

Merton Council

Sustainable Communities Overview and Scrutiny Panel

30 January 2024

Supplementary agenda

- | | | |
|---|--|--------------|
| 5 | Budget and business planning (round 2)
Please bring your Members Information Pack to the meeting. | 1 - 174 |
| 6 | Budget/Business Plan - Latest Cabinet Papers
See supplementary agenda | 175 -
276 |

This page is intentionally left blank

MERTON COUNCIL

BUDGET 2024/25 AND MTFS 2024-28

MEMBER'S INFORMATION PACK

Members are requested to bring this information pack to the following meetings:-

Healthier Communities and Older People Overview and Scrutiny Panel	24 January 2024
Children and Young People Overview and Scrutiny Panel	25 January 2024
Sustainable Communities Overview and Scrutiny Panel	30 January 2024
Overview and Scrutiny Commission	31 January 2024
Cabinet	19 February 2024
Budget Council	6 March 2024

This page is intentionally left blank

Contents

	Page Number
Full index listing all contents	1-3
<u>Growth</u>	
Directorate Summary of Growth proposals	4
Innovation and Change Growth	5-7
Finance and Digital Growth	8-9
Housing and Sustainable Development Growth	10-11
Environment, Civic Pride and Climate Growth	12-17
Children, Lifelong Learning, and Families Growth	18-19
Organisational Pay Review	20
Directorate Summary of Growth Funded from Reserves	21-22
<u>Savings</u>	
Directorate Summary of Savings proposals	23
Directorate Summary of Fees and Charges proposals	24
Innovation and Change Savings	25-27
Finance and Digital Savings	28-29
Housing and Sustainable Development Savings	30-34
Environment, Civic Pride and Climate Savings	35-38
Children, Lifelong Learning, and Families Savings	39-40
Adult Social Care, Integrated Care, and Public Health Savings	41-47

Contents (Continued)

	Page Number
<u>Draft Equality Impact Assessments (EIAs)</u>	
Directorate Summary of EIAs	48
Innovation and Change EIAs	49-60
Finance and Digital EIAs	61-72
Housing and Sustainable EIAs	73-93
Environment, Civic Pride and EIAs	94-119
Children, Lifelong Learning, and Families EIAs	120-127
Adult Social Care, Integrated Care, and Public Health EIAs	128-170

Full list of contents, including page numbers for each growth and savings proposal and associated equality impact assessment

All sections are grouped by Scrutiny Panel/Commission

NEW DEPARTMENTAL GROWTH PROPOSALS (Cabinet 16 November 2023)		Growth proposal detail
		Page No.
OVERVIEW AND SCRUTINY COMMISSION		
2024-25 ICG1	SLLP – Share of Monitoring Officer salary	6
2024-25 ICG2	HR and OD - recruitment and organisational change	6
2024-25 ICG3	Funding AD/Head of Communications and Engagement	7
2024-25 ICG4	Policy and Strategy - Creation of Transformation team	7
2024-25 ICG5	Organisational Pay Review	20
2024-25 FDG1	Finance and Digital – Additional Assistant Director post	9
2024-25 FDG2	Resources - 1fte capital accountant	9
2024-25 FDG3	Systems re-procurement/support & maintenance costs	9
2024-25 H&SD G01	Facilities Management - cost of unachievable income	11
2024-25 ECPC G01	Emergency Planning and Business continuity service	13
CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL		
CLLF 2425 01	New Children's Home - feasibility & project costs	19
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL		
2024-25 ECPC G02	Traffic Management and Transport Planning	14
2024-25 ECPC G03	Highways Development/Licensing Officer	14
2024-25 ECPC G04	Parking Income	15
2024-25 ECPC G05	Retendering an Enhanced Refuse Collection Contract	16
2024-25 ECPC G06	Enhanced In-House Street Cleansing Service	17
HEALTHIER COMMUNITIES AND OLDER PEOPLE OVERVIEW AND SCRUTINY PANEL		
	There are no growth items for this Panel.	

Full list of contents, including page numbers for each growth and savings proposal and associated equality impact assessment

All sections are grouped by Scrutiny Panel/Commission

NEW DEPARTMENTAL SAVINGS PROPOSALS (Cabinet 16 November 2023)		Saving Detail	Equalities Impact Assessment
		Page No.	Page No.
OVERVIEW AND SCRUTINY COMMISSION			
2024-25 ICS1	Comms & Engagement - service contracts/income	26	49-53
2024-25 ICS2	Review of admin and business support.	27	54-60
2024-25 FDS1	Reduced contribution to the insurance provision	29	61-65
2024-25 FDS2	Treasury Management - Increased income	29	61-65
2024-25 FDS3	I&T - IT Costs - Decommissioning of Citrix	29	66-72
HSD2425-S04	Facilities Mgt.- reflect current staffing levels	32	84-88
HSD2425-S05	Facilities Mgt. - Review printing services	33	89-93
CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL			
CLLF202425 S01	Education and Early Help – free childcare places	40	120-127
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL			
HSD2425-S01	Reallocate heritage work amongst team	31	73-77
HSD2425-S02	More effective allocation of administration work	31	73-77
HSD2425-S03	More efficient use of the climate fund.	32	78-83
HSD2425-S06	Development Mgt. - Review planning fee income	34	N/A
ECPC2425-S01	Savings - disposal/treatment of food/garden waste	36	94-98
ECPC2425-S02	Highways verge cutting - change to cyclical prog.	36	99-103
ECPC2425-S03	CPZ Programme - Budget reduction	37	104-108
ECPC2425-S04	Reduction of contractual payment to SLWP	37	109-114
ECPC2425-S05	Highways and Transportation - Increase in income	38	N/A
ECPC2425-S06	Leisure - short term lease	38	115-119

(Continued)		Saving Detail Page No.	Equalities Impact Assessment Page No.
HEALTHIER COMMUNITIES AND OLDER PEOPLE OVERVIEW AND SCRUTINY PANEL			
ASCICPH 121	Adult Social Care- Supported Living Placements	42	128-133
ASCICPH 122	Adults - Reablement	43	134-140
ASCICPH 123	Mental Health - S75 agreement	44	141-147
ASCICPH 124	Mental Health Brokerage	45	148-154
ASCICPH 125	Adult Social Care Placements- Homecare	46	155-159
ASCICPH 126	Integration of Commissioning Functions	46	160-164
ASCICPH 127	ASC Placements - review of fees and charges	47	165-170

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Priority Proposals Cabinet 16 November 2023	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	560	178	(320)	0	418
Finance and Digital	420	33	0	0	453
Housing and Sustainable Development	301	0	0	0	301
Environment, Civic Pride and Climate	1,193	1,940	(153)	(100)	2,880
Children, Lifelong Learning, and Families	105	(40)	(65)	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Organisational Pay Review	260	45	43	38	386
Total Growth 2024-28	2,839	2,156	(495)	(62)	4,438
Cumulative Total	2,839	4,995	4,500	4,438	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

INNOVATION AND CHANGE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Information Governance: SLLP AD Governance	25	0	0	0
HR: Implementation of a new HR team structure	150	243	0	0
Communications: Add Communications Manager post into the permanent establishment *	65	(65)	0	0
Customer, Policy and Improvement: Creation of a transformation team *	320	0	(320)	0
Total : INNOVATION AND CHANGE Growth 2024-28	560	178	(320)	0
Cumulative Total	560	738	418	418

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 ICG1	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Legal and Governance SLLP – Share of Monitoring Officer salary In previous years Merton has paid 12.5% of the salary of the MD SLLP in order that the post provides a Monitoring Officer function for both Merton and Richmond. Richmond has decided to employ an in-house Monitoring Officer which means Merton will pick up a greater share of the salary, which is covered by this growth. Merton will benefit from a dedicated Monitoring Officer to support all Members, lead elections, and manage all the Council’s governance and constitutional affairs. None None supports all departments None	25				GS1/GI2
O&SC	2024-25 ICG2	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	HR and OD HR and OD growth to drive successful recruitment and organisational change The current lack of capacity in HR and OD is a major factor in the ongoing recruitment difficulties facing the organisation, which is in turn leading to the growth in agency spending, this year set to be more than £24million. This budget growth is required to create new specialist leadership in recruitment, enabling Merton to build our recruitment brand, and successfully bring new talent into the organisation, lessen our reliance of expensive external recruiters (spend in 22/23 on these was £150k), grow our OD to function so we can develop and retain our talent, lead our Apprenticeships programme, and meet our ambitions around EDI. This work is vital for the long term sustainability of the organisation; we have an aging permanent workforce and significant recruitment difficulties. This additional investment in HR and OD will allow us to begin to shape a service to meet the long term needs of the organisation, to bring new leadership into recruitment, and to better support organisational change. Full departmental restructure supports all departments in achieving change Growth in HR/OD will allow us to meet our EDI ambitions and have positive impact on equalities.	150	243			GS1

GROWTH PROPOSALS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 ICG3	Service/Section Description Service Implication	Communications and Engagement Budget for a permanent AD/Head of Communications and Engagement The Council currently contracts a Head of Communications through Penna at a cost of £130,000 pa. This post has no budget attached to it and is funded from reserves. This growth bid would create a budget for a permanent post, allowing the Council to recruit permanent communications and engagement leader who will shape a new service, with a stable workforce, managing out agency spend, reviewing the Council's channels, and rationalising operational expenditure. The post would work with colleagues in Parks and Open Spaces to lead an organisation-wide review of events, sponsorship, and commercial income generation, allowing us to maximise use of our assets, support our Borough of Sport aspirations, and manage an engagement led communications strategy through high quality events. The aim is to rationalise contracts and activity to make savings to match this growth in the following year.	65	(65)			GS1 - FUNDING FROM RESERVES
		Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	None Supports the delivery of all Supports all departments in achieving ambitions None					
O&SC	2024-25 ICG4	Service/Section Description Service Implication	Policy and Strategy Creation of a new Transformation team The transformation team will support our organisation wide, 'Making Change Together' programme, leading the four workstreams that will enable transformative change and long-term savings across the Council; Customer and Digital, Financial Sustainability, People and Culture, and Telling our Story. The team will consist of 4 officers, three programme managers, and one change manager, with the aim to recruit internally on secondments to provide opportunity to existing staff. The team will also support individual services in their own transformation programme. The proposal is to recruit this team as a 2 year fixed term resource. This investment in change capacity is vital to unlock savings and ongoing financial sustainability through transformational change. The extent of this is very difficult to quantify at this stage, however one example is the review of admin and business support across the organisation. We are currently spending more than £8m per annum on administrative and business support posts across the Council, 280 of which are filled by agency temps. There is a clear case for rationalisation and consolidation of resource which could realise substantial long-term savings over the next 1-2 financial years. This work will be driven by the transformation team.	320		(320)		GS2 - FUNDING FROM RESERVES
		Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	plus 4 FTE (2 year fixed term) Supports the delivery of all Supports all departments in achieving change None					
Total				560	178	(320)	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

FINANCE AND DIGITAL: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Addition of a new Assistant Director post reporting to Executive Director of Finance & Digital	140	0	0	0
Resources - 1 fte capital accountant for housing and regeneration agenda	30	33	0	0
IT Business Systems: Key systems re-procurement	250	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	420	33	0	0
Cumulative Total	420	453	453	453

GROWTH PROPOSALS 2024-28

DEPARTMENT: Finance and Digital

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 FDG1	Service/Section Description	Finance and Digital - Senior Management Addition of a new Assistant Director post reporting to Executive Director of Finance & Digital, driving forward Council-wide efficiencies and commercial activity, as well as supporting the wider housing and regeneration programme, to promote the continued financial sustainability of the council.	140				GS1
		Service Implication	Drive commercial efficiencies in services across the Council					
		Staffing Implications	1 additional FTE					
		Strategic Priorities implications	New Assistant Director post to drive the commercial improvements as part of the change and transformation agenda					
		Impact on other departments	Commercial support to service departments					
		Equalities Implications	None					
O&SC	2024-25 FDG2	Service/Section Description	Resources 1fte capital accountant	30	33			GS1
		Service Implication	Expansion of the capital accounting team to support the housing and regeneration ambition of the Council					
		Staffing Implications	1 additional FTE					
		Strategic Priorities implications	Supporting the housing and regeneration agenda					
		Impact on other departments	Supporting the work of the Housing and Sustainable Development department					
		Equalities Implications	none					
O&SC	2024-25 FDG3	Service/Section Description	Business Systems Team Key business-critical systems re-procurement and new annual support & maintenance contracts costs. Significant market and inflationary factors in the tech sector are putting pressure on the costs of procuring and running systems and despite mitigations, growth is required to deliver new systems or maintain existing ones.	250				GNS1
		Service Implication	Improved, modern systems for service areas					
		Staffing Implications	N/A					
		Strategic Priorities implications	Prioritised projects					
		Impact on other departments	Business engagement required for configuration, training and testing.					
		Equalities Implications	None					
Total				420	33	0	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

HOUSING AND SUSTAINABLE DEVELOPMENT: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Facilities Management - Additional funding required in order to cover the cost of unachievable income targets	301	0	0	0
Total : HOUSING AND SUSTAINABLE DEVELOPMENT Growth 2024-28	301	0	0	0
Cumulative Total	301	301	301	301

GROWTH PROPOSALS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
OSC	2024-25 H&SD G01	Service/Section Description	Facilities Management Additional funding required in order to cover the cost of unachievable income targets against a number of teams within the current division. FM element of this growth bid covers Chaucer Centre income and running costs £147k and the Facilities Management Trading Account £154k.	301				GI1
		Strategic Priorities implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		Total Housing and Sustainable Development Growth Proposals		301	0	0	0	0

GNS1 Non - Staffing: increase in level of service
GNS2 Non - Staffing: New service
GP1 Addition to Procurement / Third Party arrangements
GPROP Increase in Property Related costs

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

MEDIUM TERM FINANCIAL STRATEGY 2024-28

ENVIRONMENT, CIVIC PRIDE AND CLIMATE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Public Protection: Emergency Planning and Business continuity	80	0	0	0
Future Merton - Traffic Management and Transport Planning *	262	(34)	(128)	(100)
Future Merton - Highways - Highways Development/Licensing Officer *	51	(26)	(25)	0
Parking Income - to right size budget following sustained fall in parking income	800	0	0	0
Public Space, Contracts & Commissioning: Retendering an Enhanced Refuse Collection Contract	0	575	0	0
Public Space, Contracts & Commissioning: Enhanced In-House Street Cleansing Service	0	1,425	0	0
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	1,193	1,940	(153)	(100)
Cumulative Total	1,193	3,133	2,980	2,880

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28

DIRECTORATE: Environment, Civic Pride and Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
OSC	2024-25 ECPC G01	Service/Section	Emergency Planning and Business continuity					
		Description	There is the need to grow the current emergency planning service to meet the business-as-usual demands as well as the need to increase resourcing to implement and meet the recommendations set out in the agreed action plan following the Galpin's Road incident.	80	0	0	0	GS1
		Service Implication	The service is seriously under resourced. Due to this, there is no resilience within the team in the event of any major incidents or absence of the officer. Part of the lessons learned from the tragedy at Galpin's Road is the need for an adequately resourced Emergency Planning and Civil Contingencies team to ensure the Council is well equipped to respond to any future incidents both in the short-term and the longer-term recovery phase.					
		Staffing Implications	To change the assistant civil contingencies officer to a civil contingencies officer					
		Strategic Priorities implications	Nurturing civic pride and through growth, will ensure Merton has Emergency Plans that are current, staff who are trained and clearly understand their roles and responsibilities and in the event of any major incident, business continuity plans that are co-ordinated and cohesive and meet the needs of businesses and voluntary organisations ensuring resilience is everybody's business.					
		Impact on other departments	Without an adequately resourced team, the wider council is at risk of not being fully trained in Emergency planning and there is no dedicated function to business continuity which poses risk to how prepared the teams and council is in the event of emergencies and issues.					
		Equalities Implications	none.					
Total				80	0	0	0	
Cumulative Total				80	80	80	80	

GROWTH PROPOSALS 2024-28

DIRECTORATE: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G02	Service/Section Description Service Implication	Traffic Management and Transport Planning To deliver increasing workloads across TFL LIP, LBM Capital/CIL and Cabinet priorities for transport. (EV Charging, E-bike, E-Scooter Trials, Walking+Cycling Plan, EV Strategy, Staff Travel Plans, CPZs and CIL Public Realm Improvements)	262	(34)	(128)	(100)	GS1 + GS2 FUNDING FROM RESERVES
		Staffing Implications	There will be a need to recruit additional temporary resources to deliver the increased workload over the 3 year period (2024/25 - 2027/28)					
		Strategic Priorities implications	This growth will enable the delivery of the priorities in the Cabinet Transport portfolio.					
		Impact on other departments	Improved service to Development Control for supporting planning applications. Cross departmental working with the Public Health and Air Quality teams.					
		Equalities Implications	None					
SC	2024-25 ECPC G03	Service/Section Description Service Implication	Highways Highways Development/Licensing Officer To deliver increasing workloads across the borough regarding small/residential development sites, securing Section 171 license deposits to maintain the highway network. This would be a self funding role as deposits secured will include staff fees to undertake the necessary inspections/quality control. Fund for 18 months to allow for income to self-fund post.	51	(26)	(25)		GS1 FUNDING FROM RESERVES
		Staffing Implications	1 x FTE Highway Development/Licensing Office					
		Strategic Priorities implications	Civic Pride and Sustainable Futures - ensuring the upkeep of Merton's highway network and receiving best value (not undertaking repairs at public expense)					
		Impact on other departments	Improved service with planning enforcement and supporting planning applications.					
		Equalities Implications	None					
		Total		313	(60)	(153)	(100)	

SC
Page 18

GROWTH PROPOSALS 2024-28
DIRECTORATE: Environment, Civic Pride & Climate

Panel	Ref		Description of growth	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G04	Service/Section Description	Parking Income Whilst efforts have been made to achieve additional income it has become apparent that the budgeted parking income targets are unrealistic and unachievable, even after accounting for the previously agreed inflationary increases to parking charges due to be implemented this financial year.	800				GI1
		Service Implication	None					
		Staffing Implications	None					
		Strategic Priorities implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		Total		800	0	0	0	

Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

Panel

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

GROWTH PROPOSALS 2024-28
DEPARTMENT: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G05	Service/Section	Public Space, Contracts & Commissioning					
		Description	<p>Retendering an Enhanced Refuse Collection Contract - The Phase C contract will end on 31 March 2025 and in being split the Refuse Collection element of the contract is being re-tendered. Comparison with other authorities demonstrates the current specification provides a basic low cost service - the revised specification has enhanced the 5 areas below:</p> <ol style="list-style-type: none"> 1. Time Banded Evening Collections 2. Enhanced Communal Refuse Collections (Monday to Friday) 3. Enhanced Communal Recycling Collections (Monday to Friday) 4. Enhanced Flats Over Shops Evening Collection Plus Commercial Food Collection (Monday to Friday Evening) <p>The bid is to cover the estimated increase in annual costs, the true cost will be determined by the result of the tendering process.</p>		575			GNS1
		Service Implication	The current tendered service for waste and street cleansing is being split from 1 April 2025 with the street cleansing service being brought back in-house and the waste collection service being re-tendered					
		Staffing Implications	n/a					
		Strategic Priorities implications	As well as being a statutory service this service is key to the delivery of a number of priorities with the "Civic Pride" Corporate Objective					
		Impact on other departments	Staff from other departments are incorporated into the meetings for the planning, delivery and governance of the service being re-tendered					
		Equalities Implications	It is envisaged that staff will TUPE to the new contractor at the cessation of the existing contract. The tender specification requires pay parity with staff directly employed by Merton					

GROWTH PROPOSALS 2024-28
DEPARTMENT: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G06	Service/Section	Public Space, Contracts & Commissioning					
		Description	Enhanced In-House Street Cleansing Service - The Phase C contract will end on 31 March 2025 and in being split the Street Cleansing element of the contract is being re-tendered. Comparison with other authorities demonstrates the current specification provides a basic low cost service, feedback from residents has highlighted dissatisfaction with the current service and the need for enhancement - the growth figure includes enhancements in the options matrix.		1,425			GS1 & GNS1
		Service Implication	Service improvement based on: Enhanced frequency based service - supported by reactive teams Proactive flytipping removal teams Proactive graffiti removal teams Enhanced town centre cleaning, including pavement washing					
		Staffing Implications	Increased number of operational staff - approx. 22% increase					
		Strategic Priorities implications	As well as being a statutory service this service is key to the delivery of a number of priorities with the "Civic Pride" Corporate Objective					
		Impact on other departments	Staff from other departments are incorporated into the meetings for the planning, delivery and governance of the service being re-tendered					
		Equalities Implications	It is envisaged that staff will TUPE to Merton at the cessation of the existing contract, appointment to any staff vacancies will be undertaken using Merton's processes and procedures and using Merton's employment terms and conditions					
Total				0	2,000	0	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

CHILDREN, LIFELONG LEARNING AND FAMILIES: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Childrens Social Care - New Children's Home in Merton - feasibility & project costs *	105	(40)	(65)	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	105	(40)	(65)	0
Cumulative Total	105	65	0	0

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28

DIRECTORATE: Children, Lifelong Learning and Families

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
C&YP	CLLF 2425 01	Service/Section Description	Childrens Social Care New Children's Home in Merton - feasibility & project costs	105	(40)	(65)		GP1 FUNDING FROM RESERVES
		Service Implication	To undertake a feasibility study and business plan development for a new Children's Home in Merton, to keep children in residential care in Merton (where appropriate) and at lower cost. Currently, commissioned care home placements cost between £184K and £724K per year. Other LAs in London have developed their own care homes to provide greater assurance on safety, quality and cost. The feasibility study would consider the potential as an invest to save project, site and management options. NB if an LBM site it may require capital investment but RSL sites may also be available, with the cost of works covered through rental payments. If a scheme proceeds on an LBM site (or involves a capital grant) the costs of this stage may be capitalizable					
		Staffing Implications	None at this stage. The feasibility study would examine options to directly provide or contract					
		Strategic Priorities implications	Civic Pride					
		Impact on other departments	Site and potential demand on capital programme					
		Equalities Implications	The feasibility would include a full EIA, but it is expected that if taken forward it would have a positive impact on children in care with protected characteristics					
		Total		105	(40)	(65)	0	
		Cumulative Total		105	65	0	0	

Page 23

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
O&SC	2024-25 ICG5	Service/Section Description	All Directorates	260	45	43	38	GS1
		Service Implication	Organisational Pay Review Merton is currently carrying a high number of interim staff at the top of the organisation, which is a major contributing factor to a high overall agency spend. This creates instability in the leadership of the organisation and makes it more difficult to drive through change. The pay review aims to address this.					
Page 24		Staffing Implications	The new scales will apply across tier 1 (EDs), tier 2 (ADs) and senior tier 3 (senior service heads). There will be no pay increases at tier one, just a regularisation of the market factor pay currently applied to ED roles.					
		Strategic Priorities implications	Merton struggles to recruit permanently to a number of roles, and one factor in this is that our substantive pay is often lower than that offered by our statistical and geographical neighbours. There is a need for a pay review across the organisation, a major piece of work that will take around 18 months. The first phase of this work has been to review pay at the top three tiers of the organisation to allow us to permanently recruit into those senior roles, to regularise market factor supplements where they exist, and avoid ongoing and unsustainable agency/interim frees.					
		Impact on other departments	This is a review of senior pay across all departments					
		Equalities Implications	None as this will be a Council wide review, with the senior pay review being the first phase					
Total				260	45	43	38	

Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

Panel

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

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Priority Proposals that could be funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	385	320	0	0	705
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	0	0	0	0	0
Environment, Civic Pride and Climate	313	253	100	0	666
Children, Lifelong Learning, and Families	105	65	0	0	170
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Total Growth 2024-28	803	638	100	0	1,541

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Communications: Add Communications Manager post into the permanent establishment	65	0	0	0
Customer, Policy and Improvement: Creation of a transformation team	320	320	0	0
Total : INNOVATION AND CHANGE Growth Funded from Reserves	385	320	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	0	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Future Merton - Traffic Management and Transport Planning	262	228	100	
Future Merton - Highways - Highways Development/Licensing Officer	51	25		
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	313	253	100	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Childrens Social Care - New Children's Home in Merton - feasibility & project costs	105	65	0	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	105	65	0	0

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Further Review Proposals that could be funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	0	0	0	0	0
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	0	0	0	0	0
Environment, Civic Pride and Climate	110	0	0	0	110
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Total Growth 2024-28	110	0	0	0	110

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : INNOVATION AND CHANGE Growth Funded from Reserves	0	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	0	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Public Space / Waste Services - Mechanised Sweeping ongoing revenue costs	80	0	0	0
Public Space / Waste Services - Roll out of Garth Road on the Road as a core service	30			
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	110	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	0	0	0	0

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	36	565	0	0	601
Finance and Digital	380	0	0	0	380
Housing and Sustainable Development	377	(40)	(60)	0	277
Environment, Civic Pride and Climate	310	30	0	0	340
Children, Lifelong Learning, and Families	60	0	0	0	60
Adult Social Care, Integrated Care, and Public Health	538	257	370	387	1,552
Total Savings 2024-28	1,701	812	310	387	3,210
Cumulative Total	1,701	2,513	2,823	3,210	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Fees and Charges Review - Additional Income	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	0	0	0	0	0
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	185	0	0	0	185
Environment, Civic Pride and Climate	223	(23)	0	0	200
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	50	150	0	0	200
Total Savings 2024-28	458	127	0	0	585
Cumulative Total	458	585	585	585	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Innovation and Change</u>					
Communications and Engagement - Renegotiating and reprocurement of service contracts and income generation	0	65	0	0	65
Transformation and Change - Review of admin and business support.	36	500	0	0	536
Total Savings 2024-28	36	565	0	0	601
Cumulative Total	36	601	601	601	

PROPOSED SAVINGS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	2024-25 ICS1	Service/Section	Communications and Engagement								
		Description	Renegotiating and reprocurement of service contracts and income generation	1,012	65				Medium	Medium	SI2/SNS1
		Service Implication	The service currently holds a number of expensive IT system contracts that can be reprocured or cancelled, leading to savings. There is additional scope for income generation through advertising, in-house graphic design services and other commercial activity.								
		Staffing Implications	N/A								
		Strategic Priorities implications	N/A								
		Impact on other departments	N/A								
		Equalities Implications	N/A								

PROPOSED SAVINGS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	2024-25 ICS2	Service/Section	Transformation and Change						Medium	Low	SS1
		Description	Review of admin and business support.	8,000	36	500					
		Service Implication	The review will lead to better and more streamlined business support and administration across the organisation, and will aim to create more apprenticeships in place of agency staff reliance.								
		Staffing Implications	review will require wide ranging staff restructure, extensive staff and TU consultation								
		Strategic Priorities implications	Will support the effective delivery of all								
		Impact on other departments	Will support the effective delivery of all								
		Equalities Implications	There will be full EIAs carried out as the review progresses								
Total Savings Proposals 2024-28					36	565	0	0			

Page 31

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Finance and Digital</u>					
Resources - Insurance Reduce contribution to the insurance provision	40	0	0	0	40
Resources - Treasury -Increased interest income from Treasury Management activities	300	0	0	0	300
I&T - IT Costs Decommissioning of Citrix	40	0	0	0	40
Total Savings 2024-28	380	0	0	0	380
Cumulative Total	380	380	380	380	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Finance and Digital

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	2024-25 FDS1	Service/Section	Resources - Insurance								
		Description	Reduced contribution to the insurance provision on the basis of a review of the Council's risk profile	644	40				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
OSC	2024-25 FDS2	Service/Section	Resources - Treasury								
		Description	Increased interest income from Treasury Management activities	6,321	300				Low	Low	SI1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
OSC	2024-25 FDS3	Service/Section	I&T - IT Costs								
		Description	Decommissioning of Citrix	40	40				Low	Low	SNS1
		Service Implication	Decommission the current Citrix infrastructure and provide laptops to those staff currently using the Pi desktop equipment. This will reduce the operating costs of the IT operating environment.								
		Staffing Implications	Staff will provided with laptops instead of using the current PI desktop equipment								
		Strategic Priorities implications	None								
		Impact on other departments	Impact on the way staff access IT, though the number of staff using PI equipment has reduced given the shift towards SMART								
		Equalities Implications	none								
Total Savings Proposals 2024-28					380	0	0	0			

