								
B487 Landscape Ravensbury Park	SC		56		56				0								
Ravensbury Park (B526)	SC		2		2				0								
B619 Ravensbury Park entrance	SC		5	(5)	0		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		0								
B509a/b/c South Park Gardens **	SC		0		0				0								
B488 Landscape Dundonald Rec G	SC		22	(22)	0		22		0								
B508/B510 Dundonald Rec **	SC		0		0				0								
Dundonald Rec (S106) **	SC		0		0				0								
WimPK Electric and refurbish	SC		1		1				0								
B617a-c Wimbledon Park upgrade	SC		15		15				0								
Waterfall Project Wimblethn Pk	SC		4		4				0								
B485 Lndscp Ctrhm Pk Hind Gdns **	SC		0		0				0								
B486 Lndscp Ctrhm Pk Hind Gdns	SC		2	(2)	0		2		0								
Repairs to Water Wheel (B531)	SC		2	(2)	0		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		0								
Rock Terrace rec (B523)	SC		5		5				0								
Joseph Hood Playground (B524)	SC		9	(9)	0		9		0								
B617 Joseph Hood Rec	SC		3	(3)	0		3		0								
B627a/b Ctrhm Pk-play area	SC		3	(3)	0		3		0								
B527 Morden Park	SC		30	(30)	0		30		0								
Beach Volleyball	SC		37		37				0								
B564 Grant to National Trust **	SC		0		0				0								
Leisure Services Parks&OpenSp **	SC		0		0				0								
John Innes Rec/Ruilsh wall **	SC		0		0				0								
Colliers Wood Area (S106)	SC		10		10				0								
Micham Urban Village SINC	SC		3		3				0								
B596a&b B625a-c Crckt Grn Area	SC		21	(21)	0		21		0								
B620 Pollrds Hill/Donnelly Grn	SC		11		11				0								
B626a-c Ctrhm Pk&Hollnd Gdn	SC		28	(28)	0		28		0								
Parks Investment	SC	250	0		250	250			250	250				250		250	425
Marathon Trial BMX Track	SC	0	99		99				0					0		0	0
WallRep ChrchLn& JohnInnes Pks	SC	40	10		50				0					0		0	0
Cemeteries	SC	0	29		29				0					0		0	0
Trees for Cities	SC	0	11		11				0					0		0	0
Wimbledon Park Drainage Improv	SC	0	10		10				0					0		0	0
Other	SC	0	3		3				0					0		0	0
Wimbledon Athletics Track **	SC	0			0				0					0		0	0
Tennis Court Investment **	SC	0			0				0					0		0	0
B648 Jhn Innes Wm Cha & JphH	SC	0	9		9				0					0		0	0
B652a&b B653 Abbey Rec Park Imp	SC	0	4		4				0					0		0	0
B652a Abbey Rec Play Area	SC	0	3		3				0					0		0	0
B651 South Park Gardens Pavil	SC	0	17	(17)	0		17		0					0		0	0
B647 John Innes Park Improvmt	SC	0	2		2				0					0		0	0
B650 Rowan Road Park Improvmt	SC	0	3	(3)	0		3		0					0		0	0
Leisure Centres																	
Replacement of Leisure Centre Plant and Machinery including accelerated schemes in 2009/10	SC	350	120		470	300			300	300				300		300	300
Wimbleton Park Watersport Cent **	SC		0		0				0					0		0	0
Leisure Centre Improvements	SC	0	36		36				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
Morden Pool Park and Leisure Centre Investment	SC								0	1,000			1,000	10,000		10,000	
On and Off Street Parking																	