Page 33

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Housing and Sustainable Development</u>					
Development management and enforcement – reallocate heritage work amongst the team	41	0	0	0	41
Development management and enforcement – more effective allocation of administration tasks	94	0	0	0	94
Climate change/strategic planning/ future merton – more effective use of climate change budgets	150	(90)	(60)	0	0
Facilities Management - Reduction in vacant posts	92	0	0	0	92
Facilities Management - Review printing services, move to paperless and remove printers where possible.	0	50	0	0	50
Total Savings 2024-28	377	(40)	(60)	0	277
Cumulative Total	377	337	277	277	

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Housing and Sustainable Development</u>					
Development management - Review planning fee income	185	0	0	0	185
Total Fees and Charges Proposals 2024-28	185	0	0	0	185
Cumulative Total	185	185	185	185	

PROPOSED SAVINGS 2024-28
DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	HSD2425-S01	Service/Section	Development management and enforcement	1,254	41				Low	Medium	SS2
		Description	reallocate heritage work amongst the team								
		Service Implication	could leave us open to challenge on heritage or conservation area issues, as advice would be provided by planning officers, rather than a specific specialist. However, it provides an opportunity for staff training and development, and consultancy support can be used via planning agreements for large, complex applications.								
		Staffing Implications	none - one vacant staff post (currently filled by agency support)								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
SC	HSD2425-S02	Service/Section	Development management and enforcement	1,254	94				Low	Low	SS2
		Description	more effective allocation of administration tasks								
		Service Implication	planning officers will have to do more of the administration work, but this can be managed more effectively through use of technology and better processes.								
		Staffing Implications	none - currently staffed via agency role								
		Strategic Priorities implications	none								
		Impact on other departments	none								
		Equalities Implications	none								

PROPOSED SAVINGS 2024-28
DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	HSD2425-S03	Service/Section	Climate change/ strategic planning/ future merton	1470	150	(90)	(60)	0	Low	Medium	SS2
		Description	More efficient use of the climate fund. Reducing the business retrofit support scheme by £130,000 in 24/25 and £60,000 in 25/26 and the engagement fund by £20,000 in 24/25								
		Service Implication	No particular service implications - less funding will be provided to the business retrofit projects and some less to engagement events, but the existing funding will be used more efficiently and the scope looked at accordingly.								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	none								
		Equalities Implications	none								
OS06	HSD2425-S04	Service/Section	Facilities Management	143	92				Low	Low	SS2
		Description	Adjusting the budget to reflect current staffing levels.								
		Service Implication	Adjusting the budget to reflect current staffing levels. Services will continue to be delivered in an efficient and streamlined way.								
		Staffing Implications	none - currently vacant or staffed via agency role								
		Strategic Priorities implications	none								
		Impact on other departments	potential need for use of outside consultants rather than in house staff for capital proejects, but this will be costed into any project, and could potentially be less expensive than the facilities management trading account								
		Equalities Implications	none								

PROPOSED SAVINGS 2024-28
DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	HSD2425-S05	Service/Section	Facilities Management	Budgets sit across numerous departments and the baseline need to be properly assessed as part of the review.		50			Medium	Low	SNS1
		Description	Review printing services, with a look to move to more paperless working, and remove printers where possible and/or provide printing more efficiently. This would bring small savings, but not significant as the lease for the printers has already run out, so we are only paying click charges.								
		Service Implication	Implication for efficiency for those reliant on paper - particularly SLLP, Parking Services (permit printing), MASH, Mascot. Would need to work with staff to move to paperless and support with culture change and ways of working								
		Staffing Implications	Change management required to move towards a more paperless way of working for all staff and members								
		Strategic Priorities implications	Supports our climate emergency priorities								
		Impact on other departments	Impacts all departments - but review will look at how to reduce paper usage and find savings in an efficient way and supporting staff to move paperless and use the technology already available to them through Office 365 etc								
		Equalities Implications	Could have equalities impacts for staff who need to use paper more than screen (potentially those with neuro-diversity issues or other accessibility issues with computers). Would need to be investigated further.								
Total Savings Proposals 2024-28					377	(40)	(60)	0			

PROPOSED SAVINGS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	HSD2425-S06	Service/Section	Development management						Low	Medium	SI1
		Description	Review planning fee income in respect of doubling pre-application charges (extra £35,000), securing increased Planning Performance Agreement payments (up to £150,000), raising the planning application fees (estimated 15%) and bringing in external funding (from a total of £24 million) in line with the Central Government announcements w/c Monday 24th July. It should be noted that planning fees can only be used to pay for the planning department, and have to be ringfenced for this purpose		185						
		Service Implication	Can be used to support staffing budgets in the development management team								
		Staffing Implications	Can be used to support staffing budgets in the development management team - legally can only be used to support development management budgets								
		Strategic Priorities implications	n/a								
		Impact on other departments	n/a								
		Equalities Implications	n/a								
Total Savings Proposals 2024-28					185	0	0	0			

Page 38

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Environment, Civic Pride and Climate</u>					
Waste Services - Disposal/treatment of food and garden waste	150	0	0	0	150
Greenspace - Highways Verge Cutting	60	0	0	0	60
CPZ Programme - Budget reduction without loss of function/service	100	0	0	0	100
SLWP - Management and Admin charges - Reduction of contractual payment to SLWP	0	30	0	0	30
Total Savings 2024-28	310	30	0	0	340
Cumulative Total	310	340	340	340	

Page 39

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Environment, Civic Pride and Climate</u>					
Highways and Transportation -Increase in fees and charges for a range of licences and services	200	0	0	0	200
Leisure - short term lease	23	(23)	0	0	(0)
Total Fees and Charges Proposals 2024-28	223	(23)	0	0	200
Cumulative Total	223	200	200	200	

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving		Proposed saving					Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
				Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000			
SC	ECPC2425-S01	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Waste Services SLWP have estimated savings for the disposal/treatment of food and garden waste for 23-24. No direct customer service implications due savings being a reduction in gate fees levied for treating food and green waste. This savings is limited to the duration of the contract and may be offset through higher waste volumes generated through household waste collections. There is also potential risk in the reduction in food waste processed as maturing food waste recycling services often have a reduction in overall tonnage collected as behaviours change. None Continues to support environmental targets for recycling None None	502	150				Medium/High	LOW	SP1
SC	ECPC2425-S02	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Greenspace Highways verge cutting - change from an outcome-based requirement to a cyclical programme Improve the efficiency of Highways verge cutting by shifting from an outcome-based requirement to a cyclical programme, tailored by the parks and grounds maintenance service provider. This strategic approach will lead to resource savings through more efficient service delivery. It is expected to have a benefit of increased biodiversity reflecting our commitment to a greener and more sustainable community. Any excess growth in verge grass, in between cyclical cuts, that may affect sightlines on road junctions will be dealt with as necessary – as is currently. Potential reduction of FTEs from service providers seasonal workforce. Civic Pride / Sustainability None None	963	60				LOW	HIGH	SS2

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	Proposed saving				Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
					2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000			
SC	ECPC2425-S03	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	CPZ Programme Budget reduction without loss of function/service Reduced capacity to expand service if more CPZs are required. None None None No assesment needed, the programme continues.	396	100				Low	Medium	SNS1
SC	ECPC2425-S04	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	SLWP - Management and Admin charges Reduction of contractual payment to SLWP following end of Waste Collection Contract Review and reprofile of the SLWP management support provided following the cessation of the Phase C, Lot 1 - street environment contract No direct LBM staffing implications Sustainable Future N/A None	194		30			LOW	LOW	SP1
Total Savings Proposals 2024-28					310	30	0	0			

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ECPC2425-S05	Service/Section Description	Highways and Transportation Increase in fees and charges for a range of licences and services including vehicle crossovers, streetworks permits, skip licencing, scaffold licencing and development site related charges by an average of 12%. Some fees will increase by a lower % and some by a higher %.	1,652	200				LOW	LOW	S11
		Service Implication	No impact, work undertaken as part of business as usual								
		Staffing Implications	No impact, work undertaken as part of business as usual								
		Strategic Priorities implications	No impact, work undertaken as part of business as usual and contributing to the maintenance and management of the highways.								
		Impact on other departments	No impact, work undertaken as part of business as usual. Impact of increased fees will feed through to developers and those requesting roadworks approvals.								
		Equalities Implications	No impact, no change in outcomes.								
SC	ECPC2425-S06	Service/Section Description	Leisure Provide a short term lease to local provider to utilise the Morden Assembly Hall. Savings will be on new income associated with a let of the facility.	0	23	(23)			MEDIUM	MEDIUM	S12
		Service Implication	No significant impact identified as no service related customers utilise the facility								
		Staffing Implications	None								
		Strategic Priorities implications	Civic Pride								
		Impact on other departments	Car park security is a potential risk point for attracting environmental crimes, including waste fly-tipping								
		Equalities Implications	None, assessment completed, no customers since 2019								
Total Savings Proposals 2024-28					223	(23)	0	0			

Page 42

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Children, Lifelong Learning and Families</u> Education and Early Help - Pre-schools	60	0	0	0	60
Total Savings 2024-28	60	0	0	0	60
Cumulative Total	60	60	60	60	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Children, Lifelong Learning and Families

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CLLF202425 S01	<p>Service/Section Description</p> <p>Education and Early Help Pre-schools: The government funds free childcare places for eligible children aged 2, 3 and 4 years. Funding is distributed by the Early Years Dedicated Schools Block (EYDSG)</p> <p>The government set a base rate which LAs apply a local formula for. This is used to distribute funds across the local area.</p> <p>In addition to places provided by Private, Voluntary and Independent nurseries (PVIs) and school nursery classes, Merton Council directly supplies approximately 100 places for families that are funded via the EYDSG.</p> <p>The Council mostly provides these early education and childcare places where the market has failed/offers limited supply. This is the case in the early education and childcare offer for families living in low-income households, eligible for part time places of 15 hours a week term time only.</p> <p>From 2024, a new funding rate has been applied for 2-year places, with an increase in budget estimated at around 25%.</p> <p>This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.</p> <p>EY DSG can only be used to fund Ofsted registered places in accordance with statutory guidance.</p> <p>Service Implication No reduction to services: savings are via an approximate anticipated 25% increase in the local hourly rate paid to providers for 2 year old places</p> <p>Staffing Implications N/A</p> <p>Strategic Priorities implications Support for vulnerable families meets the Civic Pride priority</p> <p>Impact on other departments N/A</p> <p>Equalities Implications This provision supports a high proportion of children with more significant SEND, children living in poverty, families with support needs, high levels of EAL, but no service impact as service will continue with additional government funding</p>		80	60				Low	Low	SP2
Total Savings Proposals 2024-28					60	0	0	0			

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Adult Social Care, Integrated Care and Public Health</u>					
Adult Social Care- Supported Living Placements	0	0	163	180	343
Adults - Reablement	40	40	40	40	160
Mental Health - S75 agreement	80	167	167	167	581
Mental Health Brokerage	118	0	0	0	118
Adult Social Care Placements- Homecare	250	0	0	0	250
Adult Social Care & Public Health (Integration of Commissioning Functions)	50	50	0	0	100
Total Savings 2024-28	538	257	370	387	1,552
Cumulative Total	538	795	1,165	1,552	

Page 45

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Adult Social Care, Integrated Care and Public Health</u>					
Adult Social Care- Placements - reviewing fees and charges in line with the Care Act 2014	50	150	0	0	200
Total Fees and Charges Proposals 2024-28	50	150	0	0	200
Cumulative Total	50	200	200	200	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	ASCICPH 121	Service/Section	Adult Social Care- Supported Living Placements	50,636	-	-	163	180	M	L	SNS1	
		Description	The Re-development of the JMC/Riverside Drive site will include the building of a purpose built day centre and also the building of 21 supported living flats for people with a learning disability. This proposal will have major benefits to residents with increased independence and keeping people out of restrictive instatutionalised care. The proposal will also enable residents to have their own tenancies and greater control over their lives. There are also cost benefits of offering Supported Living as an alternative to (moderate) LD residential care. This saving is linked to CH119 (£300k) and is an increase on the original saving to reflect the increased 'cost of living' increases to placement costs in comparison to supported living.									
		Service Implication	This proposal will increase capacity in supported living for people with a learning disability in Merton. This proposal will also support younger adults in transition from childrens services who need specialist accomodadion and help residents to stay in their local communities close to their families and friends. Opening the new units will help to divert the provision from (moderate) LD Residential to supported living for those assessed as needing supported living which is benefical for the resident but also cost effective. This proposal also assumes that 8 clients will move from residential care to supported living (35 weeks so not full year) following assessment. This will apply for for those that wish to return to Merton and no longer need residentail care following an assessment of need.									
		Staffing Implications	Will be provided by external provider via tender for support services									
		Strategic Priorities implications	Sustainable Merton - affordable housing and specialist services Civic pride- investing in vulnerable adults									
		Impact on other departments	Delivery of site redevelopment dependent on Future Merton (and third party delivery)									
		Equalities Implications	LD, figures of M/F split in transition cases coming through									

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 122	Service/Section	Adults - Reablement	50,363	40	40	40	40	L	Low	SP1
		Description	Adult Social Care have a very strong, well respected and successful existing reablement service which focuses on hospital discharges (70 % of people regain their independence and need no care following a period of reablement). This service mainly focusses on hospital discharge so the service misses the chance to reable community clients accessing services through our ASC First Response Team 'front door for ASC'. The proposal is that we have a similar reablement service working with people entering the service from the community (approx. 30 per month). It is important to note the success rate for community reablement will be different for those in the community than for hospital discharge pathways as people are generally deconditioned following a stay in hospital.								
		Service Implication	This proposal supports the prevention/early intervention model. Increasing independence for residents and reducing dependence and the need for care packages on a long term basis. It will also help to keep people in their own homes and out of hospital and 24 hr care.								
		Staffing Implications	Some additional reablement capacity will be required in the service. It is likely to be a different model of delivery to the current hospital pathway model, with some internal staffing but the 'homecare' element could be provided through an external provider.								
		Strategic Priorities implications	Sustainable Merton/Civic Pride - Keeping people independent in their own homes and supporting vulnerable residents to maintain their skills and independence.								
		Impact on other departments	None								
		Equalities Implications	EIA would need to be completed the net impact is likely to be positive.								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 123	Service/Section	Mental Health - S75 agreement	2,092	80	167	167	167	M	L	SNS2
		Description	LBM is the only SWL borough with a section 75 agreement (Section 75 of the National Health Services Act 2006 between partners (NHS bodies and local authorities) can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner) in place with SWL STG MH Trust (South West London St Georges Mental Health Trust). All other SWL boroughs have ended their section 75 arrangements and returned their social work staff into their council structures, while still undertaking their statutory duties and working closely with the MH Trust. All SWL boroughs (and the MH Trust) report that they are happy with this arrangement and that they have more control over their Care Act Duties and report that they are better able to ensure that they meet statutory responsibilities. We would also be able to ensure that all Care Act activity undertaken by staff are recorded accurately on Mertons client data base and be able to report on our statutory duties and functions								
		Service Implication	We would have to give formal notice to end the section 75 agreement with the mental health trust following internal approval for this proposal. We would need consultation with staff. Statutory duty performance is different to internal LBM teams and the current set up is a risk to Care Quality assurance as operating practices differ across delivery of our Care Act functions and impact on performance reporting. The target implementation would be in October 2024								
		Staffing Implications	23 FTE are on LBM payroll and 15.5 on trust payroll working for LBM within the MH Trust. We would also need a restructure of the social work Locality teams within Merton to incorporate these new staff and rationalise the management structures.								
		Strategic Priorities implications	Sustainable Merton/Civic Pride								
		Impact on other departments	None								
		Equalities Implications	Full EIA needed								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 124	Service/Section	Mental Health Brokerage	50,636	118	-	-	-	L	Low	SN2
		Description	Currently SWL STG MH Trust source and broker (buy) care packages and residential/nursing placements for Merton Residents (open to their teams) who need a care package on behalf of Merton. The proposal is that we return the brokerage function for Mental Health social care placements to the boroughs adult brokerage team. This will facilitate better market management and effective social care placements. This proposal will also ensure that the negotiation of services with providers are in line with other brokerage pathways within ASC and that ASC commitments are accurately recorded in Mosaic (client data base). It also enables better strategic commissioning and market shaping for Mental Health services								
		Service Implication	Brokerage will experience an increase in the number of packages, but this will likely be minimal (3 -4 per week). There will be more market development needed with Mental Health providers. All agreed support plans will be brokered using the Mosaic system, enabling accurate reporting of MH placement commitments through the year.								
		Staffing Implications	There are currently no staff in the MH service with the title 'Broker', there are 3 administrative workers that have the recording responsibility. The existing Brokerage service will absorb the responsibilities within the existing structure and there may be a need to invest further in Mental Health commissioning in order to develop the market.								
		Strategic Priorities implications	Sustainable Merton								
		Impact on other departments	None material								
		Equalities Implications	EIA to be completed but there are minimal EIA implications as this is transactional and should improve quality of placements								

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 125	Service/Section	Adult Social Care Placements- Homecare	50,636	250	-	-	-	L	Low	SP1
		Description	The new homecare contracts will mobilise from 2nd October 2023. All 4 prime providers and 6 supplementary providers are contractually obliged to use the improved CM2000 electronic call monitoring system. This monitoring system allows for better monitoring of care providers (staff sign in and out electronically on each visit to a resident) and will improve outcomes for residents. The call monitoring system also means that the borough pays actual call cost incurred on all packages with those providers, rather than planned costs (on a 60 min visit of the carer stays for 45 mins we pay for 45 and not 60). This will lead to achieving savings against planned hours of homecare.								
		Service Implication	Improved outcomes for residents along with increased digital monitoring of home care contracts which will result in better delivery of home care.								
		Staffing Implications	None								
		Strategic Priorities implications	Sustainable Merton/Civic Pride - cost efficient services based on accurate monitoring of home care which also ensures that people get the support calls they need								
		Impact on other departments	None								
		Equalities Implications	EIA to be completed but no negative impact								
HC&OP	ASCICPH 126	Service/Section	Adult Social Care & Public Health (Integration of Commissioning Functions)	2,302	50	50	-	-	L	L	SN2
		Description	Reviewing the commissioning, contract management, business intelligence, performance functions across the department and developing a single unified approach. Currently these functions are undertaken separately within ASC and PH. We will also consider the opportunities that a new SWL ICB Merton Place structure (due to be in place April 2024) has for integrated working but this proposal will focus on our internal functions in the interim.								
		Service Implication	This proposal will involve changes to the model of commissioning across ASC, IC & PH but it is intended that overall outcomes are improved and service delivery functions better supported as a result.								
		Staffing Implications	The Intention is to deliver efficiency by remodelling functions. Any in scope vacancies will be held for deletion in order to avoid possible redeployment or redundancy.								
		Strategic Priorities implications	Sustainable Merton - ensuring best value through consistent and well co-ordinated commissioning								
		Impact on other departments	There may be opportunities to align wider commissioning functions.								
		Equalities Implications	EIA to be completed								
		Total			538	257	370	387			

PROPOSED SAVINGS 2024-28

DEPARTMENT: Adult Social Care, Integrated Care and Public Health

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	ASCICPH 127	Service/Section	Adult Social Care- Placements	(10,868)	50	150	-	-	L	L	SI1
		Description	Income Generation through reviewing our fees and charges in line with the Care Act 2014. Currently all South West London Local Authorities have charges in place for Care Act functions completed for self funders, or are currently consulting on charges for self funders. This proposal will bring Merton in line with our SWL neighbours.								
		Service Implication	There will be a corporate review of charging which this review will fit into but we need to review our charging policies in line with the care act 2014. This review will include the review of the charging policy and include the cost recovery of services provided by ASC to self funders.								
		Staffing Implications	None								
		Strategic Priorities implications	Sustainable Merton - maximising income to the department and fair cost of care								
		Impact on other departments	F&D								
Equalities Implications	Full consultation would be needed with customers which will impact on year one delivery and we are in a cost of living crisis										
		Total			50	150	-	-			

200

Page 51

- SN2** 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 ringfenced 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
 - OSC** Overview and Scrutiny
 - HC&OP** Healthier Communities & Older People
 - SC** Sustainable Communities

SUMMARY OF EQUALITIES IMPACT ASSESSMENTS - SAVINGS TO CABINET 16 November 2023

SAVINGS REFERENCE	CABINET	DIRECTORATE	SAVING	OUTCOME
Overview and Scrutiny Commission				
2024-25 ICS1	16 November 2023	Innovation and Change	Communications and Engagement - Renegotiating and reprocurement of service contracts and income generation	1
2024-25 ICS2	16 November 2023	Innovation and Change	Transformation and Change - Review of admin and business support.	2
2024-25 FDS1	16 November 2023	Finance and Digital	Resources - Insurance Reduce contribution to the insurance provision	1
2024-25 FDS2	16 November 2023	Finance and Digital	Resources - Treasury -Increased interest income from Treasury Management activities	1
2024-25 FDS3	16 November 2023	Finance and Digital	I&T - IT Costs Decommissioning of Citrix	1
HSD2425-S04	16 November 2023	Housing & Sustainable Development	Facilities Management - Reduction in vacant posts	1
HSD2425-S05	16 November 2023	Housing & Sustainable Development	Facilities Management - Review printing services, move to paperless and remove printers where possible.	1
Healthier Communities and Older People Overview and Scrutiny Panel				
ASCICPH 121	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care- Supported Living Placements	1
ASCICPH 122	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adults - Reablement	1
ASCICPH 123	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Mental Health - S75 agreement	2
ASCICPH 124	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Mental Health Brokerage	1
ASCICPH 125	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care Placements- Homecare	1
ASCICPH 126	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care & Public Health (Integration of Commissioning Functions)	1
ASCICPH 127	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Review of ASC Fees and Charges	2
Children and Young People Overview and Scrutiny Panel				
CLLF202425 S01	16 November 2023	Children, Lifelong Learning, and Families	Education and Early Help - Pre-schools	1
Sustainable Communities Overview and Scrutiny Panel				
HSD2425-S01	16 November 2023	Housing & Sustainable Development	Development management and enforcement – reallocate heritage work amongst the team	1
HSD2425-S02	16 November 2023	Housing & Sustainable Development	Development management and enforcement – more effective allocation of administration tasks	1
HSD2425-S03	16 November 2023	Housing & Sustainable Development	Climate change/strategic planning/ future merton – more effective use of climate change budgets	1
ECPC2425-S01	16 November 2023	Environment, Civic Pride and Climate	Waste Services - disposal/treatment of food and garden waste	1
ECPC2425-S02	16 November 2023	Environment, Civic Pride and Climate	Greenspace - Reduce Highways Verge Cutting Frequency	1
ECPC2425-S03	16 November 2023	Environment, Civic Pride and Climate	CPZ Programme - Budget reduction without loss of function/service	1
ECPC2425-S04	16 November 2023	Environment, Civic Pride and Climate	SLWP - Management and Admin charges - Reduction of contractual payment to SLWP	1
ECPC2425-S06	16 November 2023	Environment, Civic Pride and Climate	Leisure - short term lease to Hilton Pharmacy for full responsibility for Morden Assembly Hall	2

Equality Analysis



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

What are the proposals being assessed?	Communications Team - Renegotiating and reprocurement of service contracts and income generation. (Ref.2024-25 ICS1)
Which Department/ Division has the responsibility for this?	Innovation and Change

Stage 1: Overview	
Name and job title of lead officer	Matt Burrows, Interim Head of Communication and Engagement
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 service currently holds a number of expensive IT system contracts that can be reprocured or cancelled, leading to savings. There is additional scope for income generation through advertising, in-house graphic design services and other commercial activity.
2. How does this contribute to the council's corporate priorities?	Improved value for money and increased income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Impact will be on commercial organisations with which the Council ends its contractual arrangements with.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Finance and Digital hold a number of the contracts within the scope of this proposal. The Communication Team will retain overall responsibility.

Stage 2: Collecting evidence/ data

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

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

Contract Register.

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?

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.**

Page

55

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes


10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

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

- The assessment has identified no potential for positive or negative impacts on protected characteristics.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement.	Signature: 	Date: 25 October 2023
Improvement action plan signed off by Director/ Head of Service	Polly Cziok, Executive Director for Innovation and Change	Signature: 	Date: 25 October 2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Council-wide Admin and Business Support functions (Ref.2024-25 ICS2)
Which Department/ Division has the responsibility for this?	Innovation and Change; Customers, Policy and Improvement

Stage 1: Overview	
Name and job title of lead officer	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The review will lead to better and more streamlined business support and administration across the organisation and will aim to create more apprenticeships in place of reliance on agency staff.
2. How does this contribute to the council's corporate priorities?	Improved internal support to service delivery teams (supporting improved outcomes for residents) and better value for money.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	An initial review of posts in scope has identified approximately 205 posts across 120 roles. The 120 roles encompass a broad spectrum of administrative and business support roles, as well as associated roles such as programme management and support roles. There are a small number of service areas, primarily those delivered via partnership arrangements, which it has been agreed will be excluded from the scope of the review.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The scope of the review encompasses the six Directorates within 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).

Information on the roles and posts in scope has been provided by Human Resources. The analysis to date has used anonymized data. During the course of the proposed review further work will be undertaken to understand the breakdown of the cohort of the in-scope workforce in order to be able to identify the extent to which there is the potential for disproportionate impact on particular protected characteristics. This more detailed analysis will allow for more nuanced and targeted mitigation strategies to be developed in respect of any disproportionate impacts identified.

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	✓		✓		Increasing apprenticeship opportunities may positively impact opportunities for younger people to begin a career with the Council. Although further analysis is required, the likely age profile of the existing cohort of employees may mean a disproportionate impact on older employees.
Disability	✓		✓		There may be positive impacts in terms of new systems, processes and technologies making roles more accessible to individuals with particular disabilities (subject to further testing). Again, further analysis is required, but there is the possibility for disproportionate impact depending on the proportion of individuals with disabilities in the overall in-scope cohort.
Gender Reassignment		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Marriage and Civil Partnership		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Pregnancy and Maternity		✓		✓	No positive or negative impacts identified at this stage, but this will be

					subject to more detailed testing as outlined above.
Race		✓	✓		Again, further analysis is required, but there is the possibility for disproportionate impact depending on the proportion of individuals from black and minority ethnic communities in the overall in-scope cohort.
Religion/ belief		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Sex (Gender)	✓		✓		Improved career pathways may provide positive impacts dependent on the gender balance across the overall in-scope cohort. Again, further analysis is required, but there is the possibility for disproportionate impact depending on the gender balance across the overall in-scope cohort.
Sexual orientation		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Socio-economic status	✓		✓		Improved career pathways and apprenticeships may provide positive impacts for low-income households and individuals. Negative impacts may arise as a result of the fact that the salaries of a significant proportion of the in-scope roles and posts are at the lower end of the Council's pay scales.

DRAFT

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

This is an initial analysis prior to the review being commenced. The mitigation has several components:

- The review will be undertaken in a manner that is fully consistent with the Councils Policy and Procedures for managing Organisational Change.
- Further analysis of individualised data to provide a richer understanding of the potential for negative impact in regards to specific protected characteristics (and combinations of protected characteristics) as a precursor to developing more targeted mitigation actions.
- Ongoing engagement with the in-scope workforce to understand potential impacts and to co-design mitigations.
- Further full EIAs to be undertaken at relevant points in the review and in particular in relation to proposed new / changed delivery models.

Stage 4: Conclusion of the Equality Analysis

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

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

Page
61

- 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?
Further detailed analysis of the in-scope workforce is required in order to better understand the scope for positive or negative impacts to be present.	Completion of the more detailed analysis with support from Human Resources.	Analysis completed and outcome report presented to Corporate Management Team	31 January 2024	Existing	Keith Burns	Yes
Potential for negative impacts identified against Diverse Protected Characteristics.	Compliance with Council's Policies and Procedures for managing organisational change.	End of review report completed.	31 May 2024	Existing	Keith Burns	Yes
	Completion of the detailed analysis referred to above.	Analysis completed and outcome report presented to Corporate Management Team	31 January 2024	Existing	Keith Burns	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

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

- The assessment has identified the potential for a number of positive and negative impacts across five of the Protected Characteristics.
- It is recognized that further detailed analysis of the in-scope cohort is required in order to ascertain with a greater degree of confidence the potential for either positive or negative impacts to be present, which in turn will allow for more tailored mitigations to be developed and implemented. This further analysis may also change the impact assessment for the remaining five Protected Characteristics.
- Compliance with the Council's Policies and Procedures for managing organizational change is an important element of the mitigation plan, as is engagement with the in-scope workforce and co-design of mitigating actions.

DRAFT

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement.	Signature: 	Date: 25 October 2023
Improvement action plan signed off by Director/ Head of Service	Polly Cziok, Executive Director for Innovation and Change	Signature: 	Date: 25 October 2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	A series of Finance and Digital Service savings (Ref. 2024-25 FDS1 & FDS2)
Which Department/ Division has the responsibility for this?	Finance and Digital

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. DoF Finance and Digital
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)	Various savings in back office costs from 24/25:- Insurance contributions £40,000 Treasury Management Activities £300,000
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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).

- An analysis of recent years spend and income 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				✓	Back office savings will not directly affect protected characteristics.
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?

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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


Stage 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 1 Assessment

•

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Roger Kershaw, DoF Finance & Digital	Signature: 	Date:25.10.23
Improvement action plan signed off by Director/ Head of Service	Asad Mushtaq, Executive Director, Finance & Digital	Signature: <i>Asad Mushtaq</i>	Date:1.11.23

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Removal of Citrix Infrastructure & Equipment (Ref. 2024-25 FDS3)
Which Department/ Division has the responsibility for this?	Finance and Digital / Infrastructure and Technology

Stage 1: Overview	
Name and job title of lead officer	Richard Warren, Head of IT Service Delivery
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>Citrix is an IT solution which provides a virtual desktop to users, there is a complex architecture and the backend which includes physical servers. Citrix technology has not really been developed and now provides quite limited functionality in comparison with some other available solutions which provide the same features but with the additional benefit of being hosted in the Cloud.</p> <p>This change will deliver direct financial savings to the Council of approximately £40k per annum.</p> <p>The proposal is to remove this current service and replace it with a cloud-based solution called Azure Virtual Desktop (AVD) and replace the limited functionality Pi desk top boxes and provide officers with one of a number of different equipment options which include laptops, PC's and mobile devices depending on the nature of the role being undertaken.</p> <p>However, there are a very limited number of service areas which due to the nature of the services provided and the systems they use will still require this virtual desktop environment, and the proposal these will be migrated to the AVD.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports the Councils wider digital IT strategy of Cloud first.
3. Who will be affected by this proposal? For example who are the external/internal customers,	This proposal will affect all users who currently use the Citrix environment and therefore we will be engaging with individual teams to identify their specific operational requirements so that we can provide the most appropriate type of equipment. This proposal will not impact external customers, the wider community or partner organisations.

Page 70

communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	As this is a move to using an alternative infrastructure/system there are no other departments involved, but service users in every department will be affected as they will need to move to using different desktop equipment or alternatively use the new AVD.

DRAFT

Stage 2: Collecting evidence/ data

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

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

This is the replacement of an operational IT system, and we are not removing or reducing any service provision so on that basis we do not foresee any potential issues in respect to equality groups being affected.

This proposal may require some minor adjustments to existing working arrangements for some members of staff who will be issued with new equipment, but this will be covered as part of a local risk assessment process when assessing the most appropriate item of equipment to issue. We have now more laptops deployed and make strategic sense to provide laptops to all users. Where there are common areas and officers cannot change laptops, we will provide a PC.

Page 72

Stage 3: Assessing impact and analysis

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

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

Socio-economic status		x		x	
-----------------------	--	---	--	---	--

DRAFT

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

No issues identified requiring mitigation.

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.**

Page 74

Stage 5: Improvement Action Pan

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

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

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

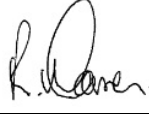

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome	<u>1</u>	Assessment
This Equality Impact Assessment has indicated that there are no negative or positive impacts. We are swapping systems and providing laptops or PC's to provide better connectivity and the ability for officers to work with a single device.		

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Richard Warren	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Mark A Humphries	Signature: 	Date: 20 th October 2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Proposed budget savings in the development management teams
Which Department/ Division has the responsibility for this?	Development management (Ref. HSD2425-S01 & HSD2425-S02)

Stage 1: Overview	
Name and job title of lead officer	Jonathan Berry
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)	Deleting two vacant posts, currently filled by interim agency staff. 1) the conservation/heritage officer post and 2) the administration team leader role
2. How does this contribute to the Council's corporate priorities?	The proposals support the Council's statutory duty to produce a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The customers of development management are:</p> <ol style="list-style-type: none"> 1) Residents who want to do building works in the borough. 2) Developers who want to do building works in the borough. 3) All residents, who want to see all building works fairly considered, and agreed or refused planning according to policies and legal requirements. <p>The proposals will benefit the Council through providing savings which will allow a balanced budget to be produced.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for delivering this service is not shared.

Page 27

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).

Given this is the deleting of vacant posts, and it has been assessed that the work can be taken on by other parts of the service, no additional evidence has been considered or looked at, or deemed necessary.

Stage 3: Assessing impact and analysis

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

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

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

No impacts 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 Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

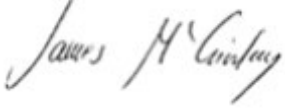

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 1 Assessment

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

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

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	James McGinley, Head of Regeneration, Environment, Civic Pride & Climate	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Lucy Owen, Executive Director of Housing and Sustainable Development	Signature: 	Date: 20/10/23

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Reprofile of the climate action budget to make more efficient use of the funding (Ref: HSD202425 03)
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate/ Housing & Sustainable Development /Future Merton

Stage 1: Overview

Name and job title of lead officer	Tara Butler, deputy Head of FutureMerton
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)	Amending parts of the climate funding to provide savings to help the Council maintain a balanced budget. These savings are proposed as: <ul style="list-style-type: none"> 1) Amending the business retrofit support scheme by -£130,000 in 24/25 and -£60k in 25/26. The project's scope can be fitted within the proposed reduced budget through more efficient use 2) Amending the climate outreach budget by -£20k. The project's scope can be reprofiled more efficiently.
2. How does this contribute to the council's corporate priorities?	The proposals support the Council's statutory duty to produce a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The customers of the climate funding are: <ul style="list-style-type: none"> 1) Businesses who want to make their businesses zero carbon 2) Residents and businesses who would be supported by outreach to let them know more about their individual choices to support the zero carbon agenda <p>The proposals will benefit the Council through providing savings which will allow a balanced budget to be produced.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for delivering this service is shared between the Environment, Civic Pride & Climate and Housing & Sustainable Development Directorates.

Stage 2: Collecting evidence/ data

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

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

- 1) The -£20k amendment in climate outreach budget will not affect the ability of the council to continue to prioritise outreach and communication with people that have historically been underrepresented in the climate area (including people of different races, ages, abilities and socio-economic backgrounds) and will continue to support those with protected characteristics.
- 2) The Business Retrofit Support Scheme will be designed to align with the new budget envelope and the project will be designed to ensure equality of outcome.

For both projects the scope of how the support will be modified has not yet been defined in detail, but we will ensure that business owners and residents with protected characteristics are supported and targeted for support as required, and as we would with the existing funding. As such no impacts are foreseen.

Stage 3: Assessing impact and analysis

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

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

Socio-economic status		x		x	
-----------------------	--	---	--	---	--

DRAFT

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

No impacts 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 Pan

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

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

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

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

Page 86



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
 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**

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Tara Butler, Programme Manager, Environment, Civic Pride & Climate	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Lucy Owen, Executive Director of Housing and Sustainable Development	Signature: 	Date: 20/10/23

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Proposal to delete two funded posts (Ref. HSD202425 04)
Which Department/ Division has the responsibility for this?	Housing & Sustainable Communities/ Infrastructure & Technology Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Technology
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>Proposal to delete two funded posts within the Facilities Management Major Projects team to reduce operating costs.</p> <p>The post are Major Projects Manager and Major Projects Surveyor which are funded as part of the current Facilities Management establishment with one post currently vacant and one being covered by a long term agency member of staff.</p> <p>The loss of these two posts will mean that any future large building repair or maintenance related project will have to be commissioned using external technical consultants costed at current commercial market fee rates.</p>
2. How does this contribute to the council's corporate priorities?	Not Applicable
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Short term there will not be any immediate impact but medium to long term any specialist technical support or duties that would have been carried out by the team, which includes design and project management of building related capital projects will need to be undertaken by external consultants at a direct cost to the Council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	These posts currently technical support and deliver projects on behalf a number of teams within other directorates including leisure services and school Improvements

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).

As part of the FM trading account operating model these post have only ever been filled by agency members of staff. As the post deliver capital building projects, the service that is provided can be readily delivered by external consultants and therefore has no impact on any 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age		X		
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

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

Not Applicable

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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 1 Assessment

- The deletion of these posts should result in revenue savings to the Council and have no equalities impact.

Page 91

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Nick Layton – Interim Head of Facilities	Signature: <i>A.N. Layton</i>	Date: 19.10.23
Improvement action plan signed off by Director/ Head of Service	Mark A Humphries – Assistant Director of Infrastructure and Technology	Signature: <i>Mark Humphries</i>	Date: 20 th October 2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Review printing services, with a look to move to more paperless working, and remove printers where possible and/or provide printing more efficiently. (Ref. HSD202425 05)
Which Department/ Division has the responsibility for this?	Finance & Digital / Infrastructure & Technology Division / Housing and Sustainable Development

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Technology
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)	Proposal to try and deliver some element of financial saving against the Council's current corporate operating costs, through a review of the Council's external operational buildings and a small volume of partner organisations including schools. This could include moving to a more paperless office and reducing the number of printing carried out and the equipment required to support this.
2. How does this contribute to the council's corporate priorities?	Helping to secure a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will have an impact on those in the workforce who use day-to-day printing facilities, although it is expected that a transition to a reduction in reliance on printing for efficiency and environmental reasons would mitigate some of this. It could also potentially impact some external customers, partner organisations and the wider community. However, the review will look at any impacts and how this can be delivered and implemented to ensure efficiency is not lost
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility for providing the current networked printing and scanning facilities currently sits with both the IT Service Delivery, and the Facilities Management teams which now operate across both the Finance & Digital and Housing & Sustainable Communities departments.

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).

A full review of all the evidence and data will be undertaken as part of the review, to assess needs of those who print, how this can be reduced without impacting any groups with 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		X	X		This saving proposal requires some further detailed analysis to ensure any potential negative impacts from reducing printing are mitigated by using accessibility technology. The review will look at all the options for making savings and operational and equality impacts will be considered prior to any recommendations being made.
Disability		X	X		
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

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

Unable to identify any potential remedies or impacts until a more detailed analysis of the proposal has been undertaken and what the potential impact might be if the equipment is removed.

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?
The template has been completed as an initial draft and therefore the actual impact is currently unknown	This proposal requires some further detailed analysis on the potential operational and equality related impacts before the final version of the Equality Assessment can be completed.	Not Applicable	March 2024	Existing	MH	No

Page 96

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

Further work will be undertaken to properly assess both the operational and equality related impacts of withdrawing Multi-Functional Devices (i.e.) removing local networked printing and scanning devices from the Councils operational buildings, before a final equalities assessment is completed.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark A Humphries – Assistant Director of Infrastructure and Technology	Signature: <i>Mark Humphries</i>	Date: 20 th October 2023
Improvement action plan signed off by Director/ Head of Service	Asad Mushtaq – Executive Director of Finance & Digital	Signature: <i>Asad Mushtaq</i>	Date: 02/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Estimated savings on the disposal and treatment of food and garden waste for 2023/24 Ref. ECPC 2425-S01
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley, Assistant Director – Public Space
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 SLWP have provided an estimated savings in the costs for the disposal and treatment of food and garden waste in the 2023/24 financial year.
2. How does this contribute to the council's corporate priorities?	This will support savings within the Civic Pride ambitions by reducing costs, and therefore value for money of delivered services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will benefit the Council and ultimately residents and customers of the service by providing better value for money.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other department or authority shares responsibility.

Stage 2: Collecting evidence/ data

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

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

Evaluation and projected budgets delivered by the SLWP for the financial year.

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Religion/ belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Sex (Gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Socio-economic status	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.

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

None 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 Pan

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

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

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

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



Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [1](#) Assessment

- There are no negative impacts identified through this Assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	John Bosley, Assistant Director – Public Space	Signature: 	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	Dan Jones, Executive Director – Environment, Civic Pride and Climate	Signature: 	Date: 2/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Highways verge cutting - change from an outcome-based requirement to a cyclical programme Ref. ECPC2425-S02
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

Stage 1: Overview

Name and job title of lead officer	Andrew Kauffman – Head of Parks 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)	Improve the efficiency of Highways verge cutting by shifting from an outcome-based requirement to a cyclical programme, tailored by the parks and grounds maintenance service provider. This strategic approach will lead to resource savings through more efficient service delivery.
2. How does this contribute to the council's corporate priorities?	This will support the Civic Pride and Sustainable Future priorities by providing best value for the Council through less intensive management of green infrastructure, resulting in improved biodiversity, less carbon intensive works.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Broadly, all residents and visitors to the borough will be indirectly or directly impacted, especially in local communities where grass verges play a significant part of the local amenity.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Overall responsibility for the service is within the Parks and Greenspaces team with secondary involvement with the Highways Team in FutureMerton, ensuring that roads are safe from a traffic perspective i.e. ensuring sightlines are maintained at road junctions.

Stage 2: Collecting evidence/ data

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

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

The impact of the operational changes to cutting the highways verges – from an outcome to a cyclical based specification – has been reviewed and there is not expected impact on the protected characteristics. It is expected to have a benefit of increased biodiversity reflecting our commitment to a greener and more sustainable community. Any excess growth in verge grass, in between cyclical cuts, that may affect sightlines on road junctions will be dealt with as necessary – as is currently.

Stage 3: Assessing impact and analysis

Page 10
 From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason
	Yes	No	Yes	No	
Age		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Disability		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Gender Reassignment		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Marriage and Civil Partnership		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Pregnancy and Maternity		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Race		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Religion/ belief		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Sex (Gender)		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.

Sexual orientation		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Socio-economic status		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.

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

- Page 105
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

- The assessment primarily centered on the decision to shift from an outcome-based requirement to a cyclical programme. This change was evaluated for its environmental, economic, and community effects.
- The assessment has not identified any positive or negative impacts on protected characteristics.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	John Bosley, Director of Public Spaces	Signature: 	Date: 03/11/2023
-------------------------	--	--	------------------

Stage 7: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

Dan Jones, ED Environment, Civic Pride and Climate

Signature:



Date: 03/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Reduction in CPZ budget (Ref. ECPC2425-S03)
Which Department/ Division has the responsibility for this?	ECPC: FutureMerton

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry. Head of FutureMerton
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)	£100,000 Budget reduction without loss of function - downsize CPZ delivery programme
2. How does this contribute to the council's corporate priorities?	Saving contributes to the MTFS whilst still delivering the service, albeit at a slower rate of CPZ roll-outs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The impact of reducing the operating budget will mean that the programme for rolling out new Controlled Parking Zones (or edits to existing CPZ) will still continue, but at a slower rate with reduced staffing capacity.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Saving is contained within FutureMerton, however a slower roll-out of new CPZs could affect income to the parking services team. Income from future CPZs isn't currently forecast in Parking Services.

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 Council will continue to monitor and deliver controlled parking zones, with a greater emphasis on prioritization of new zones in consultation with the Cabinet Member. The service will continue with a smaller, elongated programme.

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	Neutral / no impact
Disability		x		x	Neutral / no impact
Gender Reassignment		x		x	Neutral / no impact
Marriage and Civil Partnership		x		x	Neutral / no impact
Pregnancy and Maternity		x		x	Neutral / no impact
Race		x		x	Neutral / no impact
Religion/ belief		x		x	Neutral / no impact
Sex (Gender)		x		x	Neutral / no impact
Sexual orientation		x		x	Neutral / no impact
Socio-economic status		x		x	Neutral / no impact

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

None 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 1 Assessment

- Savings proposal to contribute to MTFS

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul McGarry	Signature: PMcG	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature: JMcG	Date:25/10/23

DRAFT

Equality Analysis



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

What are the proposals being assessed?	South London Waste Partnership – Management and Admin Charges (Ref. ECPC2425-S04)
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

Stage 1: Overview

Name and job title of lead officer	John Bosley, Assistant Director – Public Space
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 SLWP have provided an estimated savings in the Management and Administration functions from 2025/26 as a result of a reduction in costs.
2. How does this contribute to the council's corporate priorities?	This will support savings within the Civic Pride ambitions by reducing costs, and therefore value for money of delivered services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will potentially affect staff within the South London Waste Partnership – a jointly funded organisation by Merton, Sutton, Kingston and Croydon.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	As above – Sutton, Croydon, Merton and Kingston jointly fund this organisation to provide contract management function for Waste Disposal and Collection services.

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).

Evaluation and projected budgets forecast by the SLWP for the financial year 25/26. At this stage it is not known whether the changes will have an impact on any individual with protected characteristics. A formal reorganisation process will be followed by the contracting authority (Croydon) as part of this process and an EQIA considered at the time.

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	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Disability		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Gender Reassignment		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Marriage and Civil Partnership		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Pregnancy and Maternity		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Race		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Religion/ belief		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Sex (Gender)		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Sexual orientation		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Socio-economic status		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.

DRAFT

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

None 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.**

Page 116

Stage 5: Improvement Action Pan

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

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

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

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



Stage 6: Reporting outcomes

Page 117

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 1 Assessment
<ul style="list-style-type: none"> There are no negative impacts identified through this Assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	John Bosley, Assistant Director – Public Space	Signature: 	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	Dan Jones, Executive Director – Environment, Civic Pride and Climate	Signature: 	Date: 02/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	Short – Term Lease of Morden Assembly Hall (MAH) to Hilton Pharmacy Ref. ECPC2425-S06
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate/ Public space

Stage 1: Overview	
Name and job title of lead officer	David Gentles – Head of Sport and Leisure
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)	Offering Hilton Pharmacy a short-term lease for 2023/24 rather than reverting back to the closed property status as per ENV2023-24 04 - Rationalisation of Council asset (MAH).
2. How does this contribute to the Council's corporate priorities?	This will support the Civic Pride and Sustainable Future priorities by providing best value for the Council, and supporting a local business to deliver health initiatives for a reasonable cost to a larger population than they would in their business premises.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>If the change from letting the property to a lease, there will be no impact for customers or community at present because the venue has not been used as a community / events venue since before Covid.</p> <p>Possible impact such as a reduction in free car parking for the local community depending on detail in the lease.</p> <p>If Morden Assembly Hall is used for Electoral Services, this will need to be considered within the lease arrangements to ensure availability.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	<p>Public Health – COVID and Flu Jobs – Vaccinations</p> <p>Corporate Services – Elections</p> <p>Overall responsibility is with Sport and Leisure as a property venue.</p>

partners and who has overall responsibility?

Stage 2: Collecting evidence/ data

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

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

The Venue has not been used as a community venue since before the Covid-19 Pandemic. Before the pandemic, the venue was operating with a very small profit margin and following the pandemic the facility was operating at a loss. In 2023/24 a savings was offered (ENV2023-24 04) to rationalise the facility and cease operations.

The Building Support Officer (Caretaker) has been made redundant as part of last year's savings. There is no administrative resource to manage bookings and there is no booking system.

Infrastructure improvements had been identified that would have been required if the venue was to continue to operate as a community events space again, which would have been an additional cost. Next door to the facility is Morden Park Baptist Church that has halls to hire and are used by local community groups.

Page 120

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	Best Value – expanded use by keeping facility open
Disability	X			X	Best Value – expanded use by keeping facility open
Gender Reassignment	X			X	Best Value – expanded use by keeping facility open

Marriage and Civil Partnership	X			X	Best Value – expanded use by keeping facility open
Pregnancy and Maternity	X			X	Best Value – expanded use by keeping facility open
Race	X			X	Best Value – expanded use by keeping facility open
Religion/ belief	X			X	Best Value – expanded use by keeping facility open
Sex (Gender)	X			X	Best Value – expanded use by keeping facility open
Sexual orientation	X			X	Best Value – expanded use by keeping facility open
Socio-economic status	X			X	Best Value – expanded use by keeping facility open

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below). Colleagues in electoral services consulted on regarding requirements for elections prior to any formal lease.

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?
Availability of facility as an election site	Ensure adequate provision for use within lease OR seek suitable alternative site	Council secures lease provision to accommodate elections OR suitable alternative site.	Jan 2024	Possibly additional costs for obtaining alternative facility	David Gentles	Yes

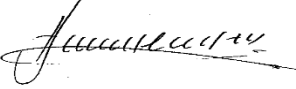

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

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	Assessment
Key impacts – minimal impact if it remains its current use.	

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	David Gentles/ Head of Sport & Leisure	Signature: 	Date: 25/10/2023
Improvement action plan signed off by Director/ Head of Service	John Bosley/ Assistant Director Space Contract and Commissioning	Signature: 	Date: 25/10/2023

Equality Analysis



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

What are the proposals being assessed?	Increased income to reduce running costs across Merton Childcare Services (Ref. CLLF202425 S01)
Which Department/ Division has the responsibility for this?	CLLF , Education and Early Help Division

Stage 1: Overview

Name and job title of lead officer	Elizabeth Fitzpatrick Assistant Director Education and Early Help
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 government funds free childcare places for eligible children aged 2, 3 and 4 years. Funding is distributed by the Early Years Dedicated Schools Block (EYDSG)</p> <p>The government set a base rate which LAs apply a local formula for. This is used to distribute funds across the local area.</p> <p>In addition to places provided by Private, Voluntary and Independent nurseries (PVI's), Merton Council directly supplies approximately 100 places for families that are funded via the EYDSG.</p> <p>The Council mostly provides these early education and childcare places where the market has failed/offers limited supply. This is the case in the early education and childcare offer for families living in low-income households, eligible for part time places of 15 hours a week term time only.</p> <p>From 2024, a new funding rate has been applied for 2-year places, with an increase in budget estimated at around 25%.</p> <p>This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.</p> <p>EY DSG can only be used to fund Ofsted registered places in accordance with statutory guidance.</p>
2. How does this contribute to the	The council's Community Plan 2020 - 26 has eight thematic priorities and the key priority relating to

council's corporate priorities?

children and education is “Making Merton a place where children and young people feel they belong and thrive.”
 Supplying quality early education and childcare supports the overarching ambition above.

Building a Better Merton Together
 ‘Building a Better Merton Together’ is the council plan for 2023-26. It sets out the ambition for rebuilding pride in Merton over the next three years and explains how this will be achieved over the coming years.

In Merton, there is an ambition for people to feel proud to live, work and visit Merton – rebuilding a sense of pride from the ground up through cleaner streets, more affordable housing, improved town centres and opportunities to be involved in sport

These three strategic objectives guide the borough wide actions:

- Nurturing civic pride
- Building a sustainable future
- Creating a borough of sport

There is a plan for each strategic objective. There are identified initiatives for each objective and the role of the council and partners in delivering these. The work of all Cabinet Members feed into delivery, spanning all parts of the council and the work with partners.

Image

The diagram consists of three light blue boxes at the top, each containing a strategic objective: 'Nurturing civic pride', 'Building a sustainable future', and 'Creating a Borough of Sport'. Below these is a dark blue horizontal bar with the text 'Cabinet portfolios' in white. Underneath this bar are ten light purple boxes, each containing a category of services: 'Children's services', 'Education and lifelong learning', 'Finance and corporate services', 'Health and social care', 'Housing and sustainable development', 'Environment, green spaces and climate change', 'Sport and heritage', 'Transport', and 'Civic pride'.

This proposal contributes to the Councils nurturing civic provide priority, through the delivery of services for children that support education and lifelong learning, working towards employment for families.

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.

The effect of this proposal does not impact on families, as there are no planned changes to the service offer.

The Council will continue to deliver services in the same way that it does now, with an increased income funded by EYDSG, for the purpose the delivery of places that families can take up free of charge.

4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?

There is a large provider base what deliver across the borough the funded early education and childcare offer. They too will receive the same increase in rates, so they can deliver provision to families.

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 do not consider there is any impact on families/service users. An increase in funding rates for vulnerable 2-year-old places, via central government for the local distribution of funding to providers, is not considered to impact negatively or positively on service users with protected characteristics.

We have looked at our local take up and number of places delivered in terms of estimating the possible additional income we can receive via the new/anticipated rates from central government

Stage 3: Assessing impact and analysis

127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153
154
155
156
157
158
159
160
161
162
163
164
165
166
167
168
169
170
171
172
173
174
175
176
177
178
179
180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209
210
211
212
213
214
215
216
217
218
219
220
221
222
223
224
225
226
227
228
229
230
231
232
233
234
235
236
237
238
239
240
241
242
243
244
245
246
247
248
249
250
251
252
253
254
255
256
257
258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319
320
321
322
323
324
325
326
327
328
329
330
331
332
333
334
335
336
337
338
339
340
341
342
343
344
345
346
347
348
349
350
351
352
353
354
355
356
357
358
359
360
361
362
363
364
365
366
367
368
369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423
424
425
426
427
428
429
430
431
432
433
434
435
436
437
438
439
440
441
442
443
444
445
446
447
448
449
450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492
493
494
495
496
497
498
499
500
501
502
503
504
505
506
507
508
509
510
511
512
513
514
515
516
517
518
519
520
521
522
523
524
525
526
527
528
529
530
531
532
533
534
535
536
537
538
539
540
541
542
543
544
545
546
547
548
549
550
551
552
553
554
555
556
557
558
559
560
561
562
563
564
565
566
567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608
609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651
652
653
654
655
656
657
658
659
660
661
662
663
664
665
666
667
668
669
670
671
672
673
674
675
676
677
678
679
680
681
682
683
684
685
686
687
688
689
690
691
692
693
694
695
696
697
698
699
700
701
702
703
704
705
706
707
708
709
710
711
712
713
714
715
716
717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765
766
767
768
769
770
771
772
773
774
775
776
777
778
779
780
781
782
783
784
785
786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
804
805
806
807
808
809
810
811
812
813
814
815
816
817
818
819
820
821
822
823
824
825
826
827
828
829
830
831
832
833
834
835
836
837
838
839
840
841
842
843
844
845
846
847
848
849
850
851
852
853
854
855
856
857
858
859
860
861
862
863
864
865
866
867
868
869
870
871
872
873
874
875
876
877
878
879
880
881
882
883
884
885
886
887
888
889
890
891
892
893
894
895
896
897
898
899
900
901
902
903
904
905
906
907
908
909
910
911
912
913
914
915
916
917
918
919
920
921
922
923
924
925
926
927
928
929
930
931
932
933
934
935
936
937
938
939
940
941
942
943
944
945
946
947
948
949
950
951
952
953
954
955
956
957
958
959
960
961
962
963
964
965
966
967
968
969
970
971
972
973
974
975
976
977
978
979
980
981
982
983
984
985
986
987
988
989
990
991
992
993
994
995
996
997
998
999
1000

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 impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Disability					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Gender Reassignment					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Marriage and Civil Partnership					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Pregnancy and Maternity					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Race					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way

Religion/ belief					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Sex (Gender)					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Sexual orientation					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Socio-economic status					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way

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

As no negative impact has been found, no action is identified as needing to be taken

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes



10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [1](#) Assessment

This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.