Review & extension of CPZ W6	SC	0	15	(15)	0	0	15		0				0			0	
W6 CPZ Works	SC	0	34		34				0				0			0	
B548 Obstructive Pkg Grove Rd	SC	0	1	(1)	0		1		0				0			0	
B576 West Barnes CPZ And CarCl	SC	0	25		25				0				0			0	
B578 Merton Park CPZ (MP1)	SC	0	14	(14)	0		14		0				0			0	
B579 Upper Greeb West	SC	0	3	(3)	0		3		0				0			0	
St Marks Car Park	SC	0	2		2				0				0			0	
Improved parking for shop parades (dropped kerbs, machines, etc)	SC	100	0	(100)	0		100		100				0			0	
Parking Management - CPZ **	SC				0				0				0			0	
Parking Management - Kingston Road Shops **	SC				0				0				0			0	
Plans and Projects																	
Climate Change Initiatives	SC	140	0		140	140	140		140				0			0	
Low Carbon Zone	SC	0	8		8				0				0			0	
B632- Solar PV near Morden Prk **	SC	0	0		0				0				0			0	
Future Merton (Regeneration & Partnerships)																	
Investment in industrial estates to create high-tech industrial park for key sectors	SC					250	250		250	500			500	0		0	
Regeneration	SC					2,220	2,220		2,220				0			0	
East Merton Investment	SC	0	112		112	0	0		0				0			0	
Colliers Wood Regeneration Fund	SC	1,480		(1,480)	0	0	1,480		1,480				0			0	
Merton - Outer London Fund	SC	715	(223)	(492)	0	0	492		492				0			0	
Re-generation of South Park Gardens	SC	0	131	(131)	0	0	131		131				0			0	
Merton Means Business	SC	0	250	(250)	0	0	250		250				0			0	
Sect106 Bottleneck Skills Gnt	SC	0	14	(14)	0	0	14		14				0			0	
B585 Economic Development Strat	SC	0	25	(25)	0	0	25		25				0			0	
Queensmere Avenue	SC	0	5	(5)	0	0	5		5				0			0	
S106 Wim broadway CA	SC	0	6	(6)	0	0	6		6				0			0	
B611 - Comm Facilities in WTC	SC	0	30	(30)	0	0	30		30				0			0	
Town Centre Improvements	SC	700	0	(625)	75	1,600	625		2,225	500			500	500		500	0
Street Scene																	
Street Scene Improvement Programme	SC	250	(7)		243	250	250		250	250			250	250		250	0
Improve markings & road signs	SC	380	9	(89)	300	300	89		89				0			0	
Raynes Park Street Scene	SC	0	10		10				0				0			0	
B591b Shop Front Improvement	SC	0	25	(25)	0	0	25		25				0			0	
B591a Street Scene Improvement	SC	0	22	(22)	0	0	22		22				0			0	
Street tree programme (25 year programme)	SC	65	0		65	65	65		65	65			65	25		25	100
Street Lighting																	
Street Lighting Replacement Programme	SC				0	390	390		390	300			300	200		200	462
Street Lighting Replacement Pr	SC	240			240				0				0			0	
Street Light Energy Reduction	SC	400			400				0				0			0	
Traffic and Parking Management																	
20's Plenty & Area Traffic Calming	SC	86	(86)		0				0				0			0	
B583 Wandile Road Area 20mph	SC	0	4	(4)	0		4		0				0			0	
B584 Eastfield Area 20mph zone	SC	0	6	(6)	0		6		0				0			0	
Area Traffic calming measures/investigation	SC					120			120				0			0	
Minor traffic / danger reduction measures	SC	220	(220)		0	20	20		20	120			120	120		120	0