As services for families will be maintained as they are, no negative impacts have been found, and therefore no action is needed to mitigate any negative impact.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Allison Jones Head of Service Early Years, Family Wellbeing and Early Help		October 23rd 2023
Improvement action plan signed off by Director/ Head of Service	Elizabeth Fitzpatrick, Assistant Director, Education and Early Help		October 24th 2023

Equality Analysis



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

What are the proposals being assessed?	ASCICPH121 – Increasing supported living placement numbers
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director for Commissioning & Gillian Moore, Head of Integrated Learning Disability 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)	Increasing the availability and use of supported living as a positive alternative to residential care for adults with learning disabilities. This will include using supported living as a positive alternative for individuals requiring a move to accommodation based care increasing choice and independence and support. We will also look for opportunities to support individuals to move back to the borough from out of area residential placements if they would like to do this moving them to be closer to their families and neighbourhoods . Saving deliverable from 2026/27 linked to redevelopment of JMC site and the provision of 21 units of supported accommodation as part of that project. New commissioning arrangements will also be developed during 2024/25 to support the delivery of personalised 24/7 care and support as well as increased access to suitable accommodation. Successful delivery of the project will enable the Council to continue to meet its statutory duties to individuals under the Care Act 2014 in a way that is more personalised and flexible than traditional residential care models offer while improving outcomes for residents.
2. How does this contribute to the council's corporate priorities?	The proposed redevelopment of the Jan Malinowski Centre site supports the delivery of affordable housing within the Building a Sustainable Future priority. Enabling individuals to live more locally to family and community is consistent with the Nurturing Civic Pride priority.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Individuals with a learning disability to whom the Council owes statutory duties under the Care Act 2014. This will include individuals who require accommodation based care and support for the first time (young people leaving full time education and adults living in a family home) as well as individuals currently living in residential care settings. All individuals will have had a Care Act Assessment and Care and Support Planning completed prior to any move.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	Building proposals being taken forward in conjunction with Housing & Sustainable Development.

partners and who has overall responsibility?	
--	--

Stage 2: Collecting evidence/ data

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

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

National evidence on the effectiveness of Supported Living provides a strong evidence base for improving outcomes and independence. The individualised nature of care and support needs means that impact on individuals will be considered as a key factor through the Care Act Assessment and Care and Support Planning processes.

Early feasibility and financial viability studies have been undertaken on the site proposals and confirm that the development remains viable and deliverable.

Stage 3: Assessing impact and analysis

Page 13
 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		N		N	
Disability	Y			N	Supported Living schemes as an alternative to residential care provide for increased choice and control as well as increased independence for adults with learning disabilities. Increasing access to supported living as a positive option therefore increases quality of life for this cohort.
Gender Reassignment		N		N	
Marriage and Civil Partnership		N		N	
Pregnancy and Maternity		N		N	
Race		N		N	
Religion/ belief		N		N	
Sex (Gender)		N		N	
Sexual orientation		N		N	
Socio-economic status		N		N	

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

No negative impacts 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 Pan

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

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

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

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

Page 136

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 1 Assessment
The project provides an opportunity to increase choice and provide more personalised outcomes for individuals with learning disabilities. No negative impacts on protected characteristics are identified.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell, Interim Assistant Director Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan, Executive director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

Equality Analysis



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

What are the proposals being assessed?	ASCICPH 122 - Adult Social Care- Reablement
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Assistant Director of Commissioning/ Graham Terry Assistant Director, ASC operations.
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>Adult Social Care have a very strong, well respected and successful existing reablement service which focuses on hospital discharges (70 % of people regain their independence and need no care following a period of reablement). This service mainly focusses on hospital discharge, so the service misses the chance to reable community clients accessing services through our ASC First Response Team which is the 'front door for ASC'.</p> <p>The proposal is that we have a similar reablement service working with people entering the service from the community (approx. 30 per month).</p> <p>It is important to note the success rate for community reablement will be different for those in the community than for hospital discharge pathways as people are generally deconditioned following a stay in hospital.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton by increasing the availability of the reablement to vulnerable adults to maintain their presence and contribution to their local community.
3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Service Implication This proposal supports the prevention/early intervention model. Increasing independence for residents and reducing dependence and the need for care packages on a long-term basis.</p> <p>It will also help to keep people in their own homes and out of hospital and 24 hr care.</p> <p>Staffing Implications - Some additional reablement capacity will be required in the service. It is likely to be a different model of delivery to the current hospital pathway model, with some internal staffing but the 'reablement in the home' element could be provided through an external provider.</p> <p>This will have a positive impact on people as it will help people to maintain their independence.</p>
4. Is the responsibility shared with another department, authority, or	The existing reablement service is an in-house service operated by Adult Social Care drawing on Better Care Fund monies in recognition of its significant contribution to effective hospital discharges. The proposed

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

service could be a mix of in-house individual assessment and review function to direct a commissioned service that would support people to maintain their independence at home and help to reduce admissions to hospital and the need for long term packages of care from home care providers.

DRAFT

Stage 2: Collecting evidence/ data

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

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

The proposal will have a beneficial impact on the protected characteristics (equality groups) through the increased availability of a reablement service to promote peoples independence in their own home and community.

Stage 3: Assessing impact and analysis

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

Page 140

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age	✓			
Disability	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Gender Reassignment	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Marriage and Civil Partnership	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.

Pregnancy and Maternity	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Race	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Religion/ belief	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Sex (Gender)	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Sexual orientation	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Socio-economic status	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.

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

None. A project governance and plan to manage the expansion will be established to oversee this work and manage any risks arising.

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 143


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 1 Assessment

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Graham Terry	Signature: 	Date: 19/10/2023
-------------------------	--------------	--	------------------

Stage 7: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

John Morgan

Signature:



Date:

01/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	ASCICPH 123 - Adult Social Care- Mental Health S75 agreement
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview

Page 145

Name and job title of lead officer	Graham Terry, Assistant Director of Commissioning
1. What are the aims, objectives, and desired outcomes of your proposal? (Also explain proposals e.g., reduction/removal of service, deletion of posts, changing criteria etc)	<p>LBM is the only SWL borough with a section 75 agreement (Section 75 of the National Health Services Act 2006 between partners (NHS bodies and local authorities) can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner) in place with SWL STG MH Trust (South West London St Georges Mental Health Trust).</p> <p>All other SWL boroughs have ended their section 75 arrangements and returned their social work staff into their council structures, while still undertaking their statutory duties and working closely with the MH Trust. All SWL boroughs (and the MH Trust) report that they are happy with this arrangement and that they have more control over their Care Act Duties and are better able to ensure that they meet statutory responsibilities.</p> <p>We would also be able to ensure that all Care Act activity undertaken by staff is recorded accurately on Merton's client database and be able to report on our statutory duties and functions.</p> <p>We would have to give formal notice to end the section 75 agreement with the mental health trust following internal approval for this proposal.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton by ensuring that the council can meet its statutory functions in respect of people with mental health needs and better able to report on and monitor delivery of these with direct accountability for them.
3. Who will be affected by this proposal? For example, who are the external/internal customers,	We would need to consult with staff and stakeholders. Statutory duty performance is different to internal LBM teams and the current set up is a risk to Care Quality assurance as operating practices differ across delivery of our Care Act functions and impact on performance reporting. The target implementation would be in October 2024.

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>Staffing Implications - 23 FTE staff are on the LBM payroll and 15.5 on trust payroll working for LBM within the MH Trust. We may need to restructure our social work teams within Merton to accommodate all our staff and functions.</p> <p>The improved fulfillment of our statutory care act duties arising from this proposal will benefit residents.</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>This proposal would end the current Section 75 agreement with the SWL STG MH Trust who provide this on our behalf and return the provision of social care for people with mental health needs into Adult Social Care within the council.</p> <p>A discussion with the MH trust has taken place and they have indicated that they support the proposal and feel that it can have a positive impact on our residents when implemented in partnership with the council.</p>

DRAFT

Stage 2: Collecting evidence/ data

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

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

The proposal can have a beneficial impact on the protected characteristics (equality groups) by better meeting our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance. The other savings proposal to return the brokerage of mental health social care services could be implemented sooner than this expected October 2024 date for the end of the S75 agreement and hence why they are separate proposals.

The implementation of the proposal would seek to ensure that joint working with individual service users would continue with the MH trust similarly to the other SWL boroughs.

Stage 3: Assessing impact and analysis

Page 147
 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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our

					statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Marriage and Civil Partnership	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Pregnancy and Maternity	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Race	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Religion/ belief	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Sex (Gender)	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Sexual orientation	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Socio-economic status	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.

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

Consultation with services users, staff and stakeholders would be undertaken to identify any concerns to address at the outset and continue their engagement during its implementation if the proposal is approved. A key objective would be to ensure that effective integrated working is established in a new partnership with the MH trust.

A project governance and plan to manage the proposal if approved would be established to oversee this work and manage any risks arising. A dedicated staffing resources to facilitate the implementation and meet its key objectives would be required.

Stage 4: Conclusion of the Equality Analysis

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

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

- page 149
- 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?
<p>Page 150</p> <p>Consultation with services users, staff and stakeholders would be undertaken to identify any concerns to address at the outset and continue their engagement during its implementation if the proposal is approved. A key objective would be to ensure that effective integrated working is established in a new partnership with the MH trust.</p>	<p>Project governance and a plan to manage the consultation and engagement, any implementation and detailed objectives will be established to oversee this work and manage any risks arising.</p> <p>The proposal would be implemented in conjunction with the MH trust and draw on the learning from the 5 SW LB and their successful models of service.</p>	<p>The project will be part of the ASC Toward Outstanding Programme (TOP) and monitored via TOP.</p> <p>A full project plan will be devised with clear actions and milestones to enable the monitoring of progress. The project will involve MH trust colleagues, staff, service users, carers, and stakeholders.</p>	1 st April 2023	A project resourcing plan will identify the staffing required to deliver it.	Graham Terry	Yes, following approval.

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

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Graham Terry	Signature: 	Date: 19 th October 2023
Improvement action plan signed off by Director/ Head of Service	John Morgan	Signature: 	Date: 01/11/2023

Page 151

Equality Analysis



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

What are the proposals being assessed?	ASCICPH 124 - Adult Social Care- Mental Health Brokerage
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Assistant Director of Commissioning
1. What are the aims, objectives, and desired outcomes of your proposal? (Also explain proposals e.g., reduction/removal of service, deletion of posts, changing criteria etc)	<p>Currently SWL STG MH Trust source and broker (buy) care packages and residential/nursing placements for Merton Residents (open to their teams) who need a care package on behalf of Merton. The proposal is that we return the brokerage function for Mental Health social care placements to the borough's adult brokerage team.</p> <p>This will facilitate better market management and effective social care placements. This proposal will ensure that the negotiation of services with providers is in line with other brokerage pathways within ASC and that ASC commitments are accurately recorded in Mosaic (client database).</p> <p>It also enables better strategic commissioning and market shaping for Mental Health services.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton through better commissioning and the choice of accommodation and support available in Merton. This could enable people with MH to maintain their presence and contribution to their local community.
3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Brokerage will experience an increase in the number of packages, but this will likely be minimal (3 -4 per week). There will be more market development needed with Mental Health providers. All agreed support plans will be brokered using the Mosaic system, enabling accurate reporting of MH placement commitments throughout the year.</p> <p>Staffing Implications - There are currently no staff in the MH service with the title 'Broker', there are 3 administrative workers that have the recording responsibility. The existing Brokerage service will absorb the responsibilities within the existing structure and there may be a need to invest further in Mental Health commissioning in order to develop the market of local providers.</p>

4. Is the responsibility shared with another department, authority, or organisation? If so, who are the partners and who has overall responsibility?

This proposal would remove the brokerage function from the current Section 75 agreement with the SWL STG MH Trust who provide this on our behalf and return it to the Adult Social Care Commissioning and Brokerage service.

DRAFT

Stage 2: Collecting evidence/ data

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

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

The proposal will have a beneficial impact on the protected characteristics (equality groups) through the improved commissioning and brokering of mental health placements and services.

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	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Disability	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Gender Reassignment	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Marriage and Civil Partnership	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Pregnancy and Maternity	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Race	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.

Religion/ belief	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Sex (Gender)	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Sexual orientation	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Socio-economic status	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.

DRAFT

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

None. A project approach and governance arrangements will oversee this work and manage any risks arising.

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.

Page 157

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome <u>1</u> Assessment

Stage 7: Sign off by Director/ Head of Service

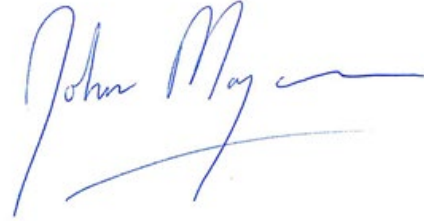
Assessment completed by	Graham Terry	Signature: 	Date: 19/10/2023
-------------------------	--------------	--	------------------

Stage 7: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service

John Morgan

Signature:



Date:

01/11/2023

DRAFT

Equality Analysis



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

What are the proposals being assessed?	ASCICPH 125 Increasing the volume of Homecare hours paid on actuals through increased and optimise use of electronic call monitoring.
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview

Page 159

Name and job title of lead officer	Phil Howell, Interim Assistant Director of Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The inception, in October 2023, of new Homecare contracts for four Prime Providers and six Supplementary Providers, made it a requirement of the providers to log care visits using Electronic Call Monitoring (ECM) software. Previously this was only a requirement of 3 Prime Providers, although some other providers used the software voluntarily. The increased volume of visits logged in this way protects the authority financially in that all calls are paid on actual hours delivered, reconciled against the ECM rather than paying for some care on the basis of what is documented in care and support plans. There are wider benefits to effective use of ECM but the primary role is to ensure care is delivered as per a plan, and where it is not that the authority is able to respond and maintain adequate support for individuals as well as financially protect itself using an accurate record basis for the delivery of care by third party providers.
2. How does this contribute to the council's corporate priorities?	Under the priority of making Merton a sustainable borough, ECM offers financial sustainability benefits by ensuring the authority is appropriately charged for care delivered.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All homecare customers of the prime and supplementary providers will have their care visits logged using ECM, however there is no direct impact on them for the purposes of this EIA. External provider organisations are required under the Homecare contract to use ECM software and they have agreed to this by entering into the contract with Merton.
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).

ECM has been in place, effectively, for a number of years for Homecare in Merton. The extent of it's use has increased recently with the recommissioning of contracts for services. All 10 providers under lot 1, 2 & 3 of the Homecare framework are required to use ECM.

ECM is widely used in homecare nationally and as well as financial protection. Offers local authorities an additional way of assuring themselves care is being delivered to vulnerable adults in their own homes. This will have a positive impact on all residents in receipt of Homecare.

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Page 162

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 1 Assessment
<ul style="list-style-type: none"> There are very limited impacts from this proposal as it is simply increasing the volume of homecare hours monitored and recorded in this way. This provides additional financial benefit to the authority. <p>There are no impacts on protected characteristics</p>

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell, Interim Assistant Director of Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan / Executive Director of Adult Social Care , Integrated Care and Public Health	Signature: 	Date: 01/11/2023

Equality Analysis



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

What are the proposals being assessed?	ASCICPH 126 – Integration of commissioning functions
Which Department/ Division has the responsibility for this?	Adult Social Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director of Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is for a reorganisation of staff resources across the ASC and Public Health Commissioning functions, following the formation of the new department. It is intended to create a single commissioning function across the two service areas, increasing the capacity available to the department for commissioning, procuring and contract managing the markets and contracts that we have both a statutory and discretionary responsibility for. Commissioning in ASC also incorporates performance and business intelligence and client facing services such as Direct Payments, Financial Assessments and Brokerage. It is intended the savings will be a result of reorganising and reducing the number of posts but, given both areas currently carry some vacancy and some posts covered by temporary staff, it is not envisaged the savings will be through compulsory redundancies.
2. How does this contribute to the council's corporate priorities?	Supports the priority of a sustainable borough. Effective and efficient commissioning and contract management is important to secure best value for the council and commissioning services that are financially sustainable into the future.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will affect staff currently working in the commissioning/contracting functions in Adult Social Care and Public Health.
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 solely with the Adult Social Care, Integrated Care and Public Health department. There will be engagement with partner organisations within the Borough Committee to discuss the proposals and impacts on, for example, integrated commissioning plans for community services and the voluntary sector and our joint work on quality assurance of care and support providers.

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).

HR data associated with the impacted teams will be used to determine any 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		N		N	
Disability		N		N	
Gender Reassignment		N		N	
Marriage and Civil Partnership		N		N	
Pregnancy and Maternity		N		N	
Race		N		N	
Religion/ belief		N		N	
Sex (Gender)		N		N	
Sexual orientation		N		N	
Socio-economic status		N		N	

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.**

Page 166

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [1](#) Assessment

- There are no negative impacts identified on protected characteristics. This analysis will be updated as potential new structures are drawn up and individual staff are consulted on the proposals. Any mitigations will be determined during the engagement & consultation with staff.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell, Interim Assistant Director of Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan Executive Director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

Equality Analysis



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

What are the proposals being assessed?	ASCICPH 127 – Review of ASC fees and charges
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director of Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	A review of the fees and charges made to self funding clients of Adult Social Care is proposed, so that a model of full cost recovery is applied for services provided to these clients. This review would bring the fees and charges for self funding clients in line with other SWL local authorities and remain within the statutory guidance of the Care Act 2014.
2. How does this contribute to the council's corporate priorities?	Contributing to a Sustainable Borough, this would enable the department to recover the full and true cost of providing services and support to individuals where legislation and statutory guidance allows.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There are currently around 100 self funding clients across the borough, on behalf of whom, the council arranges and administrated their care and support.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Although the charges are applied by Adult Social Care, the billing and collection of these charges sits with the Revenues and Benefits service.

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).

Benchmarking the fees and charges in place in other SWL Boroughs (all of whom charge or are consulting to do so) provides a good comparator for the fees and charges currently in place. This includes cost recovery for the administrative time spent arranging and monitoring the care and support of self-funders, as well as the full cost recovery for the provision of care and support.

All of the individuals impacted will have been subject to a Financial Assessment which determines that they have sufficient capital and income to be able to pay the fees and charges as a self-funding individual.

Stage 3: Assessing impact and analysis

Page 170

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		N	Y		As the majority of self-funding clients are older people (over 55), the impact is likely to fall within this protected characteristic
Disability		N	Y		Some self-funding clients will identify as having a disability. The proposal therefore is likely to have some impact on this protected characteristic
Gender Reassignment		N		N	
Marriage and Civil Partnership		N		N	
Pregnancy and Maternity		N		N	
Race		N		N	
Religion/ belief		N		N	
Sex (Gender)		N		N	
Sexual orientation		N		N	
Socio-economic status					

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

The review of fees and charges will be subject to an appropriate level of consultation with those impacted. Charges will be fair and reasonably set and in accordance with statutory guidance which states charges can recover costs but not make profit. Individuals may decide to arrange their own care and support in order to avoid fees and charges and all changes to fees and charges will be clearly communicated prior to implementation

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?
Increased financial charges to self funders, many of who will be older people, some may also have disabilities	Fees and charges will be set at an appropriate level so to cover the cost of delivery and not more. Care fees will reflect the fees paid by the authority to the provider.	Using benchmarking against other SWL fees and charges for self-funders. We will monitor the impact on the overall number of self-funding clients we are supporting	April 2025	existing	Phil Howell	yes

Page 17

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 local authority, under the Care Act 2014 is statutorily able to recover the cost of administering the care and support of those individuals who fund their own care. All other SWL boroughs take this approach. Any updated fees and charges will be subject to consultation and clearly communicated to those affected prior to implementation.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell Interim Assistant Director for Commissioning	Signature: Phil Howell	Date: 01/11/2023
Improvement action plan signed off by Director/ Head of Service	John Morgan Executive Director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

Committee: Healthier Communities & Older People Overview and Scrutiny Panels

24 January 2024

Children and Young People Overview and Scrutiny Panels

25 January 2024

Sustainable Communities Overview and Scrutiny Panel

30 January 2024

Overview and Scrutiny Commission

31 January 2024

Wards: ALL

Subject: Budget 2024/25 and MTFS 2024-28 (Members are requested to bring the Member's Information Pack with them to these meetings)

Lead officer: Asad Mushtaq, Executive Director of Finance & Digital

Lead member: Councillor Billy Christie, Cabinet Member for Finance and Corporate Services

Contact officer: Roger Kershaw

Recommendations:

1. That the Panels consider the draft savings/income proposals and associated draft equalities analyses set out in the Member's Information Pack;
 2. That the Panels consider the proposed new growth proposals set out in the Member's Information Pack;
 3. That the Panels and the Overview and Scrutiny Commission also consider the Budget 2024/25 and MTFS 2024-28 report received by Cabinet at its meeting on 15 January 2024 and in particular the additional growth proposals set out Appendix 5 in the report;
 4. That the Panels consider the draft capital programme 2024-28 set out in Appendix 4 of the attached report on the Budget 2024/25 and MTFS 2024-28;
 5. That the Panels consider the contents of the Member's Information Pack circulated;
 6. That the Overview and Scrutiny Commission considers the comments of the Panels on the Budget 2024/25 and MTFS 2024-28 and details provided in the information pack and provides a response to Cabinet when it meets on the 20 February 2024.
-

1. Purpose of report and executive summary

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Budget 2024/25 and MTFS 2024-28, including the amendment to savings proposals, new growth proposals, the draft capital programme 2024-28, 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 Budget 2024/25 and MTFS 2024-28 to Cabinet when it meets on the 20 February 2024.

2. Details - Revenue

- 2.1 The Cabinet of 16 November 2023 received a report on the Budget 2024/25 and MTFS 2024-28.
- 2.2 At the meeting Cabinet

RESOLVED:

1. That Cabinet considered and agreed the new capital proposals for 2024/25 to 2027/28 and the draft Capital Programme 2024-2028 (Appendix 1) and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment.
2. That Cabinet agreed the approach to setting a balanced budget outlined in the report
3. That Cabinet agreed the financial timetable for the Budget 2024/25 and MTFS 2024-28 (Appendix 5)
4. That Cabinet considered and agreed the draft growth proposals for 2024/25 to 2027/28 (Appendix 2) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment.
5. That Cabinet considered and agreed the new savings proposals for 2024/25 to 2027/28 (Appendix 3) and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment.
6. That Cabinet considered and agreed the Equalities Impact Assessments for each saving, where applicable, and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment.(Appendix 3)

3. Alternative Options

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet reports on 16 November 2023 and 15 January 2024 set out the progress made towards setting a balanced budget and options on how the budget gap could be closed. These reports identified the current budget position that needs to be addressed between now and the report to the Cabinet meeting on 20 February 2024, prior to Council on 6 March 2024, agreeing the Budget and Council Tax for 2024/25 and the MTFS 2024-28, including the Capital Programme 2024-28.

4. Capital Programme 2024-28

- 4.1 Details of the draft Capital Programme 2024-28 were agreed by Cabinet on 15 January 2024 in the attached report for consideration by Overview and Scrutiny panels and Commission.

5. Consultation undertaken or proposed

- 5.1 Further work will be undertaken as the process develops.
- 5.2 Engagement on the council's budget priorities is an important part of the budget setting process and essential in informing the development of the council's Medium Term Financial Strategy. During November and December 2023 we have encouraged residents, businesses and community organisations to have their say on what the priorities should be in the council's budget for the 2024/25 financial year via a short online survey or by attending one of the council's engagement events . Initial findings have been considered in preparing the report to Cabinet on 15 January 2024 but more detailed feedback will be provided in the February report to Cabinet.
- 5.3 There will be a meeting on 8 February 2024 with businesses as part of the statutory consultation with NNDR ratepayers. Any feedback from this meeting will be reported verbally to Cabinet on 20 February 2024.
- 5.4 As previously indicated, an information pack was distributed to all councillors at the end of December with a request that it be brought to all Scrutiny and Cabinet meetings from 24 January 2024 onwards and to Budget Council. This should maintain the improvement for both councillors and officers which makes the Business Planning process more manageable for councillors and ensures that only one version of those documents is available so referring to page numbers at meetings is easier. It also considerably reduces printing costs and reduces the amount of printing that needs to take place immediately prior to Budget Council.
- 5.4 The information pack includes:
- New Savings proposals 2024-28
 - New Growth proposals 2024-28
 - A draft Equality impact assessment for each saving proposal where applicable.

6. Timetable

- 6.1 The timetable for the Business Plan 2024-28 including the revenue budget 2024/25, the MTFs 2024-28 and the Capital Programme for 2024-28 was agreed by Cabinet on 16 November 2023. The agreed key dates are included in the body of this report.

7. Financial, resource and property implications

- 7.1 These are set out in the Cabinet reports for 16 November 2023, and 15 January

2024 (Appendix 1) and the Information Pack.

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 business planning process proceeds and will be included in the budget report to Cabinet on the 20 February 2024.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

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

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.
- 9.2 A draft equalities assessment has been carried out with respect to the proposed budget savings where applicable and is included in the Information Pack circulated to all Members.

10. **Crime and Disorder implications**

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

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

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

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

Appendix 1 - Cabinet report 15 January 2023: Budget 2024/25 and MTFS 2024-28

BACKGROUND PAPERS

- 12.1 The following documents have been relied on in drawing up this report but do not form part of the report:

None.

13. **REPORT AUTHOR**

- Name: Roger Kershaw
- Tel: 020 8545 3458

email: roger.kershaw@merton.gov.uk

CABINET

15 January 2024

Agenda item: Budget 2024/25 and MTFS 2024-28

Lead officer: Asad Mushtaq, Executive Director of Finance & Digital

Lead member: Councillor Billy Christie, Cabinet Member for Finance and Corporate Services

Key Decision Reference Number: This report is written and any decisions taken are within the Budget and Policy Framework Procedure Rules as laid out in Part 4-C of the Constitution.

Contact officer: Roger Kershaw

Recommendations:

1. That Cabinet agrees the proposed Council Tax Base for 2023/24 set out in paragraph 2.7 and Appendix 1.
 2. That Cabinet considers and agrees the second tranche of draft growth proposals for 2024/25 to 2027/28 (Appendix 5) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in January 2024 for consideration and comment.
 3. That Cabinet considers and agrees the amendment to the savings 2024/25 with the removal of saving ECPC 2425 S02
-

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Budget setting process for 2024-28 and in particular on the progress made so far towards setting a balanced revenue budget for 2024/25 and over the MTFS period as a whole.
- 1.2 At the Cabinet meeting on 16 November an update report on the budget 2024/25 and MTFS 2024-28 presented the latest information available and set out a number of growth and savings proposals which were referred to overview and scrutiny panels and the Overview and Scrutiny Commission in the November 2023 committee cycle for comment.
- 1.3 The Provisional Local Government Finance Settlement 2024/25 was announced on 18 December 2023) and provides details on the grant funding for Councils together with information on how the Council Tax Referendum Principles will be applied. The Final Local Government Finance Settlement will be published late January/early February 2024.

- 1.4 The report provides a general update on all of the latest information relating to the budget setting process for 2024-28 and an assessment of the implications for the Medium Term Financial Strategy 2024-28.
- 1.5 The report also requests Cabinet to consider and agree the second tranche of draft growth proposals for 2024/25 to 2027/28 (Appendix 5) put forward by officers and refer them to the Overview and Scrutiny panels and Commission in January 2024 for consideration and comment
- 1.6 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2024 alongside the Member's Information Pack which contains details of growth and savings agreed by Cabinet in November 2023 and which was subject to the scrutiny process in the November 2023 round of meetings.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 16 November 2023. In addition, in response to growing service demands in an increasingly pressurised environment, some directorate growth proposals were considered and agreed and referred to overview and scrutiny panels and the commission. The total growth proposals , net of short term (temporary) growth which could be funded from reserves, are summarised in the following table:-

Growth - Priority Proposals Cabinet 16 November 2023	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Cumulative Growth 2024-28	2,839	4,995	4,500	4,438
Short term growth funded from reserves	803	638	100	0
Growth less funded from reserves	2,036	4,357	4,400	4,438

- 2.2 The funding of necessary growth will increase the funding gap in the MTFS and therefore in parallel with considering growth, it was also necessary to identify some savings proposals together with additional income generation from fees and charges.
- 2.3 Cabinet considered and agreed a package of savings and income proposals and these were referred to overview and scrutiny panels and the commission. The total savings and income proposals are summarised in the following table:-

Savings and Income Proposals Cabinet 16 November 2023	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Savings (cumulative)	1,701	2,513	2,823	3,210
Fees and Charges (cumulative)	458	585	585	585
Savings and Income (cumulative)	2,159	3,098	3,408	3,795

2.4 The overall MTFs budget gap reported to Cabinet in the November 2023 report was based on a repriced, standstill position and is as follows:-

(cumulative)	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Revised MTFs Gap including Growth and savings	(80)	6,117	5,632	10,414

2.4 Review of Assumptions

Since Cabinet in November, work has been continuing to review assumptions and analyse and assess any financial implications of any new information that has been received since then.

2.4.1 Provision for Inflation

The financial implications of the significant increase in the level of inflation since mid-2021 has resulted in significant pressures on council budgets including those for pay and prices. Although inflation rates have started to fall they are expected to remain above the government's 2% target until at least the second quarter of 2025.

Pay

For 2023/24 the final pay award was agreed in November 2023 but was in excess of the provision of 3% included in the MTFs agreed by Council in March 2023. The agreed pay award for 2023/24 is:-

- A one year (1 April 2023 – 31 March 2024) pay increase of £1,925 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC points 2-43 inclusive.
- An increase of 3.88% on all allowances (as listed in the 2022 NJC Pay Agreement Circular dated 1st November 2022).
NB: Due to London weighting, workers in the inner London area would receive a flat rate increase of £2,352, with those in outer London receiving £2,226).

The cost of the pay award is c. 6% for non-schools and c.8.2% for schools non-teaching and provision has been included in the MTFs for the additional cost .

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Additional Impact of 23/24 pay award	2,801	2,801	2,801	2,801

2024/25 and future years:

In respect of pay inflation over the MTFS 2024-28 the provision included in the MTFS agreed by Cabinet in November for the 2024/25 pay award is 3% with 2% for subsequent years.

It is considered that 3% may be insufficient and put service budgets under pressure and therefore it is proposed to increase the 2024/25 provision to 4% as follows:-

(Cumulative)	2024/25	2025/26	2026/27	2027/28
Pay inflation (%)	4.0%	2.0%	2.0%	2.0%
Revised Estimate (cumulative £000)	4,231	6,347	8,463	10,579

Further details on the pay negotiations for 2024/25 and beyond, and the impact on the MTFS will be reported when they are known.

National Living Wage/London Living Wage

As announced in the Autumn Statement published in November 2023, from 1 April 2024, the National Living Wage will increase by 9.8% to £11.44 an hour with the age threshold lowered from 23 to 21 years old.

Prices

The draft MTFS 2024-28 reported to Cabinet in November 2023 included the following increases for price inflation and no changes are proposed at the current time:-

(Cumulative)	2024/25	2025/26	2026/27	2027/28
Price inflation (%)	3.0%	1.5%	1.5%	1.5%
Revised Estimate (cumulative £000)	4,443	6,665	8,886	11,108

The Consumer Prices Index (CPI) rose by 3.9% in the 12 months to November 2023, down from 4.6% in October. On a monthly basis, CPI fell by 0.2% in November 2023, compared with a rise of 0.4% in November 2022.

The Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 4.2% in the 12 months to November 2023, down from 4.7% in October. On a monthly basis, CPIH fell by 0.1% in November 2023, compared with a rise of 0.4% in November 2022.

The largest downward contributions to the monthly change in both CPIH and CPI annual rates came from transport, recreation and culture, and food and non-alcoholic beverages.

Core CPI (excluding energy, food, alcohol and tobacco) rose by 5.1% in the 12 months to November 2023, down from 5.7% in October; the CPI goods annual rate slowed from 2.9% to 2.0%, while the CPI services annual rate eased from 6.6% to 6.3%.

Core CPIH (excluding energy, food, alcohol and tobacco) rose by 5.2% in the 12 months to November 2023, down from 5.6% in October; the CPIH goods annual rate slowed from 2.9% to 2.0%, while the CPIH services annual rate eased from 6.2% to 6.0%.

The RPI rate for November 2023 was 5.3%, which is down from 6.1% in October 2023.

The latest inflation and unemployment forecasts for the UK economy, based on a summary of independent forecasts are set out in the following table:-

Table: Forecasts for the UK Economy

Source: HM Treasury - Forecasts for the UK Economy (December 2023)			
	Lowest %	Highest %	Average %
2023 (Quarter 4)			
CPI	2.6	5.1	4.4
RPI	5.2	10.0	6.2
LFS Unemployment Rate	3.5	4.6	4.3
2024 (Quarter 4)			
CPI	1.2	3.9	2.6
RPI	1.2	6.1	3.7
LFS Unemployment Rate	2.8	5.4	4.7

Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

Independent medium-term projections for the calendar years 2022 to 2026 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (November 2023)				
	2023	2024	2025	2026
	%	%	%	%
CPI	7.4	3.0	1.9	2.0
RPI	10.2	4.4	2.2	2.6
LFS Unemployment Rate	4.2	4.6	4.7	4.8

Outlook for inflation:

The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. At its meeting ending on 13 December 2023, the MPC voted by a majority of 6–3 to maintain Bank Rate at 5.25%. Three members preferred to increase Bank Rate by 0.25 percentage points, to 5.5%.

In the minutes to the December meeting, the MPC state that “Relative to the assumptions in the November Monetary Policy Report, the fiscal measures in the Autumn Statement are provisionally estimated to increase the level of GDP by around ¼% over coming years. ... There remain upside risks to the outlook for wage growth, including from the possible effects of the recently announced increase in the National Living Wage.”

There is some optimism that there will be an improvement on the projections in the November report although there may be an increase in services price inflation although the MPC believe that “much of the downside news relative to the November Report reflected movements in components that may not provide a good signal of underlying trends in services prices and of persistence in headline inflation. CPI inflation is expected to remain near to its current rate around the turn of the year. In particular, services price inflation is projected to increase temporarily in January, related to base effects from unusually weak price movements at the start of this year, before starting to fall back gradually thereafter. The near-term path for CPI inflation is somewhat lower than projected in the November Report, in part reflecting recent declines in energy prices.”

The MPC note that “key indicators of UK inflation persistence remain elevated. As anticipated, tighter monetary policy is leading to a looser labour market and is weighing on activity in the real economy more generally. Given the significant increase in Bank Rate since the start of this tightening cycle, the current monetary policy stance is restrictive.... The MPC will continue to monitor closely indications of persistent inflationary pressures and resilience in the economy as a whole, including a range of measures of the underlying tightness of labour market conditions, wage growth and services price inflation. Monetary policy will need to be sufficiently restrictive for sufficiently long to return inflation to the 2% target sustainably in the medium term, in line with the Committee's remit.”

In the November 2023 Monetary Policy report the MPC has used the following projections implied by current data trends:-

	Projections (Nov. 2023)			
	2023 Q.4	2024 Q.4	2025 Q.4	2026 Q.4
GDP	0.6	0.0	0.4	1.1
CPI Inflation(mean)	4.6	3.4	2.2	1.9
LFS Unemployment Rate	4.3	4.7	5.0	5.1
Excess Supply/Excess Demand	0.0	-0.75	-1.5	-1.5
Bank Rate	5.3	5.1	4.5	4.2

The conclusions that the MPC reach in the November 2023 Monetary Policy Report are supported by the following Key Judgements:-

Key judgement 1: GDP is expected to be broadly flat in the first half of the forecast period and growth is projected to remain well below historical averages in the medium term. That reflects the significant increase in Bank Rate since the start of this tightening cycle, subdued potential supply growth, and a waning boost from fiscal policy.

Key judgement 2: The margin of excess demand in the UK economy has diminished over recent quarters and an increasing degree of economic slack is expected to emerge from the start of next year. Unemployment is expected to rise further over the forecast period and exceed the Committee's upwardly revised estimate of the medium-term equilibrium rate from the end of next year.

Key judgement 3: Second-round effects in domestic prices and wages are expected to take longer to unwind than they did to emerge. In the modal forecast conditioned on the market implied path of market interest rates, an increasing degree of slack in the economy and declining external cost pressures lead CPI inflation to return to the 2% target by the end of 2025 and to fall below target thereafter. The Committee continues to judge that the risks are skewed to the upside. Taking account of this skew, mean CPI inflation is 2.2% and 1.9% at the two and three-year horizons respectively.

In its November 2023 report the MPC include forecast quarterly CPI inflation rates over the next three years as follows:-

2023	2024	2024	2024	2024	2025	2025	2025	2025	2026	2026	2026	2026
Qtr.4	Qtr.1	Qtr.2	Qtr.3	Qtr.4	Qtr.1	Qtr.2	Qtr.3	Qtr.4	Qtr. 1	Qtr.2	Qtr.3	Qtr.4
CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %
4.6	4.4	3.6	3.3	3.1	2.5	2.1	2.1	1.9	1.9	1.7	1.6	1.5

Provision for Excess Inflation:

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the budgeted inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand. The provision was increased significantly in the budget agreed by the Council in March 2023 because of the cost of living crisis and persistently high level of inflation.

The provision has proved essential in supporting service directorate budgets during the current financial year 2023/24 and given the enormous pressures that services remain under, it is proposed to replenish the budget to provide cover for this.

The proposed provision in the MTFS will be as follows :-

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Budget in MTFS 2023-27	3,808	3,808	3,808	3,808
Allocated to services in 2023/24	(3,735)	(3,735)	(3,735)	(3,735)
Replenish budget	3,960	3,960	3,960	3,960
Proposed Budget	4,033	4,033	4,033	4,033

The cash limiting strategy is not without risks and if the inflation rate fails to return to the Government's 2% target levels of inflation it will lead to further pressure on service budgets.

Work is currently ongoing with Directorates to assess the impact, service by service of the prevailing levels of inflation. This will be fed into future MTFS updates.

Inflation is still a major risk and it is possible that further pressures will emerge during the year for both pay and general price inflation.

2.4.2 Budgetary Control 2023/24

There may be issues identified from monthly monitoring, elsewhere on this agenda, that have on-going financial implications which need to be addressed in setting the budget for 2024-28.

Monitoring 2023/24

Based on expenditure and income to period 6, as at 30 September 2023, the year end forecast is a net £8.0m unfavourable variance compared to the current budget

	Current Budget 2023/24 £m	Full Year Forecast (Nov.) £m	Forecast Variance at year end (Nov.) £m
Innovation and Change	12.2	12.3	0.1
Finance and Digital	17.2	17.5	0.3
Housing and Sustainable Development	9.2	11.7	2.5
Environment, Civic Pride and Climate	20.0	22.8	2.8
Children, Lifelong Learning, and Families	65.6	67.6	2.0
Adult Social Care, Integrated Care, Public Health	67.4	69.9	2.6
NET SERVICE EXPENDITURE	191.6	201.9	10.4
Corporate	(9.5)	(11.9)	(2.4)
Total Expenditure	182.1	190.1	8.0
Funding	(182.1)	(182.1)	0
Net Expenditure	0	8.0	8.0

Based on September 2023 monitoring, an overall unfavourable variance is forecast, with the following service pressures (greater than £0.5m unfavourable variance) being flagged:-

- a) Housing and Sustainable Development:
Building and Development Control, Housing – temporary accommodation, homelessness
- b) Environment, Civic Pride and Climate:
Parking Services income
- c) Children, Lifelong Learning, and Families
Children’s Social Care
- d) Adult Social Care, Integrated Care, and Public Health
Adult Social Care Placements

2.4.3 London Living Wage (LLW) and Living Wage Employer Accreditation

Merton received accreditation as a Living Wage Employer in February 2023 and will introduce the Real Living Wage into Merton contracts - as and when the contracts come up for re-tendering

The MTF5 2023-27 currently includes provision for the additional cost of implementing the LLW for its contracts as follows:-

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Provision in MTF5 2023-27	711	2,382	2,382	2,382	2,382
Less:					
Allocated to Security & Services Contract	(68)	(68)	(68)	(68)	(68)
ASC Inflationary pressures due to LLW/NLW	(490)	(490)*	(490)*	(490)*	(490)*
Balance	153	1,824	1,824	1,824	1,824

* Due to pressures on the Council’s budget it is proposed to fund the Adult Social Care pressure of £0.490m from Social Care Grant with effect from 2024/25 but maintain the reduction in this budget .

The provision needs to be reviewed and regularly updated to ensure that the MTF5 reflects the latest forecast cost of renewing council contracts.

2.4.4 Freedom Passes

Freedom Passes are administered by London Councils on behalf of London boroughs. The latest estimates for each London borough were reported to London Councils’ Transport and Environmental Committee on 7 December 2023 and Merton’s figures are summarised in the following tables.

The costs of Freedom Passes are driven by two key factors:-

- The estimated average number of journeys made by Freedom Pass holders over the past two years
- Previous work to calculate expected average fares per trip taking into account fare increases and decreases within a “basket of fares”

When forecasting demand, London Councils officers have attempted to establish a baseline, as well as lower range higher range scenarios. The latest estimates from London Councils are:-

	2024/25 £m	2025/26 £m	2026/27 £m
Baseline	7.764	8.703	9.936
Lower range	7.764	8.968	10.457
Higher range	7.764	9.233	10.978

The table below compares the current provision in the budget and MTFS for Freedom Passes with the latest worst case estimate:-

	MTFS 2024/25 £m	MTFS 2025/26 £m	MTFS 2026/27 £m	MTFS 2027/28 £m
Merton MTFS Current Provision	8.472	10.347	11.656	12.822
Latest forecast (Higher range for 2025-27)	7.764	9.233	10.978	12.076
Change	(0.708)	(1.114)	(0.678)	(0.746)

2.5 DSG Deficit and Safety Valve Agreement

- 2.5.1 The Dedicated Schools grant has four distinct blocks: The Schools block, the central School Services Block, the Early Years block the High needs block.
- 2.5.2 While the first 3 are not under cost pressure as the expenditure meets the government grant received (save for some timing lag issues) it is the High Needs block that is the issue and has been subject to previous specific reports.
- 2.5.3 The ‘High Needs’ block relates to children with Special Educational Needs (SEND) or receiving alternative provision. Due to a rising deficit in the budget in autumn 2021 the DfE invited Merton to participate in the second round of their ‘safety valve’ intervention programme with the aim of agreeing a package of reform to the high needs system that will bring the High Needs DSG in-year deficit under control, with additional financial contributions from the DfE dependent on the council undertaking these actions. The cumulative deficit at the end of the 2022/23 financial year was £34.465 million.

2.5.4 Merton's Safety Valve Agreement was signed in March 2022. It commits Merton to getting to a balanced budget by 2026/27. DfE expect Merton to remain in deficit until the final year. In return the DfE will provide deficit funding of £28.8m paid in instalments.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
DfE Funding	11.6	6.7	2.625	2.625	2.625	2.625	28.8

2.5.5 This agreement is between the Department for Education and Merton Local Authority, and covers the financial years from 2021-22 to 2026-27. Merton has agreed to implement the DSG management plan with terms set out in the Agreement. Merton is contributing significant resources to ensuring that the terms of the Safety Valve agreement are met. Budget provision has been made and credited to reserves to match the DSG Deficit that has been accumulated in an unusable reserve.

2.5.6 The medium term position will be far more challenging since, in line with other Local Authority's, the council's High Needs block allocation announced on 18 December is just 2.06% higher than in 2023/24. This considerably lower than inflationary costs and our previous expectations from informal liaison with the DfE.

2.5.7 Officers are currently reviewing the budget and forecast and will provide more details in the Cabinet report in February.

2.6 Contingency

2.6.1 The latest MTFS includes provision of £2.5m in 2023/24 as a contingency to meet unforeseen cost and demand pressures with £3m in years 2024/25 to 2026/27

2.6.2 Given the continuing pressure on services going in to 2024/25 and increased risk of overspending it is proposed to increase the corporate contingency by £1m to £4m over the MTFS period.

2.7 Appropriation to Reserves

2.7.1 The budget for 2023/24 and MTFS 2023-27 includes the following corporate contributions to the Reserve for Future Years Budgets:-

	MTFS 2024/25 £000	MTFS 2025/26 £000	MTFS 2026/27 £000	MTFS 2027/28 £000
Planned contribution to Reserves	1,449	29	0	0

2.7.2 Given the pressure on services and the requirement to produce a balanced budget it is proposed that these contributions are not made. These are one-off reductions to the years in question and do not have an ongoing impact.

3. Capital Programme for 2024-28

- 3.1 It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term. The report to Cabinet in November 2023 set out the current capital programme. Since then further revisions and re-profiling of budgets has been undertaken. The latest current capital programme is summarised in the Table below:-

Department	Revised Budget 2024-25 £000's	Revised Budget 2025-26 £000's	Revised Budget 2026-27 £000's	Revised Budget 2027-28 £000's
Finance & Digital	9,181	1,280	7,536	7,331
ASC, Integrated Care & Public Health	0	0	0	0
Children, Lifelong Learning & Families	16,921	3,479	3,400	2,500
Environment, Civic Pride & Climate	12,520	15,555	12,970	11,320
Innovation & Change	0	0	0	0
Housing & Sustainable Development	21,164	20,682	17,962	2,152
Total	59,786	40,996	41,868	23,303

The following tables summarise the change in proposed capital expenditure and associated capital financing costs from Cabinet in November 2023 to the latest information:-

Capital Expenditure	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Capital Expenditure (Cabinet November 2023)	51,998	41,096	41,868	23,303
Capital Expenditure (Cabinet January 2024)	59,786	40,996	41,868	23,303
Change	7,788	(100)	0	0

Capital Financing Costs	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Capital Financing costs (Cabinet November 2023)	7,944	8,806	9,587	10,733
Capital Financing costs (Cabinet January 2024)	7,878	8,840	9,612	10,725
Change	(66)	34	25	(8)

3.2 Merton's Draft Capital Strategy is included as Appendix 4.

4. **Forecast of Resources and Provisional Local Government Finance Settlement**

4.1 Autumn Statement

On 22 November 2023, the Chancellor of the Exchequer delivered the Autumn Statement 2023. As usual it provided an update on the public finances and performance of the economy and on the same day the Office for Budget Responsibility (OBR) published its November 2023 Economic and fiscal outlook (EFO) which sets out its central forecast for the five years to 2028-29, taking account of recent data and government policies announced up to and including the Autumn Statement 2023.

The Autumn Statement gave details on Government taxation and spending plans. Whilst planned Government Departmental Expenditure Limits were announced for 2024-25, individual local authorities allocations were not known until the Provisional Local Government Finance Settlement 2023 was published on 18 December 2023).

4.2 Provisional Local Government Finance Settlement

The Departmental Expenditure Limits set out in the Autumn Statement 2023 form the basis of the allocations included in the Provisional Local Government Finance Settlement 2024-25. The Provisional Settlement was announced on 18 December 2023.

4.3 Headline Implications for Merton in the Provisional Settlement

- Merton's Settlement Funding Assessment (Revenue Support Grant and Business Rates) increased by 5.3% in 2024/25 (National increase 5.2%, London average 5.3%)
- Merton's Core Spending Power (CSP) increased by 5.8% in 2024/25 (National increase 6.5%, London average 6.4%). As CSP includes several assumptions, it is unlikely to be an accurate reflection of the actual resources available to local authorities.
- The Council Tax Referendum threshold is 5% (3% core, 2% ASC precept)
- The small business rate multiplier will be frozen for 2024-25 at 49.9p while the standard multiplier will increase to 54.6p. Local authorities will be compensated for the shortfall in income for under indexation of the multiplier for the small business rate multiplier via the under-indexation section 31 grant.
- RSG will be increased in line with September CPI inflation (6.7%).

A more detailed analysis of the potential financial impact of the provisional Settlement is included in Appendix 2.

4.4 Merton's Settlement Funding Assessment (SFA) is detailed in the following table:-

	2023-24 £m	2024-25 £m	Change £m	Change %
MERTON Settlement Funding Assessment	43.415	45.727	2.312	5.3
of which:				
Revenue Support Grant (RSG)	6.108	6.513		
Baseline Funding Level (BFL)	37.307	39.214		
(Tariff)/Top-Up (Included in BFL)	43.415	45.727		
	6.679	6.997		

It should be noted that this is based on the DCLG's assumptions included within Core Spending Power calculations. Merton's actual Business Rates forecast will be used in the final funding forecast on which the Budget 2024/25 and MTFs 2024-28 will be agreed. It will not be possible to finalise this until the government return NNDR1 is completed (deadline 31 January 2024).

4.5 Government grants in Core Spending Power

The majority of grant in CSP is ringfenced to spend on social care services

	Provisional 2024/25 £m
Improved Better Care Fund	5.01
Social Care Grant	12.189
ASC Market Sustainability and Improvement Fund	3.272
ASC Discharge Fund	1.171
Ringfenced to Social Care	21.642
New Homes Bonus	0.152
Services Grant	0.229
Unringfenced	0.381
Total	22.023

4.6 A more detailed analysis of the potential financial impact of the provisional Settlement is included in Appendix 2.

5. **London Business Rates 2024-25**

5.1 The London Business pool was discontinued for 2021/22 and, as for the past two years will not be resurrected for 2024/25.

5.2 There were a number of announcements affecting Business Rates in the Autumn Statement published on 22 November 2023 and confirmed in the Provisional Settlement:-

- The standard business rate multiplier will be increased by September CPI (6.7%) and the small business rate multiplier will be frozen for a fourth consecutive year.
- The 75% Retail, Hospitality and Leisure relief will be extended for 2024-25.

Local authorities will be fully compensated for the loss of income because of these two measures and will receive new burdens funding for administrative and IT costs.

6. Council Tax Strategy – Council Tax Base and Council Tax 2024/25

6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2024/25. 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 2024/25. The Council is required to determine its Council Tax Base by 31 January 2024.

6.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.

6.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2023 is the basis for the calculation of the Council Tax Base for 2024/25.

6.4 Details of how the Council Tax Base is calculated are set out in Appendix 1. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2024/25 compared to 2023/24 is set out in the following table:-

Council Tax Base	2023/24	2024/25	Change
Whole Area	77,694.3	78,257.8	0.7%
Wimbledon & Putney Common Conservators	11,761.2	11,782.4	0.2%

6.5 The Localism Act 2011 amended the legislation regarding the calculation of council tax. It also provides for a council tax referendum to be held if an authority increases its relevant basis amount of council tax in excess of principles determined by the Secretary of State.

6.6 Council Tax Referendum Principles

6.6.1 The Provisional Local Government Finance Settlement announced the following referendum principles will apply for 2024-25 for authorities such as Merton:

- For 2024-25, the relevant basic amount of council tax of an authority which belongs to the category including London boroughs is excessive if the authority's relevant basic amount of council tax for 2024-25 is 5% (comprising 2% for expenditure on adult social care, and 3% for other expenditure), or more than 5%, greater than its relevant basic amount of council tax for 2023- 24.

6.6.2 For Merton, a Council Tax increase of 5% (3% core + 2% Adult Social Care) would be regarded as excessive but, for example, a core principle of 2.999% core plus an Adult Social Care (ASC) precept of 2% on top of the core principle (i.e. 4.999%) would be in accordance with the thresholds set.

6.6.3 The MTFs 2024-28 approved by Cabinet in November 2023 included a council tax increase of 4% (2% core plus 2% Adult Social Care precept).

6.6.4 An increase in council tax represents an ongoing income which increases the council's funding base. Given the pressures that the Council's services are currently under the council will be foregoing an ongoing funding source if it does not increase council tax to the maximum permitted. It is therefore proposed to increase council tax by 4.99% consisting of 2.99% core council tax and 2% Adult Social Care precept.

	2024/25	2025/26	2026/27	2027/28
Core Council Tax increase	2.99%	2%	2%	2%
Adult Social Care Precept increase	2.00%	0%	0%	0%
Council Tax increase	4.99%	2%	2%	2%

The estimated council tax yield from these proposed increases are as follows:-

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Core Council Tax increase	3,392	5,689	8,010	10,353
Adult Social Care Precept	2,269	2,280	2,292	2,303
Council Tax increase	5,661	7,969	10302	12,656

The Adult Social Care precept is passported to fund the Adult Social Care service.

7. GROWTH – ADDITIONAL PROPOSALS

7.1 Details of a second tranche of growth proposals are set out in Appendix 5 and are summarised in the following table:-

Growth - Cabinet 15 January 2024	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	71	0	0	0	71
Finance and Digital	250	0	0	0	250
Housing and Sustainable Development	505	0	0	0	505
Environment, Civic Pride and Climate	1,501	0	0	0	1,501
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Total Growth 2024-28	2,327	0	0	0	2,327
Cumulative Total	2,327	2,327	2,327	2,327	

8. REVIEW OF SAVINGS 2024/25 AND REVISED MTFS GAP

8.1 Following feedback from scrutiny panels and feedback from the budget engagement , as well as the opportunity afforded through the review of MTFS assumptions, after further consideration, it is proposed to delete the following saving included in the package of savings previously put forward to Cabinet in November 2023:-

(Cumulative)	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Highways verge cutting - change from an outcome-based requirement to a cyclical programme (Saving ECPC 2425-S02)	60	60	60	60

9. BUDGET STRATEGY AND UPDATE TO MTFS 2024-28

9.1 The council has a statutory duty to set a balanced budget. Since the Cabinet report in November the government has published the Provisional Local Government Settlement 2024-25 and in particular officers have undertaken a thorough review of budgets and updated a wide range of the information .

9.2 Over the past three years we have all experienced unprecedented pressures, firstly with the pandemic and then double-digit inflation leading to the cost of living crisis. The council has provided significant support during this particularly to those with the greatest need.

In the current financial year some council services are under severe pressure from both the effects of inflation and increased demand. In particular, housing costs due to temporary accommodation and, homelessness and both children's and adult's social care placements have increased greatly. At the same time the council's income was devastated during the pandemic and has never fully recovered.

On 18 December the government announced council funding for 2024/25. Merton's core spending power, the government's measure of additional resources next year, increases by £10.7m (5.8%) to c. £195m. Of the £10.7m year on year increase, £6.7m is due to the government's estimate of council tax raised, leaving c. £4m which is mostly grants that are required to be spent on social care. There is very little grant that is at the discretion of the council on which service it is used to support. It is clear that given the cost of living crisis, growing demand pressures of vulnerable groups and persistently high inflation over the past two years that the funding provided via the Provisional Settlement does not meet growing needs.

- 9.3 There is still a lot to do to achieve a balanced budget for 2024/25. The government has set a council tax threshold of 5% for authorities such as Merton and it is intended to increase Merton's council tax by 4.99% (2.99% general, 2% adult social care). Increasing council tax by this level will provide an opportunity to address some of the ongoing service pressures that continue to arise.
- 9.4 Social care costs, both in children's and adult's services continue to grow. In the Provisional Settlement Merton has received an additional c £1.8m grant to be shared between both services of which c.£0.7m has been allocated to Children's and c. £0.5m to Adult's. The remaining £0.6m will be allocated during 2024/25 following discussion between both services and taking into account any national guidelines and needs of each service. It is clear that this level of government funding is well below the level of the increasing needs of both services.
- 9.5 Adult social care has also received additional grant funding from the Provisional Settlement, above 2023/24 levels, of £469k Discharge Grant and £1.521m Market Sustainability and Improvement but this is more than matched by the Council Tax contribution via the Adult Social Care precept of 2% which amounts to c. £2.3m
- 9.6 Taking into account the changes set out in this report, the latest budget gap forecast is:-

DRAFT MTFS 2024-28:				
	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000
GAP Cabinet 16 November 2023	(80)	6,117	5,632	10,414
Extra 1% Council Tax	(1,123)	(1,129)	(1,135)	(1,140)
Pay Award 2023/24 - Revised allocation based on directorates	(1,608)	(1,608)	(1,608)	(1,608)
Remove planned contribution to reserves - Council March 2023	(1,449)	(29)	0	0
Increase contingency from £3m to £4m	1,000	1,000	1,000	1,000
Extra unhypothecated grants from provisional Settlement	(381)	0	0	0
Capital Programme - latest version	(66)	34	25	(8)
Latest concessionary fares forecast	(708)	(1,114)	(678)	(746)
Extra 1% provision for 2024/25 Pay Award to 4%	1,058	1,058	1,058	1,058
Fund ASC LLW/NMW uplift from Social Care Grant	(490)	(490)	(490)	(490)
Reduce/Remove Corporate Provision for National Minimum Wage	(1,500)	(1,500)	(1,500)	(1,500)
Latest investment income projection	(1,000)	(1,000)	(1,000)	(1,000)
Replenish Provision for Excess Inflation	3,960	3,960	3,960	3,960
Growth – Additional Proposals	2,327	2,327	2,327	2,327
Amendment to savings proposals	60	60	60	60
REVISED GAP	0	7,686	7,651	12,327

9.7 A more detailed analysis of the movement in the MTFS from Council in March 2023 to Cabinet in January 2024 is included in Appendix 3.

10. GLA BUDGET AND PRECEPT SETTING 2024-254 – PROVISIONAL TIMETABLE

10.1 The Greater London Authority (GLA) sets a budget for itself and each of the four functional bodies: Transport for London, the London Development Agency, the Metropolitan Police Authority, and the London Fire and Emergency Planning Authority. These budgets together form the consolidated budget.

10.2 The GLA's provisional timetable for its precept setting process is as follows:-

19 December 2024	Following the publication of the provisional Local Government, Fire and Police Settlements, issue the Mayor's Consultation Budget.
25 January 2024	Assembly to consider Draft Consolidated Budget.
22 February 2024	Assembly to consider Final Draft Consolidated Budget.
22 February 2024	Final precept amounts and approved supporting text for the Mayor's communication to council taxpayers issued to billing authorities.