Traffic surveys & investigations	SC	30	0		30				0				0			0	
Traffic surveys and safety measures/investigations	SC	56	0		56	15	15		15	15			15	15		15	0
Wimbledon Area Traffic Study	SC	0	133		133				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
High Path Area(Option 1 + 3)	SC	0	6	(6)	0	0	6		6				0			0	0
Parkway Area (20 mph scheme)	SC	0	3	(3)	0	0	3		3				0			0	0
Pelham Road Area 20mph scheme	SC	0	1	(1)	0	0	1		1				0			0	0
Transport Planning (LBPN Design Costs)	SC	0	27	(27)	0	0	27		27				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	500
Network Rail	SC	0	9	(9)	0	0	9		9				0			0	0
B494 BSA Imp 12261/12263	SC	0	5	(5)	0	0	5		5				0			0	0
Shared Space	SC	0	20	(20)	0	0	20		20				0			0	0
B573 Business Area Improvt Prog	SC	0	24	(24)	0	0	24		24				0			0	0
B574 Town Centre transport imp	SC	0	33	(33)	0	0	33		33				0			0	0
B544 Wimbledon Station Access	SC	0	48	(48)	0	0	48		48				0			0	0
B603 Improvements Coorne Lane	SC	0	37	(37)	0	0	37		37				0			0	0
B609 Wim Town Centre trans imp	SC	0	5	(5)	0	0	5		5				0			0	0
B610 Wim Town Centre trans imp	SC	0	42	(42)	0	0	42		42				0			0	0
B612 Safety & transport imprv	SC	0	3	(3)	0	0	3		3				0			0	0
Transportation enhancements in Wimbledon, Morden and Mitcham town centres	SC	0	0		0	2,500			2,500	2,500			2,500			0	0
Waste Operations																	
Alley Gating Scheme - Fly Tipping	SC	50	0		50	50			50	50			50	50		50	50
Barrows and Bins Replacement	SC	0	3		3	0			0	0			0	0		0	0
Extension of kitchen waste collection to entire borough	SC	130	205		335	0			0	0			0	0		0	0
Planned Maintenance of Re-use/recycling Sites	SC	40	0		40	40			40	40			40	40		40	40
Street Waste Collection Machines	SC								0	0			0	0		0	0
Wipe Phase B requirements - Replace Large Waste Collection Vehicles and Purchases	SC	990	0	(340)	650	0	200		200	0			0	0		0	0
Waste Services	SC	0	15	(15)	0	0	15		15	0			0	0		0	0
Waste containers replacement	SC	26	0	(26)	0	0	26		0	0			0	0		0	0
Renovation of Storage Area **	SC				0	0			0	0			0	0		0	0
Accommodation Renovation - Option 2 **	SC				0	0			0	0			0	0		0	0
Other																	
Merton Energy Loan Fund	SC	50	50		100	0			0	0			0	0		0	0
Workshop - Fleet Maintenance	SC	300	0		300	0			0	0			0	0		0	0
Big Lottery Play Areas	SC	0	27	(27)	0	0	27		27	0			0	0		0	0
WCA investment	SC	0	750		750	0			0	0			0	0		0	0
Acquisitions Programme	SC	0	37		37	0			0	0			0	0		0	0
Mobile working initiative	SC	0	25		25	0			0	0			0	0		0	0
Recycle a Cycle	SC	0	4		4	0			0	0			0	0		0	0
B551 B553 Mitcham schemes	SC	0	4	(4)	0	0	4		0	0			0	0		0	0
B502/3 Going for Gold Actn Pth	SC	0	80	(80)	0	0	80		80	0			0	0		0	0
Invest to Save	SC	0	87	140	227	0			0	0			0	0		0	0
Enhancement of Investment Prop	SC	0	30		30	0			0	0			0	0		0	0
TOTAL		14,602	4,483	(4,756)	14,329	14,222	4,756	0	18,978	10,086	0	0	10,086	15,946	0	15,946	5,192