- 10.3 NNDR1 returns will be required to be submitted to the DLUHC by 31 January 2024. It is essential that all authorities meet this deadline for the GLA to be able to achieve its timetable. It is anticipated that the percentage shares for 2024/25 used for the returns for London authorities will be 37% GLA, 33% central government and 30% London boroughs. This is expected to be confirmed in the provisional local government finance settlement.
- 10.4 The Mayor of London published his draft consolidated budget, capital spending plan and proposed council tax precept for 2024-25 on 19 December 2023 for consultation. The consultation on the budget proposals closes on Wednesday 10 January 2024.
- 10.5 The proposed 2024/25 Band D precept for council taxpayers in the 32 London boroughs is £471.40 – a £37.26 or 8.6% increase compared to 2023/24. This increase comprises £20 for TfL, £13 for the Met Police and £4.26 for the London Fire Brigade. This is in line with the maximum increase permitted under the GLA's referendum limit – which is a monetary one – confirmed in the provisional settlement on 18 December 2023. The provisional precept for council taxpayers in the City of London is £166.27 (an increase of £24.26 which excludes the £13 relating to the Met Police).
- 10.6 Indicative overall Council Tax increase

Council Tax at Band D	2023/24 £	2024/25 £	% change from 2024/25
Merton (exc. WPC)	1,449.68	1,522.01	5.0%
GLA Precept (Provisional)	434.14	471.40	8.6%
Implied Council Tax at Band D	1,883.82	1,993.41	5.8%

11. CONSULTATION UNDERTAKEN OR PROPOSED

- 11.1 Engagement on the council's budget priorities is an important part of the budget setting process and essential in informing the development of the council's Medium Term Financial Strategy. During November and December 2023 we have encouraged residents, businesses and community organisations to have their say on what the priorities should be in the council's budget for the 2024/25 financial year via a short online survey or by attending one of the council's engagement events .
- 11.2 Initial findings have been considered in preparing this report but more detailed feedback will be provided in the February report to Cabinet.
- 11.3 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for February 2024.

11.4 A Member's information pack has been prepared and was distributed to all councillors at the end of December 2023 so that it can be taken to all Scrutiny and Cabinet meetings from 24 January 2024 onwards and to Budget Council. As for recent years, this should be an improvement for both councillors and officers - more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also keep printing costs down and reduce the amount of printing that needs to take place immediately prior to Budget Council.

11.5 The pack includes:

- Growth proposals
- Savings proposals
- A draft Equality impact assessment for each saving proposal.

12. STILL TO DO

12.1 There are still a number of key pieces of information that were not available in compiling this budget and MTFS update and these will need to be incorporated into the report to Cabinet in February prior to the budget setting council meeting in March. These include:-

- Business Rates forecast for 2024/25 requires data that will not be available until the government NNDR1 return is completed by 31 January.
- Levies – there are a number of levies on the council that need to be incorporated into the council's budget. This includes the Wimbledon and Putney Commons Conservators levy which can have an impact on the councils average council tax
- Incorporating any changes to the budget arising from the Final Local Government Finance Settlement.

13. TIMETABLE

13.1 The key deadlines are as follows:-

18 December 2023	Provisional Local Government Finance Settlement
End of December	Member's Information Pack circulated
15 January 2024	Cabinet
24 January 2024	Healthier Communities Overview & Scrutiny Panel
25 January 2024	Children and Young People Overview & Scrutiny Panel
30 January 2024	Sustainable Communities Overview & Scrutiny Panel
31 January 2024	Overview and Scrutiny Commission
End Jan. /Early Feb.	Final Local Government Finance Settlement
20 February 2024	Cabinet
6 March 2024	Council approves Council Tax 2024/25 and MTFS 2024-28

14. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

14.1 All relevant implications have been addressed in the report.

15. LEGAL AND STATUTORY IMPLICATIONS

15.1 All relevant implications have been addressed in the report.

16. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

16.1 Draft Equalities assessments of the savings proposals are provided as part of the Member's Information Pack which has been prepared and is available to all Members.

17. CRIME AND DISORDER IMPLICATIONS

17.1 Not applicable.

18. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

18.1 Not applicable.

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

Appendix 1: Council Tax Base 2024/25

Appendix 2: Summary of Provisional Local Government Finance Settlement 2024/25

Appendix 3: Transition of MTFS gap from Council 2023 to Cabinet 15 January 2024

Appendix 4: Merton's Draft Capital Strategy 2024-28

Appendix 5: Growth Proposals 2024-28 – Second tranche

BACKGROUND PAPERS

None.

REPORT AUTHOR

– *Name:* Roger Kershaw

– *Tel:* 020 8545 3458

email: roger.kershaw@merton.gov.uk

Council Tax Base 2024/25

1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent).
- 1.2 Since 2013/14 the Council Tax Base calculation has been 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 ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 1.3 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 1.4 The relevant amounts are calculated as
 - number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
 - adjusted for the number of discounts, and reductions for disability, that apply to those Dwellings
- 1.5 All authorities notify the DLUHC of their unadjusted Council Tax Base using a CTB Form using valuation list information as at 11 September 2023.
- 1.6 The CTB form for 2023 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 1.7 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year.

2. UNADJUSTED COUNCIL TAX BASE 2024/25

2.1 Information from the October 2023 Council Tax Base Return

2.1.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.

2.1.2 From the CTB Returns, prior to incorporating an assumed collection rate, the unadjusted council tax bases are

Unadjusted Council Tax Base	2024/25
Merton – General	79,248.3
Wimbledon & Putney Common Conservators	11,931.5

3. ASSUMPTIONS IN THE MTFS

3.1 Other than changes in the actual council tax rates levied, in producing a forecast of council tax yield in future years, there are two key variables to be considered:-

- the year on year change in Council Tax Base
- the council tax collection rate

3.2 The MTFS approved by Council in March 2023 assumed that the Council Tax Base increases by 0.5% per year and that the collection rate will be 98.75% in 2023/24 and in future years.

3.3 Based on these assumptions the revised estimated Council Tax Base used in the MTFS 2024-28 is as set out in the following table:-

Council Tax Base - Revised Calculation 2024/25 to 2027/28	2024/25	2025/26	2026/27	2027/28
Council Tax Base	79,248.3	79,248.3	79,644.5	80,042.7
Assumed Annual increase	-	396.2	398.2	400.2
Estimated Council Tax Base before collection rate adjustment	79,248.3	79,644.5	80,042.7	80,442.9
Collection Rate	98.75%	98.75%	98.75%	98.75%
Estimated Council Tax Base after collection rate adjustment	78,257.8	78,649.0	79,042.3	79,437.4

- 3.4 The regulations require that the Council Tax Requirement calculated for the forthcoming year is actually credited to the General Fund and any difference arising from actual collection rates is recognised in future years as part of the surplus/deficit calculation

4. IMPLICATIONS FOR COUNCIL TAX YIELD 2024-28

- 4.1 Based on a collection rate of 98.75% (paragraph 3.2 refers), on a like for like basis (i.e. assuming council tax charges do not change) the estimated income in 2024/25 compared to 2023/24 is summarised in the following table:-

Council Tax: Whole area	2023/24	2024/25
Tax Base	77,694.3	78,257.8
Band D Council Tax	£1,449.68	£1,449.68
Estimated Yield	£112.632m	£113.449m
Change: 2023/24 to 2024/25 (£m)		£0.817m
Change: 2023/24 to 2024/25 (%)		0.7%

- 4.2 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits, and premiums between years and bands. However, broadly the changes can be analysed as follows:-

a) Number of Chargeable Dwellings and Exempt Dwellings

Between years the number of properties increased by 455 from 87,099 to 87,554 and the number of exempt dwellings increased by 132 from 998 to 1,130. This means that the number of chargeable dwellings increased by 323 between years. Based on a full charge, this equates to additional council tax of £0.468m.

b) Amount of Council Tax Support Reduction

Based on October 2022 there was a reduction of 7,441.2 to the Council Tax Base for local council tax support. This has reduced to 7,220.0 in based on October 2023 which is a change of 221.2 and equates to an increase in council tax of about £0.321m.

c) Changes in Discounts, Exemptions and Premiums

Overall, the number of properties subject to discounts or exemption increased by 424 and those subject to premiums increased by 53 between October 2022 and October 2023.

Summary

The following puts the individual elements together to show how the potential council tax yield changes between 2023/24 and 2024/25:-

	Approx. Change in Council Tax Base	Approx. Change in Council Tax yield
		£m
Increase in number of chargeable dwellings	323.0	0.468
Change in Council Tax Support Reductions	221.2	0.321
Change in discounts, exemptions, premiums and distribution	19.3	0.028
Total	563.5	0.817

4.3 Council Tax Yield 2024/25

4.3.1 The draft MTFS assumes a Council Tax increase of 4.99% in 2024/25. Assuming this the estimated Council Tax yield for 2024/25 is:-

Council Tax: Whole area	Tax Base	Band D 2024/25	Council Tax Yield 2024/25	Council Tax Yield 2023/24
Merton	78,257.8	1,522.01	£119.1m	£112.6m

4.3.2 There has been no guidance published by the government yet regarding Council Tax Referendum Principles relating to Council Tax increases for general and Adult Social Care precepts.

4.3.3 The updated MTFS is based on the following assumptions, subject to announcement in the Local Government Finance Settlement 2024/25 of the Referendum Principles for 2024/25:-

	2024/25	2025/26	2026/27	2027/28
Increase in CT Base	0.5%	0.5%	0.5%	0.5%
Collection Rate	98.75%	98.75%	98.75%	98.75%
Council Tax – General	2.99%	2%	2%	2%
Council Tax – Adult Social Care†	2%	0%	0%	0%

4.3.4 Based on the estimated Council Tax Base calculations set out in the table in paragraph 3.3, and annual Council Tax increases of 2% as in the latest MTFS assumptions, the estimated council tax yields over the MTFS period are as follows:-

Council Tax (Band D) b/f from previous year	2024/25 £1,449.68	2025/26 £1,522.01	2026/27 £1,552.45	2027/28 £1,583.49
2.99% increase 24/25, 2% after - General	£43.34	£30.44	£31.04	£31.66
2% for Adult Social Care 24/25, nil thereafter	£28.99	0	0	0
Revised Council Tax (Band D)	£1,522.01	£1,552.45	£1,583.49	£1,615.15
	£m	£m	£m	£m
Estimated Council Tax Yield	119.1	121.5	123.9	126.4

4.3.5 The change in the Council Tax yield compared to that included in the MTFS are:-

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
MTFS (Cabinet 16 November 2023)	118.0	120.8	123.5	126.8
Revised Estimated Council Tax Yield	119.1	121.5	123.9	126.4
Change	1.1	0.7	0.4	(0.4)

5. SUMMARY

5.1 Based on the information discussed, the council tax bases for 2024/25 and compared to 2023/24 are summarised in the following table:-

Council Tax Base	2023/24	2024/25	Change
Whole Area	77,694.3	78,257.8	0.7%
Wimbledon & Putney Common Conservators	11,761.2	11,782.4	0.2%

PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2024/25Background

The Chancellor of the Exchequer published an Autumn Statement 2024/25 on 22 November 2023. The Office for Budget Responsibility (OBR) also published its November 2023 Economic and Fiscal Outlook on the same day. The figures included in these documents underlie the allocations to local authorities announced in the Provisional Local Government Finance Settlement 2024/25 on 18 December 2023. Details on the Provisional Local Government Finance Settlement 2024/25 are provided in this Appendix.

Overview of the Provisional Local Government Settlement 2024/25

Details of the provisional Local Government Settlement were published on 18 December 2023. Unfortunately it is only a one-year settlement so it does not facilitate long-term planning.

This is a summary of the main details included in the Provisional Settlement, with particular emphasis on the implications for Merton.

1. Provisional Local Government Settlement**1.1 Settlement Funding Assessment (SFA)**

This section sets out the main details included in the Provisional Settlement and assesses the implications for Merton's finances as set out in the Medium Term Financial Strategy (MTFS).

The Settlement outlined core funding allocations (Settlement Funding Assessment)

The Settlement Funding Assessment is the total of Revenue Support Grant (RSG) and Baseline Funding (BF) from Business Rates. There has been an increase of 5.2% in SFA nationally in 2024/25. Details of changes in SFA for England, London boroughs and in Merton are summarised in the following table:-

	2020/21 Final £m	2021/22 Final £m	2022/23 Final £m	2023/24 Final £m	2024/25 Final £m
Merton (£m)	41.120	41.148	41.311	43.415	45.727
Annual % Change		0.1%	0.4%	5.1%	5.3%
Cumulative % change		0.1%	0.5%	5.6%	11.2%
England (£m)	16,208.5	16,206.7	16,348.2	17,144.8	18,039.4
Annual % Change		0.0%	0.9%	4.9%	5.2%
Cumulative % change		0.0%	0.9%	5.8%	11.3%
London Boroughs (£m)	2,757.7	2,760.7	2,777.7	2,931.6	3,086.5
Annual % Change		0.1%	0.6%	5.5%	5.3%
Cumulative % change		0.1%	0.7%	6.3%	11.9%

The Provisional Settlement broadly reflects the details set out in the Autumn Statement 2023 The main details are:-

- a) Settlement Funding Assessment (RSG + Business Rates) allocations have increased by 5.2% nationally and by 5.3% in London. The details for Merton are:-

MERTON	2023-24 £m	2024-25 £m	Change £m	Change %
Settlement Funding Assessment	43.415	45.727	2.312	5.3
of which:				
Revenue Support Grant (RSG)	6.108	6.513		
Baseline Funding Level (BFL)	37.307	39.214		
	43.415	45.727		
(Tariff)/Top-Up (Included in BFL)	6.679	6.997		

1.2 Core Spending Power

Core Spending Power is the Government's measure of the resources available to local authorities to fund service delivery.

Core Spending Power in 2024-25 is made up of:

- Settlement Funding Assessment
- Estimated Council Tax Requirement excluding Parish Precepts
- Compensation via Section 31 grant for under-indexing the business rates multiplier
- Additional Council Tax revenue from referendum principle for social care
- Potential additional Council Tax revenue from referendum principle for all districts.
- Improved Better Care Fund inc. Winter Pressures Grant
- New Homes Bonus;
- Rural Services Delivery Grant
- Social Care Grant rolling in previous allocations of the Independent Living fund
- Funding Guarantee grant - it ensures all local authorities receive a minimum 3% Core Spending Power increase from 2023-24
- Adult Social Care Market Sustainability and Improvement Fund
- Adult Social Care Discharge Fund
- Services Grant to support all services delivered by councils

As Core Spending Power includes a number of assumptions, this is unlikely to be an accurate reflection of the actual resources available to local authorities. In particular it assumes:-

- All authorities that are eligible raise the social care precept to its maximum of 2% in 2024-25

- All authorities increase overall council tax by the maximum amount (5% in 2024-25, comprising 3% general and 2% ASC council tax)
- Tax base increases in 2024-25 at the same average rate for each authority as between 2019-20 to 2023-24
- New Homes Bonus allocations are based on a share of total national NHB of £291m.

In England the level of assumed spending power will increase by £3.9 bn (6.5%) in 2024-25 . In London boroughs the assumed increase is £563.7m (6.4%) in 2024-25

Core Spending Power	2020/21 Final	2021/22 Final	2022/23 Final	2023/24 Final	2024/25 Provisional	2024/25 Change
	£m	£m	£m	£m	£m	%
England	49,337.0	50,718.3	54,647.4	60,196.7	64,099.8	6.5
London Boroughs	7,257.4	7,440.7	7,977.7	8,805.5	9,369.2	6.4
Merton	150.8	153.7	165.7	184.0	194.8	5.8

A summary of Merton's assumed Core Spending Power from 2020/21 to 2024/25 is included in the following table:-

Detailed Breakdown of Core Spending Power – Merton

	Final	Final	Final	Final	Provisional	Annual Change (23-24 to 24-25)	Cumulative Change (20-21 to 24-25)
	2020/21	2021/22	2022/23	2023/24	2024/25		
	£m	£m	£m	£m	£m	%	%
Council Tax	97.386	99.862	104.984	113.055	119.779	5.9%	23.0%
SFA	41.12	41.148	41.311	43.415	45.727	5.3%	11.2%
S.31 grant Compensation for business rates	1.441	1.874	3.675	6.355	7.238	13.9%	402.3%
Improved Better Care Fund	4.862	4.862	5.01	5.01	5.01	0.0%	3.0%
New Homes Bonus	1.438	0.612	0.482	0.732	0.152	-79.2%	-89.4%
Social Care Grant	4.058	4.466	6.282	10.43	12.189	16.9%	200.4%
Market Sustainability and Fair Cost of Care Fund	0	0	0.505	0	0	-100.0%	-
ASC Market Sustainability and Improvement Fund	0	0	0	1.751	3.272	86.9%	-
Lower Tier Services Grant	0	0.399	0.429	0	0	-100.0%	-
ASC Discharge Fund	0	0	0	0.702	1.171	66.8%	-
Services Grant	0	0	2.479	1.454	0.229	-84.3%	-
Grants rolled in	0.499	0.522	0.516	1.137	0	-100.0%	-100.0%
Funding Guarantee	0	0	0	0	0	-	-
Core Spending Power	150.804	153.745	165.672	184.042	194.766	5.8%	29.2%

1.3 Settlement Funding Assessment

One of the main changes to distributing core settlement resources in 2024-25 includes:

- Business Rates Retention: The small business rate multiplier will be frozen for 2024-25 at 49.9p while the standard multiplier will increase to 54.6p. Local authorities will be compensated for the shortfall in income for under indexation of the multiplier for the small business rate multiplier via the under-indexation section 31 grant.
- Revenue Support Grant: RSG will be increased in line with September CPI inflation (6.7%).
- Negative RSG: The Government will continue to eliminate negative RSG in 2024-25 (via adjustments to tariffs and top-ups rather than a separate grant).

1.4 Council tax referendum principles for principal local authorities

In terms of controlling the level of council tax increases that local authorities can set in 2024-25, without the need for a local referendum, the Government has decided that the core principles to be applied to authorities with social care responsibilities including London boroughs such as Merton are:-

- For 2024-25, the relevant basic amount of council tax is excessive if the authority's relevant basic amount of council tax for 2024-25 is 5% comprising 2% for expenditure on adult social care and 3% for other expenditure), or more than 5%, greater than its relevant basic amount of council tax for 2023-24.

Police and Crime Commissioners (PCCs) including the GLA charge for the Metropolitan Police will be allowed increases of £13.

1.5 GLA Council Tax Precept

The Mayor of London published his draft consolidated budget, capital spending plan and proposed council tax precept for 2024-25 on 19 December 2023 for consultation. The consultation on the budget proposals closes on Wednesday 10 January 2024.

The proposed 2024/25 Band D precept for council taxpayers in the 32 London boroughs is £471.40 – a £37.26 or 8.6% increase compared to 2023/24. This increase comprises £20 for TfL, £13 for the Met Police and £4.26 for the London Fire Brigade. This is in line with the maximum increase permitted under the GLA's referendum limit – which is a monetary one – confirmed in the provisional settlement on 18 December 2023. The provisional precept for council taxpayers in the City of London is £166.27 (an increase of £24.26 which excludes the £13 relating to the Met Police).

1.6 Business Rates

1.6.1 Business Rates Retention Compensation for under-indexing the business rates multiplier

The compensation for under-indexing of the business rates multiplier will increase nationally by £377m (17.1%) to £2.6bn in 2024-25, mainly due to the Government freezing the small business multiplier and extending the Retail, Hospitality and Leisure relief for 2024-25. For London boroughs, this grant will increase by £59m (up 15.2%) to £450m.

1.6.2 Business rates multipliers

The standard business rate multiplier will be increased by September CPI (6.7%) and the small business rate multiplier will be frozen.

1.6.3 Business rates pool

London Councils' Leaders' Committee agreed in September 2023 not to reconstitute the pan-London business rates pool for 2024- 25 as it was unlikely to provide any financial benefit.

1.6.4 NNDR1

Although the Provisional Settlement includes amounts for business rates and compensation for the under-indexing of the multiplier, these are based on the government's assumptions and may differ greatly from Merton's actual business rates profile.

The figures used in the Council's budget for 2024/25 will be based on the latest business rates information available for Merton which will be included in the government's NNDR1 Return which, as for all local authorities, has to be submitted by 31 January 2024.

The NNDR1 form for 2024/25 has now been received from Government.

1.7 Social Care Funding

1.7.1 Improved Better Care Fund

The Improved Better Care Fund (iBCF) will continue at the same level as in 2023/24 (£2.1bn), with London Boroughs receiving £346m (16.3%). The grant will continue to be required to be pooled as part of the Better Care Fund.

The MTF5 assumes that this level of funding continues over the four year period. This is summarised in the following table:-

Adult Social Care (iBCF)	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Improved Better Care Fund	5.010	5.010	5.010	5.010

1.7.2 Adult Social Care Discharge Grant

The Discharge Fund (originally introduced in the 2022 Autumn Statement) has been increased by £200m to £500m nationally. London will receive £81m. This is a new grant totalling £300m nationally and part of the £600m new funding announced in the Autumn statement 2022. The Discharge Funding grant is provided to upper tier authorities to ensure those people who need to draw on social care when they are discharged from hospital can leave as soon as possible. The Discharge Funding must be pooled as part of the Better Care Fund.

Merton's grant is:-

	2023/24 £000	2024/25 £000
Adult Social Care Discharge Fund	702	1,171

1.7.3 Adult Social Care Market Sustainability and Improvement Fund

A total of £1.1bn will be distributed for adult social care through the Market Sustainability and Improvement Fund, which includes £162m of Fair Cost of Care funding. It also includes £205m Market Sustainability and Improvement Fund - Workforce Funding, which was a two-year fund announced in July 2023, and will be rolled into the existing Market Sustainability and Improvement Fund. This is a £488m increase, and London will receive £162.6m from the Market Sustainability and Improvement Fund. As with the additional iBCF funding, there will be reporting requirements placed this grant.

	2023/24 £000	2024/25 £000
ASC Market Sustainability and Improvement Fund	1,751	3,272

1.7.4 Social Care Grant

The Social Care Grant is a grant provided to upper tier authorities for social care expenditure, on both adult and children's social care.

Social Care Grant will total £4.5bn in 2024-25: an increase of £0.692bn of which £114m will be distributed to London increasing its funding to £726m (16% of the total).

Social Care Grant is to be shared between Children's and Adults Social Care services on a basis determined at the discretion of each local authority.

The grant received up to 2023/24 has been allocated as follows:-

Social Care Grant (cumulative)	2023/24	2024/25
	£000	£000
Children's allocation (in Base budget)	4,635	4,635
Adult's allocation (in Base budget)	1,647	1,647
Children's FYE previous growth	390	390
Children's new growth	545	545
Children's 2023/24	600	600
Adult's 2023/24	2,312	2,312
Replacement funding for Independent Living Fund	301	301
Allocation to be determined		1,759
Social Care Grant	10,430	12,189

Potential demands on additional 2024/25 grant:

Childrens Social Care - Placements pressure £662k

ASC placements pressures due to LLW &NLW £490k

Balance £607k to be determined

1.8 Special and specific grants

The distribution of a number of grants was published alongside the Provisional Settlement. Within core spending power these include:-

- New Homes Bonus
- Services Grant
- Funding Guarantee
- Rural Services Delivery Grant (not applicable to London)

1.8.1 New Homes Bonus

The New Homes Bonus was introduced in 2011 and is a grant paid by central government to local councils to reflect and incentivise housing growth in their areas. It is based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes.

The Government is proposing to roll over last year's policy on New Homes Bonus for a new round of payments in 2024-25, which will attract no new legacy payments as in 2023-24. The 2024-25 allocation totals £291m, funded through a top slice of Revenue Support Grant. The calculation methodology remains unchanged, with authorities needing to achieve tax base growth of greater than 0.4 per cent before they receive any New Homes Bonus funding.

Provisional New Homes Bonus allocations total £291m nationally (no change from 2023-24) and London borough provisional allocations total £50m.

Merton's allocation as announced in the Provisional settlement is:-

	2023-24 £m	2024-25 £m
New homes bonus		
Merton	0.732	0.152

1.8.2 Services Grant

This is intended to provide funding to all tiers of local government in recognition of the vital services delivered at every level of local government. This was intended to be a one-off grant in 2022-23 and nationally has reduced from £822m in 2022-23 to £464m in 2023-24 and down further to £77m for 2024-25. London boroughs will receive £14m (18%). It is assumed that, as for 2023-24, the grant will not be ring-fenced and conditions on reporting requirements will not be attached

Merton's allocation as announced in the Provisional settlement is:-

	2023-24 £m	2024-25 £m
Services Grant		
Merton	1.397	0.229

1.8.3 Funding Guarantee

This guarantee will ensure that all councils will see at least a 3% increase in their core spending power, adjusted for actual council tax take-up and base growth and their actual increase in CSP before any increases to council tax levels.

Seven London Boroughs are expected to receive funding via the funding guarantee in 2024-25 (No London boroughs received this funding in 2023-24).

1.9 Finance Reforms

The Government postponed any plans to reform its assessment of need and resources or to reset the business rates retention scheme until the next parliament (i.e. 2025-26 at the earliest).

Additionally, the Government has launched a data collection exercise seeking to consult on the potential of using financial levers in future settlements to disincentivise the practice of implementing a four-day working week.

2. Schools funding

2.1 The allocations for the Dedicated Schools Grant (DSG) have been published for financial year 2024-25. The DSG continues to be funded via four blocks as previously: the schools block, the central schools block (CSSB), the high needs block and the early years block.

2.2 The DSG allocations for 2024 to 2025 are made up of:

1. the schools block is based on the primary units of funding (PUF), and secondary units of funding (SUF), and premises funding announced in October 2023 and growth funding
2. the central school services block (CSSB) is based on the units of funding and total historic commitments funding announced in July 2023
3. the high needs block is based on the allocations announced in July 2023 with the basic entitlement element of the national funding formula (NFF) updated for the number of pupils in the October 2023 school census
4. the early years block is based on the early years funding rates published in November 2023 and made up of items 5 to 12 below
5. funding for the universal 15 hours entitlement for all 3 and 4-year-olds
6. funding for the additional 15 hours for 3 and 4-year-old children of eligible working parents
7. funding for the 15 hours entitlement for disadvantaged 2-year-olds
8. funding for the 15 hours entitlement for 2-year-old children of eligible working parents
9. funding for the 15 hours entitlement for 9-month-old up to 2-year-old children of eligible working parents
10. funding for the early years pupil premium (EYPP) for 3 and 4-year-olds, 2-year-olds and under 2s
11. funding for the disability access fund (DAF) for 3 and 4-year-olds, 2-year-olds and under 2s
12. supplementary funding for maintained nursery schools (MNS) for 3 and 4-year-olds

Dedicated schools grant (DSG): 2024 to 2025 allocations local authority summary	2024 to 2025 DSG allocations, before recoupment and deductions for national non-domestic rates, and for direct funding of high needs places by Education and Skills Funding Agency (ESFA)				
	Schools block (£s)	Central school services block (£s)	High needs block (£s)	Early years block (£s)	Total DSG allocation (£s)
315 Merton	156,218,099	1,146,726	50,208,828	24,168,693	231,742,346

Dedicated schools grant (DSG): 2024 to 2025 allocations local authority summary	2024 to 2025 DSG allocations, after deductions for national non-domestic rates, and direct funding of high needs places by ESFA				
	Schools block (£s)	Central school services block allocation (£s)	High needs block allocation (£s)	Early years block (£s)	Total DSG allocation (£s)
315 Merton	155,994,834	1,146,726	49,988,828	24,168,693	231,299,081

2.3 A more detailed analysis of Schools Funding will be provided to Cabinet in February 2024.

Summarised Transition from Council March 2023 to Cabinet 15 January 2024

Budget Forecast 2024/25 to 2027/28				
	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000
Budget Gap Council March 2023	0	2,296	3,836	13,534
Inflation - Pay and Prices	5,210	5,083	5,287	5,653
Savings - New 2024/25	(2,099)	(3,038)	(3,348)	(3,735)
Transfer to services from corporate inflation and contingency budgets	4,659	4,659	4,659	4,659
External Borrowing Costs	(3,339)	(2,238)	(3,346)	(7,303)
C&H: Taxicard and Concessionary Fares	(905)	(1,610)	(2,039)	(3,115)
Proposed Growth - Services	4,363	6,684	6,727	6,765
Investment Income	(2,000)	(2,000)	(2,000)	(2,000)
Provision for Corporate Contract increases due to London Living Wage	(490)	(490)	(490)	(490)
Collection Fund - t/f of Ctax surplus(-)/deficit	(278)	0	0	0
Collection Fund - t/f of BRates surplus(-)/deficit	(1,667)	0	0	0
Council Tax income	(1,624)	(1,630)	(1,635)	(1,641)
Additional unringfenced grant	(381)	0	0	0
Reduced contribution to Reserves	(1,449)	(29)	0	0
Cabinet 15 January 2024	0	7,686	7,651	12,327

Merton's Capital Strategy 2024-28



December 2023 – 2nd Draft (November 2023 Monitoring)

Contents

Delivering Building a Better Merton Together.....	1
Strategic Planning Framework.....	2
Strategic Themes.....	2
Capital Strategy.....	3
Evidence of Need.....	4
Strategic Theme 1 – Nurturing Civic Pride.....	7
Strategic Theme 2 – Building a Sustainable Future.....	7
Strategic Theme 3 – Creating a Borough of Sport.....	8
Delivering a Digital Strategy (4).....	9
Corporate Items (5).....	10
Climate Emergency.....	11
External and Partner Influence.....	12
Property as a Corporate Resource.....	13
Capital Investment Mapping.....	14

The Detail

Capital Investment Planning.....	16
Impact of the Capital Programme on Revenue.....	19
Capital Investment Strategy for Non-Core Activity.....	23
Flexible Use of Capital Receipts Strategy.....	24
Capital Planning Process.....	25
Corporate Governance.....	26
Capital Programme Board.....	26
Capital Programme Approval and Amendment.....	27
Capital Monitoring.....	28
Capacity, Skills and Culture.....	28
Risk Management and Assessment.....	29
Annex 1 - Summary of the Capital Investment Programme 2022-27.....	30
Annex 2 - Funding the Capital Programme 2022-27.....	31
Annex 3 - Detailed Capital Programme 2023-27.....	32
Annex 4 - Growth/(Reduction) Proposed Programme.....	37
Annex 5 – Indicative Capital programme 2027 to 32.....	38
Glossary of Terms.....	40

Delivering Building a Better Merton Together

Merton as a borough has a huge amount to offer those who live, work or visit here. It is one of the greenest boroughs in London and has plenty of parks, green spaces and rivers offering easy access to nature. It is extremely well connected to central London, as well as neighbouring boroughs and the Surrey Hills. Each year, 500,000 visitors come to our borough to enjoy the Wimbledon Championships, which have been held since 1877 at the All-England Club. Merton is also proud to be the home once more of AFC Wimbledon in the Plough Lane stadium.

We are a growing and diverse borough – Merton is home to 215,187 people, an increase of 7% over the last 10 years, and the population is made up of a broad range of ethnicities. One third of residents were born outside the UK and the most common languages spoken after English are Polish, Tamil, Portuguese and Urdu, which reflects the Polish, European, South American and Asian communities across Merton.

We have always strived for Merton to be a great place to raise a family. There is excellent support for children and young people and all our secondary schools are rated either good or outstanding. We are one of the safest boroughs in London, and we have worked hard to prevent homelessness and maintain the lowest number of households in temporary accommodation of all London's boroughs. However, we know there is more to do to meet the expectations of our residents and make Merton a better place to live for everyone.

If we want to achieve the goal of building pride in Merton, this must be truly felt and experienced by all communities across the borough. Parts of Merton have higher levels of overcrowding, poorer health, deprivation and poverty and a greater proportion of lower-income households that are more affected by the cost-of-living emergency. We will target our delivery to address these disparities and to make sure that investment, support, and action goes to the right places and makes a difference.

We have shown that we work best when we work together and that will become even more important in the years ahead. The council cannot achieve these ambitions alone but will need to work closely and collaboratively with communities, businesses, and partners on a local and London-wide level to build a better Merton together.



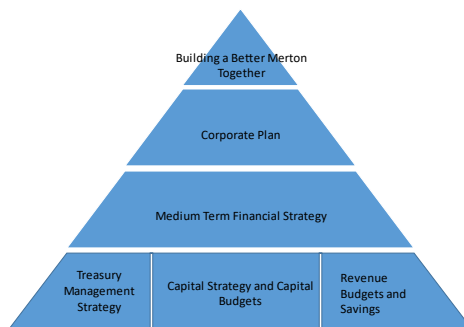
Councillor Ross Garrod, Leader, Merton Council



Councillor Billy Christie, Lead Member Finance & Corporate Services

Strategic Planning Framework

The Capital Strategy is an integral part of the Council’s Strategic and Financial Planning Framework:



The Corporate Plan is specific to Merton Council and sets out the council’s vision and ambitions for improvement over the next four years and how this will be achieved. Corporate Planning and financial planning frameworks are closely aligned and integrated.

The Medium Term Financial Strategy (MTFS) is a 4 year plan which sets out our commitment to provide services that meet the needs of people locally, and represents good value for money. It links our council vision and priorities with forecasted resources and budgets. This shows how our finances will be structured and managed to ensure they support our priorities, and those of our partners. It incorporates the medium term impact on rate payers of activity within both the Capital Strategy and the Treasury Management Strategy.

Capital Strategy - The importance of having a meaningful and comprehensive Capital Strategy is recognized by the Chartered Institute of Public Finance and Accountancy’s (CIPFA) in both its Prudential Code (2021) and Capital Strategy Guidance. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services, along with an overview of how associated risk is managed and what the implications might be for future financial sustainability.

Treasury Management Strategy (TMS) summarises the management of the council’s cash flows, its banking, money market and capital market transactions and the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

Strategic Themes

The Corporate Plan sets out the key themes, for analysing the capital programme two further areas have been added modernisation themes and corporate items:



Underneath these five Themes sit a set of priorities which we would work with our partners to develop and deliver on. As a Council we continue to respond to these challenges making sure we position ourselves to recover as quickly as possible from its effects. Strong financial management is at the heart of the Capital Strategy enabling it to play a key role in the Council's response.

Capital Strategy

The Council recognises the vital contribution its Capital Strategy plays in the economic growth of the borough. The significant and strategically planned investment shows that Merton is an ambitious borough looking to invest in improvements of placemaking to create an economic resilience which allows both local business and communities to thrive. It also welcomes the opportunity to work with the private sector to deliver its priorities and for the private sector to see Merton as a place it wants to invest in. The Council recognises that it needs to leverage private investment to create a resilient local economy and deliver the best outcomes for residents and businesses.

In developing the Capital Strategy, clear linkages have also been identified with not only the Corporate Plan, MTFs and TMS but departmental service and commissioning plans beneath this. It reflects the capital investment implications of the approved objectives of those plans, which themselves reflect the council's proposals set out in service based strategies such as the Primary Places Strategy, Local Implementation Plan (Transport), and Asset Management Plans.



Evidence of Need

Merton is an outer London borough with a current population in 2021 of 215,187 (source census 2021), projected to increase to 218,005 in 2040 (GLA Estimates).

Over the next 20 years it is projected that the number of residents aged over 65 across Merton as a percentage of the population will increase from 12.9% to 19.2%. The population aged 85 and over is projected to increase by an even greater proportion, 52% (BPO March 2021). Local research supports the increasing need identified in the London Plan for housing designed for older people, including sheltered and extra-care.

The Local Plan sets out that the council will plan for 11,732 new homes over the 15 year plan period from 2021 to 2036. Delivery of this housing is required to meet the needs of the increase in population and growth; projected to be an overall increase of approximately 16,600 people.

The Infrastructure Delivery Plan identifies the anticipated strategic requirements for the provision of a range of different infrastructure types across the borough. These include transport, health, education, green and blue infrastructure, sport and leisure, community, utilities, climate change, economic development and emergency services.

The council must ensure that the necessary infrastructure required to support new residential and commercial development throughout the borough can be delivered at the right time, therefore addressing any existing shortfalls in provision.

We have co-designed a methodology with our partners to improve how we work with our local communities and use local, council and partner assets and resources. This work was undertaken with Collaborate CIC, one of the leaders in the field of collaboratively designed public services and produced 'Working Better with Communities' framework. This model takes what we learned from how we worked differently with partners during the pandemic, feedback from community groups and best practice from Merton and elsewhere to offer a guide to how we can work differently with communities.

The commissioning of our new multi-million-pound Civic Pride Fund: Supporting the Voluntary and Community Sector has provided a valuable opportunity to put this framework into practice. The fund invests in social infrastructure at a neighbourhood level and supports our voluntary groups.



Health and Wellbeing - Merton Health and Wellbeing Strategy 2019-2024 focuses on the influence that the wider determinants – the air we breathe, our schools, workplaces, homes, food, transport and relationships with friends and family – have on our health. This is in line with the report on Health Equity in England: Marmot Review 10 Years On published in 2020, and is focused on tackling health inequalities so that all residents can: Start Well, Live Well and Age Well in a Healthy Place.

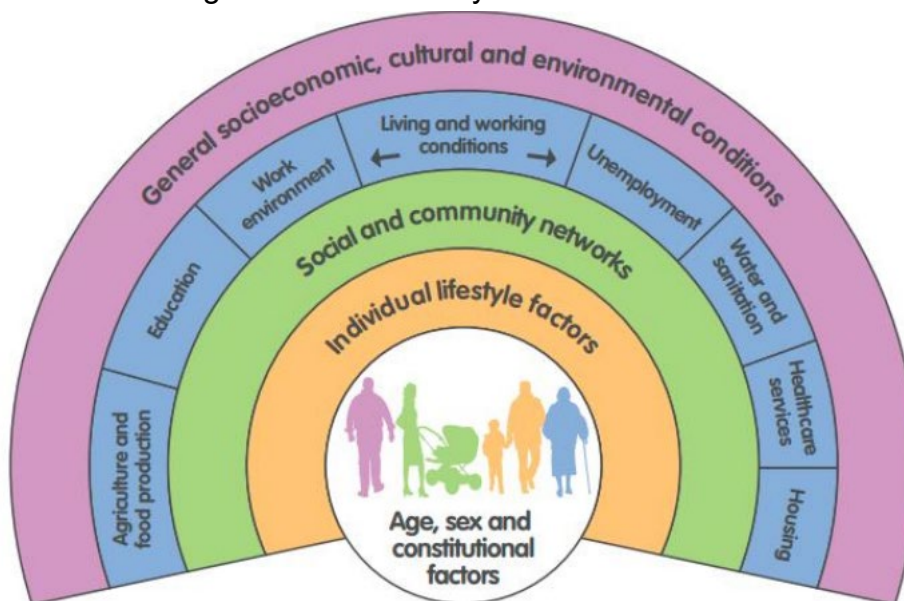


Diagram 1 – Wider determinants of health

Source: Dahlgren & Whitehead, 1991

The Merton Story (2022/23) is Merton's Joint Strategic Needs Assessment (JSNA), which sets out the population health and wellbeing needs for the Health and Wellbeing Board. It identifies the following key themes and challenges:

- Start well priorities: 1) Emotional health and wellbeing for Children and Young People; 2) Integrated children's services and 3) Developing pathways into adulthood
- Live well priorities: 4) East Merton model of health and wellbeing, 5) Diabetes, 6) Primary care at scale, 7) Primary mental healthcare
- Age well priority: 8) Integrated health and social care

The plan focused on the collaborative action that communities, health, social care and the voluntary sector could take together to deliver quality health and care services that support local people.

The Merton Story identifies that the main causes of ill health and premature deaths in Merton are cancer and circulatory disease such as coronary heart disease and stroke. Unhealthy behaviours, such as smoking, lack of physical activity, an unhealthy diet and using drugs and alcohol, can all contribute to these types of deaths. The Health and Wellbeing Strategy aims to make healthy choices easier and more preferred, particularly for people in areas with lower socio-economic conditions.

The mental health of residents is just as important as their physical wellbeing. Public Health England figures indicate that in 2017, it was estimated that 25,300 adults in Merton were suffering depression and anxiety. While this is lower than the London and England average, it suggests that not all adults who experience mental health issues visit a GP.

The number of people in Merton with dementia is predicted to increase from 2,050 to 3,300 by 2035. The new Local Plan policies incorporate how dementia-friendly design through housing, transport and public realm can help to make communities more dementia-friendly.

Projections

The London Healthy Urban Development Unit (HUDU) has provided a spatial analysis of the population projections for Merton, to illustrate the interactions between the different types of health services in the borough and how the changes in future population may impact on these services:

- *Overall healthcare provision; health centres, primary care networks, GPs and hospitals;*
- *Primary care floorspace;*
- *Mental health care floorspace; and*
- *Acute health care floorspace.*

A new Merton Borough Health and Care Estates Strategy 2021 (MBES) has been prepared in partnership with Merton Borough Estates Group. The MBES reviews the needs of local health providers against the borough's housing and population growth and supports the delivery of Merton's Local Health and Care Plans. The MBES also takes into account some of the implications of Covid-19 on the healthcare system, although it is acknowledged that this is ongoing work and further information may be provided to the council as it comes forward.

Merton is unique to its neighbouring boroughs as there is no acute hospital within the borough. This results in residents travelling to the most convenient hospital close to where they live, either St George's University Hospital in Wandsworth, Epsom and St Helier Hospital in Sutton or Kingston Hospital in Kingston. The MBES 2021 identifies the key healthcare needs for the borough, setting out the areas and the projects that are considered to be a priority in meeting the health needs of the Merton population.



Strategic Theme 1 - Nurturing Civic Pride

Civic pride is about the relationship that people and communities have with a place – not only their physical surroundings but also their feelings of identity and belonging. By nurturing civic pride, we want people to be proud of their local area, feel more connected to their community, and get more involved in making Merton a great place to live, work and visit. That means getting the basics right so that all residents across the borough can benefit from cleaner streets, vibrant high streets, good schools, and safe neighbourhoods. It is also about everyone taking pride in their borough, which means becoming a fairer, more equal and inclusive place.

There are 8 established priorities in this area which detailed below, capital investment is being utilised to deliver them where necessary

1. **We will put residents at the heart of everything we do, and be responsive and resident-centric in our approach to customer service, communication, and engagement**
2. **Residents, businesses and visitors will enjoy clean, safe and welcoming places across the borough** - the proposed capital programme includes £6 million investment in a new waste transfer station and £15 million for the replacement of the bulk of the waste and cleansing fleet with a carbon neutral alternative.
3. **Existing businesses are supported, and new businesses, talent and investment will be attracted to the borough** - the proposed programme provides £4 million match funding for Morden town centre regeneration.
4. **More residents will be able to access secure and well-paid employment in a local economy that is fairer and more inclusive** - the approved programme 2024-28 contains £10.2 million of regeneration schemes spread throughout the borough.
5. **Merton will be a thriving place for voluntary and community organisations where giving back is valued and encouraged**
6. **Fantastic educational provision and support gives children the best start and equips residents of all ages with the skills and qualifications to succeed** – the approved capital programme 2024-28 includes £26 million for the expansion of Special Educational Needs Places in the borough.
7. **Residents across Merton will be supported through the cost-of-living emergency**
8. **We will continue to embrace diversity across the Borough**

Strategic Theme 2 - Building a Sustainable Future

Working towards a greener, more sustainable, and resilient future for the borough means better housing, action on climate change, and support for the health and wellbeing of our communities. Accelerating the supply of affordable and sustainable homes is a top priority for the council. Alongside this priority, we will push for better standards in private and social housing and work with Integrated Care partners to make sure that local health provision meets the needs of communities across Merton.

There are 7 established priorities in this area which detailed below, capital investment is being utilised to deliver them where necessary:

1. **New developments deliver more affordable housing and exhibit design excellence -**
Like other London boroughs, Merton faces a housing crisis with increasing numbers of households in temporary accommodation and too many people living with high housing costs and poor-quality accommodation. The approved capital programme 2024-28 includes £28 million for the provision of affordable housing and £9.8 million for the provision of learning disability housing
2. **A borough where residents can live in good quality housing**
3. **Our environment and parks will be protected, restored, and well managed -** the approved capital programme 2022-28 includes £3.5 million for Parks and Trees Funding.
4. **The council will aim to reach net zero by 2030**
5. **Take-up of alternative and sustainable modes of transport increases**
6. **Air quality across the borough will improve**
7. **Equal access to local health services in Merton -** the Authority will be looking to utilise grant funding to develop the electric vehicle infrastructure within the borough.



Strategic Theme 3 - Creating a Borough of Sport

As the home of the Wimbledon Tennis Championships, AFC Wimbledon, the oldest cricket club in the world, and a rugby club that was one of the founding members of the RFU, our borough has a great sporting heritage on which to build. Today, we have an array of parks, tennis courts, sports pitches, leisure centres and a wealth of grassroots clubs and sporting organisations.

We are perfectly placed to establish Merton as a borough of sport and promote healthy, active lives for all our residents. Increasing participation in sport and exercise not only supports better health and wellbeing but can also bring wider social benefits such as greater connectedness and engage young people. By supporting residents of all ages to be active and incorporate more movement into their lives, we can help people to lead more healthier lives and become more independent, particularly those who are older or disabled.

There are four established priorities in this area which detailed below, capital investment is being utilised to deliver them where necessary

1. **Merton's sporting heritage will receive national recognition Increasing participation in sport and physical activity amongst all residents**
2. **All 4- to 16-year-olds and over 65s will have access to weekly sporting and wellbeing activities** - The approved capital programme includes just under £10 million investment in sports and green spaces.
3. **More residents will take part in sport and physical activities**
4. **Investment in sporting infrastructure and promoting healthy activities**

Developing a Digital Strategy (4)

Our vision is to develop inclusive, connected and engaged communities and develop digitally-optimised and innovate services. Digital strategy focuses on using innovation, data and technology to improve business performance by improved utilisation of the resources and capabilities available to it. Compiling and implementing this strategy is a key priority for the organisation.

Hierarchy of Public Sector Innovation



By empowering our staff with the capabilities needed in the digital-era, we can, in turn, help our less confident residents benefit from digital services and technologies.

Our priority is to improve people's lives and we can only do this if we ensure our services are designed with people's needs truly at their heart. Tackling digital exclusion and ensuring our residents have the tools, skills, and technology to participate in today's society. Providing fast, reliable internet availability throughout the Borough, and the skills to enable our residents to use it.

We recognise that redesigning or building new services requires the collaborative efforts of people across the organisation and out in our communities, and that our data holds valuable information which isn't always immediately visible. By working collaboratively, sharing data appropriately and engaging our communities, we can get the insights and understanding that we need in order to design services which improve people's lives.

The Authority will be reviewing business needs, determining required outcomes, developing a delivery plan and identifying the resources required to deliver those developments. A strategic engagement plan will need to be developed which includes engagement with both internal and external stakeholders. The newly established Transformation Team will manage the consultation and manage the impact across the organisation. The Table over the page provides a summary overview of the work to be undertaken.

Digital Strategy

Services	Data & Insight	Workforce	Digital Inclusion	Technology Estate	Digital Place
User-centred digital services	Data usage	Recruitment and retention	Needs identification	Technology Governance	Smart City
Improve digital presence	IG & data ethics	Agile working methods	Digital inclusion for staff	Interoperability and data access	Digital Economy
Service design capabilities	Data culture	Staff training in digital and data methods	Digital inclusion for residents	Procurement	Digital Infrastructure
Digital democracy	Data quality	Tools for staff	Local Partnerships	Cyber security	
Emerging tools and practice	Advanced data methods	Effective hybrid working		Emerging Tech	

Residents have told us they want to be involved in decisions that affect the things that matter most to them, such as their high streets, parks and local services. They want to maintain and build on the community spirit that saw us through the pandemic where thousands of residents, businesses and local organisations helped support some of our most vulnerable residents. We want to harness this collaborative spirit to work with residents, businesses and local organisations and build a better Merton together.

Our new Community Engagement strategy will change our approach to engaging with residents and enable us to engage more directly. We will be expanding the use of new and existing digital channels to engage with residents on a regular basis and seek their views on a range of topics. We will also bring in new ways for residents to talk with us and each other, including an annual Question Time for the Leader and Cabinet in each town centre and more support for community groups that hold consultations with residents.

Corporate Items (5)

The authority retains three corporate budgets to maximise its flexibility and agility these are:

1. Acquisitions Budget £2.0 million for the purchase of land and buildings to aid the delivery of capital schemes
2. Capital Bidding Fund £1.0 million to provide match funding to lever in external funding for capital schemes
3. Capital Contingency £1.7 million to offset funding shortfalls in capital schemes



Climate Emergency

On 10th July 2019, Merton Council passed a motion to declare a Climate Emergency and set an ambitious carbon reduction target to make the London Borough of Merton carbon neutral by 2050. In order to lead by example, Merton Council has also set a target to decarbonise its own buildings and services by 2030

The capital investment required to achieve the carbon reduction target can be divided into four main areas:

1. Buildings – the number of operational buildings needs to be rationalised, and the Authority needs to invest in the remaining buildings to make them carbon neutral – surveys are currently being undertaken on Merton owned property the results will inform the rationalisation process
2. Vehicles – the approved capital programme includes £15 million to decarbonise the waste and street cleansing fleet – and officer are reviewing the options for decarbonisation the whole fleet including the required infrastructure
3. Infrastructure – will consider the changes required to the infrastructure for the devised decarbonisation programme in 1 and 2 above.
4. Other Items not covered in the items above – the approved capital programme includes two small schemes related to climate change for £504k (Community Retrofit Loan £254k and Business Retrofit Support £250k)



External and Partner Influences

The Council's capital investment plans are influenced by a number of external parties and factors: central government and its agencies, legislation requiring capital works, partner organisations, businesses developers and by the needs and views of other interested parties, particularly those of Borough residents

Government sponsored initiatives and programmes will influence the projects which the Council will include in its capital investment plans. In particular, its Housing Investment Programme in which the Council participates with regard to Disabled Facilities Grants, this is a major area of investment where the majority of funding is provided by Government.

Transport for London works closely with all London boroughs and community groups to integrate transport planning and operations across the Capital. This results in the provision of ring-fenced funding for work to be undertaken by Merton.

The Authority is working closely with the Department of Education to deliver plans to reduce and contain the increasing revenue pressure from independent sector SEN placements, this is resulting in the provision of additional SEN places within the capital programme.

Where required by legislation to carry out works of a capital nature, such as to comply with the Disablement Disability Act or Health and Safety requirements, or anti-pollution regulations, the Council will consider the most effective way to discharge its obligations and appropriate provision will be made in its Capital Programme once it has determined the necessary work and what can be capitalised.

The Council works with a wide range of partners from the public, private, voluntary and community sectors, all of which have an influence over its spending priorities. Wherever possible the Council will seek to work in partnership with others to deliver its capital investment programme in order to provide facilities which meet its own and partners' needs. When working with the private sector, the objective will be to maximise the benefits to the Council and the community from any projects, both in terms of outputs and in relation to obtaining funding for the project.

Regard will be given to the Council's obligations under Disabled Access requirements in putting forward proposals for capital investment and in the design of any facilities which are proposed. Wherever possible the principles of financial and environmental sustainability will be incorporated into any capital projects.



Property as a Corporate Resource

The Asset Management Strategy provides the overarching aims and framework for managing the Council's property portfolio within the context of the council's corporate priorities.

The Council also works closely with a wide range of partners, such as the health sector, police and education services. The Property Strategy acknowledges the importance of joint working with these organisations and the need to be consistent with the Community Plan and planning framework.

The Council's aim is to maximise the contribution of property assets to the delivery of the council's objectives, with the flexibility to continually adapt to changing demands.

The Financial Aims are to:

- Maximise capital receipts.
- Maximise revenue income.
- Reduce revenue cost.
- Reduce capital expenditure.

The Service aims are to:

- Minimise the amount of office accommodation.
- Improve quality and suitability of property assets.
- Match property to approved service requirements.

It ensures that its properties are fit for purpose by making proper provision and action for maintenance and repair. The organisation makes investment and disposal decisions based on thorough option appraisal. The capital programme gives priority to potential capital projects based on a formal objective approval process.

Whole life project costing is used at the design stage for significant projects where appropriate, incorporating future periodic capital replacement costs, projected maintenance and decommissioning costs.

The Asset Management Plan/Strategy is being reviewed and will include greater emphasis on the use of the council's property assets to support the council's Transformation Programme, regeneration and increased income/revenue generation.

The Authority use the CIPFA Fixed Asset IT System to manage, maintain and account for its fixed assets, Property Management, Facilities Management and Capital Finance utilise the system.

Under the requirements of the Localism Act 2011 parish councils and local voluntary and community organisations have the right to nominate local land or buildings they would like to see included in a list of assets of community value which is maintained by the Local Authority. Once listed the owner must allow community interest groups up to six months to make an offer before the property can be sold to another. It is envisaged that this may lengthen the disposal time for some properties if they are listed as assets of community value by the council.

Capital Investment Mapping

The Authority has the following identified priorities:

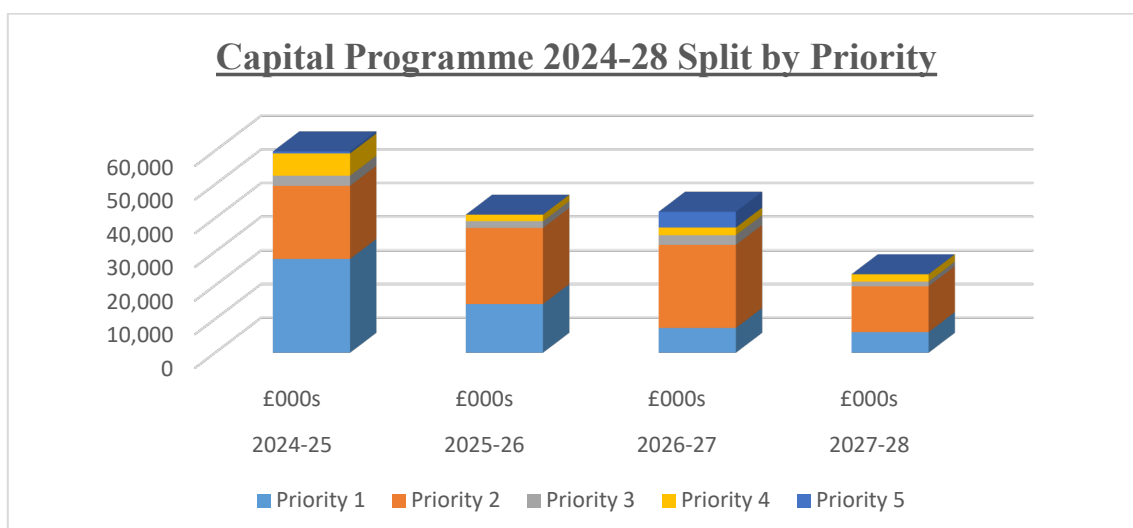
1. Nurturing Civic Pride – is about the relationship that people and communities have with a place this includes their physical surroundings and feelings of identity and belonging.
2. Building a Sustainable Future - Working towards a greener, more sustainable, and resilient future for the borough means better housing, action on climate change and supporting the health and wellbeing of our local communities.
3. Creating a Borough of Sport - From internationally renowned organisations like the All-England Club to grassroots clubs and organisations like Tooting and Mitcham FC, we want to strengthen our partnerships with sports clubs, organisations and businesses across the borough and promote increased participation in sports and activity.
4. Digital Strategy - To develop inclusive, connected and engaged communities and develop digitally-optimised and innovate.
5. Corporate Budgets

The table analyses the priority information contained in Annex 3, showing the investment in each priority:

Capital Programme 2024-28 Split by Priority

Priority	2024-25	2025-26	2026-27	2027-28
	£000s	£000s	£000s	£000s
1	27,848	14,454	7,355	6,130
2	21,738	22,612	24,677	13,613
3	2,987	2,000	2,880	1,380
4	6,613	1,930	2,275	2,180
5	600	0	4,681	0
Total	59,786	40,996	41,868	23,303

The chart below reflects this budget over the five strategic priorities of the organisation:



The Detail ...