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

Community and Housing	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 £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 CL/10/10251720	SC	0	13		13												
London Libraries Consortium	SC	0	21		21												
Relocation of Colliers Wood Library	SC				0												550
Adult Education and Community																	
JMC LD Day Centre	HCOOP	0	21		21												
Marlborough Hall Refurbishment	SC	0	124		124												
Adult Social Care																	
CareFirst report Development	HCOOP		20		20												
Adult Social care Collections	HCOOP		10		10												
Excel Add-Ins	HCOOP		3		3												
Captive E-Learning for CareFirst	HCOOP		10		10												
Laptops for Social Care Managers	HCOOP		15		15												
Laptops for Other Social Workers & Care Staff	HCOOP		80		80												
Telehealth	HCOOP		80		80												
Merton Information Portal	HCOOP		150		150												
Replacement of Social Care System	HCOOP		900	(900)	0		900		900								
Contingency	HCOOP		71	(71)	0		71		71								
Housing																	
Meopham Road	SC	0	71		71												
5 Clifford Avenue	SC	0	35		35												
Birches Close	SC	0	952		952												
8 Willon Road	SC	0	271		271												
Total		0	2,847	(971)	1,876	0	971	0	971	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,

DRAFT MTFS 2013-2017: LATEST POSITION

	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000
Departmental Base Budget 11/12	140,853	140,853	140,853	140,853
Departmental Budget Changes	-4,032	-5,989	-66	3,526
Departmental Re-priced Budget	136,821	134,864	140,787	144,379
Treasury items	15,130	16,939	17,881	18,744
Other Corporate items	-5,403	-4,103	-4,623	-4,623
Levies	647	660	672	686
CORPORATE PROVISIONS:	10,374	13,496	13,930	14,807
BUDGET REQUIREMENT	147,195	148,360	154,717	159,186
FUNDING				
Formula Grant/Business Rates	-52,970	-46,900	-46,900	-46,900
Council Tax Freeze Grant 2011/12	-2,060	-2,060	-2,060	-2,060
Council Tax Freeze Grant 2013/14	-800	-800	0	0
New Homes Bonus	-1,136	-1,136	-1,136	-1,136
PFI Grant	-4,797	-4,797	-4,797	-4,797
Collection Fund	-2,300	-1,250	-1,250	-1,250
Council Tax income	-82,887	-83,252	-83,617	-83,982
SAVINGS REQUIRED (cumulative)	245	8,165	14,957	19,061

GLOSSARY OF TERMS USED IN BUSINESS PLAN REPORTS

<u>Acronym</u>	<u>Definition</u>
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti Social Behaviour
ASC	Adult Social Care
ASH	Our miscellaneous income, invoicing and recovery system
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CIPFA	Chartered Institute Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
COM	Current Operating Model
CPD	Centre for Professional Development
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities grant
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EiA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FACS	Fair Access to Care Services

<u>Acronym</u>	<u>Definition</u>
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC & OP	Healthier Communities and older People
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IP	Intellectual Property
IT	Information Technology
iTrent	Our new payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MSLT 1 & 2	Merton's Senior Leadership Team Levels 1 and 2
NNDR	National Non Domestic Rate
O & S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM & R	Pavement Maintenance and Repair
PM & R	Pavement Maintenance and Repair
PPD	Public Protection and Development
PPP	Policy Planning and Performance
PVI	Private Voluntary and Independent

<u>Acronym</u>	<u>Definition</u>
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLA	Service Level Agreements
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT	Senior Management team
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
TOM	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VS	Voluntary Sector
YOT	Youth Offending Team

Standard Subjective Analysis – The Key

Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008.

We use a set standard subjective analysis for a number of reasons:-

- The subjective analysis is a CIPFA recommended structure.
- It minimises the reporting requirements for Government statistical reporting.
- It provides information in a multi dimensional format for Best Value
- It improves consistency and therefore helps Authorities to make effective comparisons for Best Value and other financial requirements
- A subjective Analysis provides further information that is useful for benchmarking analysis.
- For analysing costs in reviews.

Glossary of the standard Subjective analysis

Expenditure Employees

<u>Group</u>	<u>What is included</u>
<u>1</u>	This group includes the costs of employee expenses, both direct and indirect to the Authority. <u>Direct employee expenses</u> <ul style="list-style-type: none">▪ Salaries▪ Employer's National Insurance contribution▪ Employers retirement benefit costs▪ Agency Staff▪ Employee expenses <u>Indirect employee expenses</u> <ul style="list-style-type: none">▪ Relocation▪ Interview▪ Training▪ Advertising▪ Severance payments▪ Employee - related schemes

Premises

<u>2</u>	This group includes expenses directly related to the running of the premises and land. <u>Energy costs</u> <u>Rent</u> <u>Rates</u> <u>Water Services</u> <u>Fixtures and Fittings</u> <u>Apportionment of expenses of operating buildings</u> <u>Cleaning and Domestic Supplies</u> <u>Grounds maintenance costs</u> <u>Premises Insurance</u> <u>Contribution to premises - related provisions.</u>
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Transport

<u>3</u>	This group includes all costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport.. <u>Direct Transport costs</u> <ul style="list-style-type: none">▪ Repair and maintenance, running costs and contributions to provisions in respect of vehicles.▪ Repairs and maintenance of (e.g.) roads included in this heading, but should be included in the relevant subjective headings (such as staff costs, supplies and services etc),▪ This could include the write-off in the year if any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set). <u>Contract hire and operating leases</u> <u>Public Transport</u> <ul style="list-style-type: none">▪ Staff Travelling expenses <u>Car allowances</u> <ul style="list-style-type: none">▪ Contribution to transport related provisions
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<u>Supplies and Services</u>	4	<p>This group includes all direct supplies and service expenditure to the authority.</p> <p><u>Equipment, furniture and materials</u></p> <p><u>Catering Services</u></p> <p><u>Communications and computing includes Expenses</u></p> <p><u>Grants and subscriptions</u></p> <p><u>Private Finance Initiatives and Public Private Partnership schemes.</u></p> <p><u>Contributions to provisions</u></p> <p><u>Miscellaneous expenses</u></p>
<u>Third Party Payments</u>	5	<p><u>Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP</u></p> <p><u>Joint Authorities</u></p> <p><u>Other Local authorities</u></p> <p><u>Health authorities</u></p> <p><u>Government departments</u></p> <p><u>Voluntary associations</u></p> <p><u>Other establishments</u></p> <p><u>Private contractors</u></p> <p><u>Other agencies</u></p> <p><u>Debit resulting form soft loans</u></p>
<u>Transfer Payments</u>	6	<p>This includes the cost of payments to individuals for which no goods or services are received in return by the local authority.</p> <p>Four sub-groups are suggested: However, this list is not exhaustive.</p> <p><u>Schoolchildren and students</u></p> <p><u>Adult Social Services clients</u></p> <p><u>Housing benefits</u></p> <p><u>Debit resulting from soft loans</u></p>
<u>Support Services</u>	7	<p><u>Charges for services that support the provision of services to the public.</u></p> <p><u>Finance</u></p> <p><u>IT</u></p> <p><u>Human Resources</u></p> <p><u>Property Management /Office Accommodation</u></p> <p><u>Legal services (not included in the definition of Corporate and democratic Core)</u></p> <p><u>Procurement Services</u></p> <p><u>Corporate Services not included in the definition of Corporate and democratic Core)</u></p> <p><u>Transport Functions</u></p>
<u>Depreciation and Impairment losses</u>	8	<p>This provides the subjective analysis that will record the revenue impact of capital items in the services revenue accounts for the authority</p>

Income9

This group included all income received by the services from external users or by way of charges or recharges to internal users.

Government Grants

- Specific and special government grants

Other Reimbursements and contributions

- Revenue Income received to finance a function/project jointly or severally undertaken with other bodies.
- Contributions from other local authorities.
- Value of costs recharged to outside bodies including other committees.
- Sales products or materials, data technology or surplus products.
- Fee and charges for services, use of facilities, admissions and lettings
- Rents, tithes, acknowledgements. way leaves and other land and property- based charges of a non-casual user.

Customer and Client Receipts**Interest****Recharges**

- Value of costs recharged to internal users

Reserves

- All credits resulting from soft loans should be included in this subjective (as a corporate entry).