Capital Investment Planning

Capital resources 2024-28

Capital expenditure is funded from a variety of sources:-

- Grants which are not ring-fenced to be spent on a specific project or service
- Specific grants - earmarked for a specific project or purpose
- Capital receipts from the disposal of surplus and under-utilised land and property and repayment of principal
- Other contributions such as Section 106/CIL
- Council Funding – through revenue funding, use of reserves or borrowing.

Capital receipts

Capital receipts generated from the disposal of surplus and under-utilised land, property and other assets are a major source of funding and the potential available capital resources are under constant review and revision. The forecast of capital receipts included in this report are based on a forecast of planned land and property disposals. In addition, after the transfer of the housing stock to Merton Priory Homes, the council continues to receive a share of the receipts from Right to Buy applications and through future sharing arrangements, receipts from the sales of void properties, sales of development land and VAT saving on expenditure on stock enhancements.

Projected Capital Receipts

Much of the anticipated capital receipts are as a result of the VAT shelter agreement entered into with Merton Priory Homes as part of the housing stock transfer. There are current proposals for some of the properties under this agreement to be redeveloped which could result in a reduction in receipts from the VAT shelter agreement (ends in the financial year 2024/25), however a Development and Disposals Clawback Agreement was entered into as part of the same transfer and this could result in a significant capital receipt should these development plans go ahead.

The following table represents an estimate of an anticipated cash flow and therefore these future capital receipts have been utilised to fund the capital programme:-

Anticipated Capital Receipts	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s
Sale of Assets	0	0	0	0
Right to buy/VAT Shelter*	1,059	545	0	0
Total	1,059	545	0	0

* Umbrella VAT agreement with Clarion ceases March 2025

As there is currently no need to enter into external borrowing, investment balances will rise with the addition of capital receipts until utilised to fund the capital programme. Average expected interest rates on investments across the years of the capital programme are approximately 2.8%, as such an increase in receipts of £1m would be expected to generate a £28,000 increase in interest in a full year.

Grant Funding

The Table below summarises the allocated grants being utilised to fund the budgeted proposed capital programme over the planning period:

Grants	2023/24	2024/25	2025/26	2026/27	2027/28
	£000s	£000s	£000s	£000s	£000s
Transport for London LIP/Department for Transport (earmarked) Capital	1,659	0	0	0	0
ORCS Grant	425	0	0	0	0
Digital Maker Space	73	0	0	0	0
LibraryOn	25				
GLA Grant for New Green Flag Parks	12				
TOTAL: E,CP&C	2,194	0	0	0	0
School Condition 2022-23 (semi-ringfenced)	1,044	0	0	0	0
School Condition 2023-24 (semi-ringfenced)	1,994	387	0	0	0
Estimated School Condition Future Years (semi-ringfenced)*	0	2,500	2,500	2,500	2,500
High Needs (ringfenced)	1,620	9,308	0	0	0
Estimated High Needs (ringfenced)	0	0	0	0	0
Family Hubs	10	187	0	0	0
Devolved Formula Capital (Earmarked)	353	TBA	TBA	TBA	TBA
Childcare Expansion	0	312.985	0	0	0
Sixth Form Expansion Grant	0	3,236	0	0	0
TOTAL: C,LL&F	5,021	15,931	2,500	2,500	2,500
Salix Grant	1,100	2,037	0	0	0
Agran Resettlement/Homelessness	2,480	0	0	0	0
Disabled Facilities Grant Allocation 2021-22	880	512	0	0	0
Disabled Facilities Grant Allocation 2022-23 Onwards	0	315	827	310	0
Disabled Facilities Grant Allocation 2023-24 Onwards				517	827
Grant for the Demolition of Farm Rd Church	130	0	0	0	0
GLA Affordable Housing Grant			4,950	9,000	
TOTAL: H&SD	4,590	2,864	5,777	9,827	827
TOTAL GRANT FUNDING	11,804	18,794	8,277	12,327	3,327



Contributions

The Table below summarises the budgeted contributions being utilised to fund the proposed capital programme over the planning period:

Capital Contributions	2023/24	2024/25	2025/26	2026/27	2027/28
	£000s	£000s	£000s	£000s	£000s
Strategic Community Infrastructure Levy	5,229	7,934	8,274	3,700	800
Neighbourhood Community Infrastructure Levy	1,165	350	0	0	0
Section 106 Agreements	242	4,522	1,728	0	0
Hercules	15	0	0	0	0
Friendship Clubs	25	0	0	0	0
Lawn Tennis Association	709	0	0	0	0
South London Partnership	417	0	0	0	0
School Contributions	397	314	0	0	0
Clarion Contributions to fund CPOs	0	3,058	0	0	0
Total Used to Fund the Programme	8,198	16,178	10,002	3,700	800

In accordance with the Community Infrastructure Levy (CIL) Regulations the Authority is required to provide an Annual Infrastructure Funding Statement which provides analysis of income and expenditure in relation to CIL and Section 106

It is envisaged that the budgeted capital programme will slip, the table below shows the expected outturn position and the summary funding position. Balances held by the authority will generate interest until utilised to fund the capital programme (detail in Annex 2).

Capital Expenditure	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Capital Expenditure	33,917	59,786	40,996	41,868	23,303
Slippage and Underspends	(9,444)	(24,393)	(13,237)	(11,230)	8,171
Total Capital Expenditure *	24,473	35,392	27,759	30,638	31,473
Financed by:					
Capital Receipts *	1,059	479	33	17	10
Capital Grants & Contributions	15,479	25,418	18,270	15,472	11,746
Revenue Provisions	768	680	842	687	163
Net financing need for the year	7,167	8,815	8,614	14,463	19,555

* Includes Multi-Function Devices finance lease

The total anticipated resourcing of the capital programme after allowing for slippage is summarised in the following table:-

	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Grant & Contributions *	25,418	18,270	15,472	11,746
Council Funding	9,974	9,488	15,167	19,728
Total	35,392	27,759	30,638	31,473

* This table shows the grants and contributions applied to fund the programme after allowing for slippage.

Impact of the Capital Programme on Revenue

The capital strategy recognises that the prudential framework provides the council with flexibility, subject to the constraints of the council's revenue budget. This flexible ability to borrow, either from internal cash resources or by external borrowing, coupled with the revised treatment of finance leases with effect from 1 April 2010, means that prudential borrowing is used for the acquisition of equipment, where it is prudent, affordable and sustainable. Since 2006/07 it has been possible to borrow from internal cash resources rather than external borrowing and it is forecast that this will continue to be the case until 2029/30. Over the period 2023-28 the Authority is scheduled to repay £18.2 million (16%) of long term debt. This will be kept under review as part of general Treasury Management.

The revenue effects of the capital programme are from capital financing charges and from additional revenue costs such as annual maintenance charges. The capital financing charges are made up of interest payable on loans to finance the expenditure and of principal repayments on those loans. The principal repayments commence in the year after the expenditure is incurred and are calculated by the application of the statutory Minimum Revenue Provision. The interest commences immediately the expenditure is incurred. The revenue effects of the capital programme are fully taken account of in the MTFS, with appropriate adjustments for slippage, timing of capital payments and the use of internal investment funds.

Annual Minimum Revenue Provision (MRP) Statement

Under guidance from the Department for Communities and Local Government, authorities are required to prepare an annual statement on their policy on making MRP. This mirrors the existing requirements to report to the council on the Prudential borrowing limit and investment policy. The statement is set out in Section 3 of the Treasury Management Strategy.

The revenue effects of the capital programme are built into the MTFS and are summarised below:

MTFS March 2023	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
MRP	4,841	5,197	6,129	7,861	11,499
Interest on Borrowing	6,041	6,020	4,949	5,097	6,528
Total Borrowing Costs	10,882	11,217	11,078	12,958	18,028
Interest on Investments	(1,430)	(722)	(181)	0	0
CCLA Investment Two Loans @ £10m	(323)	(323)	(323)	(323)	(323)
Total Borrowing Costs Net of Investment interest	9,129	10,172	10,574	12,635	17,705

Proposed Programme Business Plan 2024-28	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
MRP	4,965	4,501	5,463	6,235	7,536
Interest on Borrowing	4,272	3,377	3,377	3,377	3,189
Total Borrowing Costs	9,237	7,878	8,840	9,612	10,725
Interest on Investments	(10,441)	(8,280)	(7,759)	(7,836)	(7,325)
CCLA Investment Two Loans @ £10m	(1,349)	(1,000)	(1,000)	(323)	(323)
Total Borrowing Costs Net of Investment interest	(2,554)	(1,402)	81	1,453	3,077

Movement in Projected Costs	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
MRP	124	(697)	(666)	(1,627)	(3,963)
Interest on Borrowing	(1,769)	(2,643)	(1,572)	(1,720)	(3,340)
Total Borrowing Costs	(1,646)	(3,340)	(2,238)	(3,346)	(7,303)
Interest on Investments	(9,011)	(7,558)	(7,578)	(7,836)	(7,325)
CCLA Investment Two Loans @ £10m	(1,026)	(677)	(677)	0	0
Total Borrowing Costs Net of Investment interest	(11,683)	(11,575)	(10,492)	(11,182)	(14,628)

Debt repayment

The council has had a strategy to reduce its level of debt when opportunity arises in the market. The average interest payable on outstanding debt is 6.1%. For the period 2024-28, capital receipts may continue to be used to pay the premiums on the repayment of those authority debts which have high fixed interest charges, if the terms offered will result in appropriate revenue savings. Any decision to repay debt early will be considered alongside the funding however, this is unlikely to be the case in the short to medium term requirement of the programme.

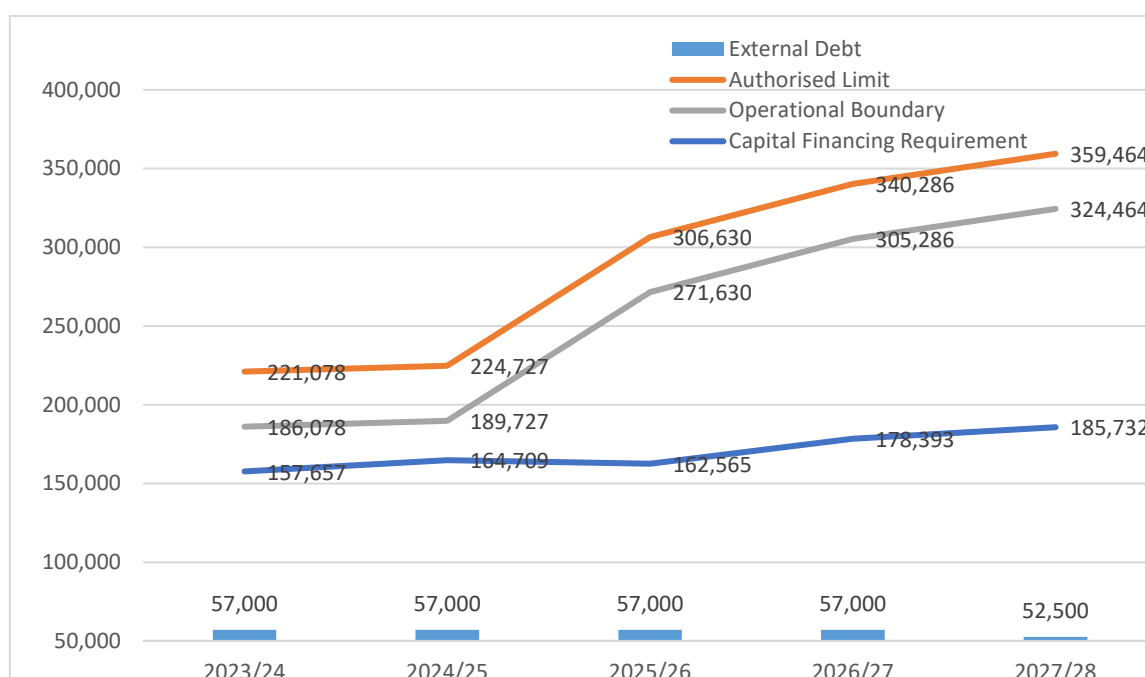
The Table below shows the maturity structure of current external debt

Maturity Structure of Borrowing		
Length of Time	Actual November 2022	Value £'000
less than 1 year	19.38%	13,700
1 to 2 years	0.00%	0
2 years to 5 years	6.36%	4,500
5 years to 10 years	0.00%	0
10 years to 20 years	31.82%	22,500
20 years to 30 years	0.00%	0
30 years to 40 years	42.43%	30,000
40 years to 50 years	0.00%	0
Total	100.00%	70,700

Internal borrowing to fund unsupported capital expenditure will reduce the balances available to invest under the treasury management strategy. In contrast, external borrowing will provide additional balance to invest under the Treasury Management Strategy until utilised.

The chart below shows the debt related treasury activity limits discussed in detail in 4.4 of the Treasury Management Strategy and incorporates the proposed capital programme and funding strategy contained in this document.

Treasury Management Limits on Activity



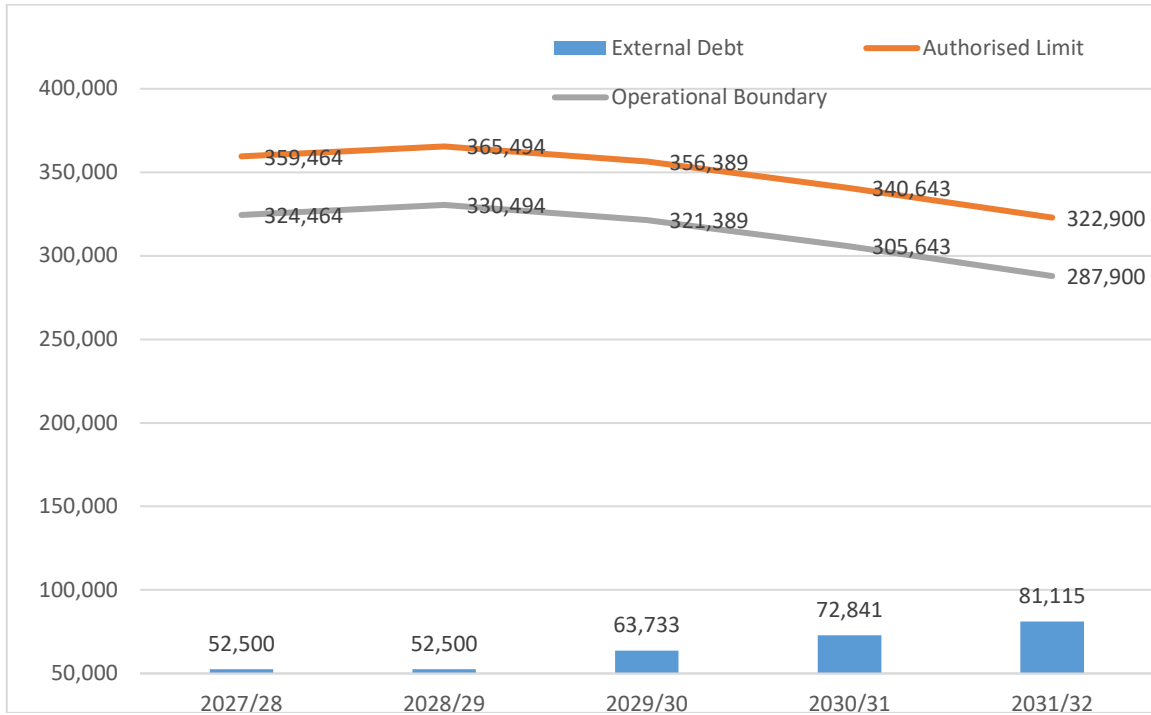
The Table below summarises the Indicative Capital Programme for 2028 to 2033. Additional detail is provided as Annex 5:

Department	Indicative Budget 2028-29 £000s	Indicative Budget 2029-30 £000s	Indicative Budget 2030-31 £000s	Indicative Budget 2031-32 £000s	Indicative Budget 2032-33 £000s
Finance & Digital	2,620	3,215	3,410	2,930	1,955
ASC, Integrated Care & Public Health	0	0	0	0	0
Children, Lifelong Learning & Families	2,500	2,500	2,500	2,500	2,500
Environment, Civic Pride & Climate	5,040	6,120	4,360	4,310	4,340
Innovation & Change	0	0	0	0	0
Housing & Sustainable Development	1,560	1,325	1,325	1,325	1,325
Total	11,720	13,160	11,595	11,065	10,120

Please note these figures do not include any allowance of grant funding or expenditure for Transport for London and Disabled Facilities.

For every £1 million capital expenditure that is funded by external borrowing it is estimated that there will be annual revenue debt charges of between £228k for assets with a life of 5 years to £48k for an asset life of 50 years.

The Table below shows the impact of the indicative programme 2027-32 on the Authority's debt:



Capital Investment Strategy for Non-Core Activity

This section of the strategy details the approach adopted in non-core investment activity and sets out how this will help the Authority to deliver its core functions. The definition of Investment covers all financial assets of a local authority as well as non-financial assets that the organisation holds primarily to generate financial returns, such as investment property portfolios.

During the period 2024-28 the Authority is planning the following investment activity:

- i) Section 5 of the Treasury Management Strategy sets out the Authority's short to medium term Investment Strategy. This strategy focusses on short to medium term low risk investments.
- ii) Having sold the financial interest in CHAS the Authority is considering balancing the activity in (i) with debt redemption and legacy asset investment.

From 1 April 2018 (financial year 2018/19) the International Financial Reporting Standard 9 (Financial Instruments) came into force. Its purpose was to make accounting for financial instruments more transparent.

Security - The activity in relation to non-core investment will result in:

- i) Short to Medium Term investment of available cash resources in low risk low return investment.

Liquidity

- i) Short to medium term cash investments can be liquidated easily and will boost the interest generated.
- ii) Debt redemption will reduce the MRP annual charge and reduce the annual interest due on loans easing the financial pressure on revenue budgets:

The authority has also loaned money to MSJCB and should the Authority need to liquidate this loan it could be sold.

Yield - Expected yield:

- i) Section 5 of the Treasury Management Strategy details the yield expected from short to medium term cash investments

In assessing whether investment assets retain sufficient value to provide security of investment officers will be mindful of the fair value model in the International Accounting Standard 40: Investment Property.

Borrowing in Advance of Need

Section 4.2 of the Treasury Management Strategy details the current and future level of under borrowing by the Authority and sets out the Authority's borrowing strategy linked to this and internal borrowing.

Current indications are that interest rates are likely to rise making it more expensive to borrow, but will start to reduce in around 2 years. Consideration will be given to the timing of required borrowing to minimise the cost to the Authority and with regard to the current debt portfolio (detailed in Section 4.5 of the Treasury Management Strategy)

Capacity, Skills and Culture

The Authority will where appropriate, buy in expertise to progress loan and investment activity. It is also appropriate in some cases to develop expertise internally.

Flexible Use of Capital Receipts Strategy

Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) regulations 2003 made under section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure. The use of capital receipts to support revenue expenditure is not permitted by the regulations.

However, the Secretary of State is empowered to issue Directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a Direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.

In December 2017, the Secretary of State announced the continuation of the capital receipts flexibility programme, which provides Local Authorities the freedom to use capital receipts generated from the sale of assets (except for Right to Buy disposals) to fund revenue costs arising from transformational revenue projects that deliver savings or service improvements. With extensions since, the current flexibility direction runs until 31 March 2025.

The Statutory Guidance issued by the Secretary of State requires authorities to prepare, publish and maintain a 'Flexible Use of Capital Receipts Strategy'. The guidance also requires that each authority should disclose the individual projects that will be funded or part funded through capital receipts flexibility to full Council or the equivalent - this requirement can be satisfied as part of the annual budget setting process.

There is no prescribed format for the Strategy, the underlying principle is to support local authorities to deliver more efficient and sustainable services by extending the use of capital receipts to support the revenue costs of reform projects.

It is a required condition of the direction that authorities must send details setting out their planned use of the flexibility to the Secretary of State, in advance of its use for each financial year. This is to make sure that the government is adequately sighted on the use of the flexibility and can monitor how it is used - it is not a process of approval.

Flexible Use of Capital Receipts Strategy

Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

The Council has not used Capital Receipt under flexibility arrangements in the past. Further Information on each of the programmes is provided below.

Housing Development and Regeneration: Up to 6 posts for housing development, regeneration and engagement and their associated costs. These posts will be focussing on the delivery of the first 93 units of affordable housing, developing a delivery programme for further housing and Morden town centre and other regeneration. It is envisaged that medium to long term schemes will provide revenue savings through the provision of affordable housing.

The extension is only currently available to the end of the financial year 2024-25. Utilising borrowing instead of capital receipts will increase the Council's borrowing requirement. This is affordable and will remain within prudential indicators. Allowance for these proposals has been built into the Capital Strategy and the Treasury Management Strategy (including the Prudential indicators).

In 2024-25, £0.4m capital receipts received and will be available to provide funding for transformation (Housing Development and Regeneration). As this is only a small sum officers have not attempted to separately identify their impact within the above documents and the Medium Term Financial Strategy.

Capital Planning Process

Capital Bids and Prioritisation Criteria

The authority has an annual bidding process for capital resources, in keeping with corporate priorities and identified service priorities. Submitted bids are reviewed and challenged as part of the process. Proposed capital bids are subject to scrutiny in the autumn and January. There was no bidding process during 2023-24. The table below summarises the movement in the capital programme from this year's process (detail in Annex 4):

Department	Revised Budget 2023-24 £000's	Revised Budget 2024-25 £000's	Revised Budget 2025-26 £000's	Revised Budget 2026-27 £000's	Indicative Budget 2027-28 £000's
Finance & Digital	(13,130)	4,226	(1,350)	(4,211)	5,051
ASC, Integrated Care & Public Health	0	0	0	0	0
Children, Lifelong Learning & Families	(2,034)	8,184	0	0	0
Environment, Civic Pride & Climate	164	1,993	(14,448)	4,801	4,339
Innovation & Change	0	0	0	0	0
Housing & Sustainable Development	(3,823)	1,782	(330)	5,327	827
Total	(18,823)	16,185	(16,128)	5,917	10,216

Given the scarcity of financial resources the Authority has dovetailed the CIL annual bidding processes with the capital bidding process.

Corporate Governance

Accounting Definitions and Practices

The council's approach to Capital Accounting follows the Code of Practice on Local Authority Accounting, which itself is based on the International Financial Reporting Standards (IFRS) and guidance issued by CIPFA and professional accounting networks.

As in previous years, there has been continual review of the Capital Programme to ensure that expenditure meets the strict definition of capital expenditure and to identify any items which would be more appropriate to be charged to revenue. This has not resulted in any major changes to the future programme.

The de-minimis level of capital expenditure for the authority is set at £10,000 per project. This applies to all schemes within our capital programme, however, in exceptional circumstances thresholds below this may be considered where specific items of expenditure are below this de-minimis level but meet proper accounting definitions of capital expenditure.

Individual schools may choose to adopt the above de-minimis limit or use the limit of £2,000 as mentioned in some Department for Education and HMRC guidance for various types of school.

IFRS 9 requires that investment in risk capital will need to be valued annually at fair value with any loss or gain being written through the profit and loss account in the year it occurs.

IFRS 16 will require all but short-term de-minimis leasing rental/leasing arrangements appear on the Authority's balance sheet from the financial year 2024/25.

Capital Programme Board

Merton's Capital Strategy is coordinated by the Capital Programme Board. The board, is effectively a sub-group of the Corporate Management Team (CMT). It comprises the Executive Directors of Environment, Civic Pride and Climate, Housing and Sustainable Development and Finance and Digital with selected key managers from each service department.

The Terms of Reference of the Board are:

- Lead on the development and maintenance of the capital investment strategy and ensure it is consistent with the council's strategic objectives, TOMs and service plans.
- Ensure that the capital investment strategy informs and is informed by the asset management plan.
- Ensure there is a transparent and clearly communicated process for allocation of capital funds with clear and well documented criteria and decision making process.
- Monitor progress of capital funded schemes and any other critical schemes as determined by CMT. Receive joint reports from Finance/departmental staff on progress against deliverables, milestones and budget forecasts.
- In conjunction with other governing bodies, consider/approve business cases that involve capital investment.
- Monitor issues arising as a result of changes in accounting treatment of capital expenditure and ensure the organisation responds accordingly.
- Assess capital schemes in the context of the Medium Term Financial Strategy to ensure they are affordable in revenue terms.
- Receive reports from the Property Management and Review Manager relating to capital funds coming from the disposal of property, in collaboration with the Property and Asset Management Board.

- Receive benefits reports from Programme/Project Managers when capital projects/programmes are closed. Monitor key benefits to ensure they are realised for large capital schemes.

The role of the Board is to:

- Set framework and guidelines for capital bids;
- Draft the capital programme for consideration by CMT and Cabinet;
- Review capital bids and prioritise in accordance with the council's strategic objectives;
- Identify and allocate capital funds;
- Monitor progress of capital programmes/projects and key variances between plans and performance;
- Monitor budgets of capital programmes/projects against forecasts;
- Monitor benefits and ensure they are realised. Monitor capital receipts
- Develop and share good practice

The Board is accountable to the Corporate Management Team who will receive reports and escalated matters from the Board on a regular basis. CMT will set the strategy and direction, the Capital Programme Board will operationalise this and escalate concerns and ideas. The Board will refer to, and take advice from, the Procurement Board on any proposals and/or decisions that have a procurement dimension. The Board will work closely with the Property and Asset Management Board on any property/asset related proposals.

The Board will make agendas and minutes available to the other Governance Boards within 5 working days of the meeting.

During the budget process the Executive Director Finance and Digital recommends to Cabinet an initial view as to how the Capital Programme should be funded. However, this recommendation will be informed by the Capital Programme Board's consideration of the capital receipts available and the forecast of future property disposals and the final funding during the closure of accounts will depend on the precise financial position. At this stage it is intended to utilise internal borrowing, capital grant, direct revenue financing, capital receipts and earmarked reserves. Any capital loans given out by the authority, dependent on the size, will normally be funded from capital receipts as the repayments will be received as capital receipts. It will be reported to Members in advance when it is proposed to use external borrowing.

The council has had a robust policy for many years of reviewing its property holding and disposing of surplus property, this is detailed in the Asset Management Plan/Strategy (AMP/S) which also includes policy and procedures for land and property acquisition. All capital receipts are pooled, unless earmarked by Cabinet, and are used either to finance further capital investment or for the payment of premiums on repayment of higher interest loans.

Capital Programme Approval and Amendment

The Capital Programme is approved by Council each year. Any change which substantially alters the programme (and therefore the Prudential Indicators) requires full Council approval. Rules for changes to the Capital Programme are detailed in the council's Constitution within Financial Regulations and Financial Procedures and the key points are summarised here.

For virements which do not substantially alter the programme the below approval limits apply:

- Virements up to £5k can be signed off by the budget manager and the Chief Financial Officer (CFO) is informed of these changes as part of the monthly financial monitoring
- Virements £5k up to £100k must be approved by the Chief Officer of the area or areas affected along with the Chief Financial Officer, typically this will be as part of the monthly financial monitoring report to CMT however approval can be sought from these officers at any time if necessary
- Virements £100k and upwards go to Cabinet for approval
- Any virement which diverts resources from a scheme not started, resulting in a delay to that scheme, will be reported to Cabinet
(Please note virement rules are cumulative i.e. two virements of £5,000 from one project; the latter would require the approval of Chief Officers)

For increases to the programme for existing schemes up to £100,000 must be approved by the Executive Director Finance and Digital. Increases above this threshold must be approved by Cabinet. In accordance with the Prudential Code if the increase in the Capital Programme will substantially change prudential indicators it must be approved by Council.

For new schemes, the source of funding and any other financial or non-financial impacts must be reported and the limits below apply:

- Budgets of up to £50k can be approved by the Chief Financial Officer in consultation with the relevant Chief Officer
- Budgets of £50k up £500k will be submitted to Cabinet for approval
- Budgets over £500k will be submitted to full Council for approval

Approval thresholds are kept under review.

Capital Monitoring

The Council approves the four-year Capital Programme in March each financial year. Amendments to the programme are approved appropriately by CMT, Cabinet and Council. Budget managers are required to monitor their budget monthly, key reviews are undertaken in September and November. November monitoring provides the final opportunity for budget managers to re-profile budgets into future financial years and January monitoring provides the final opportunity for budget managers to vire their budgets within the current financial year.

December monitoring information feeds into the Authority's Medium Term Financial Strategy (MTFS) and is used to assess the revenue impact over the period of the strategy with minor amendments in the later months. November monitoring is also used to measure the accuracy of year-end projections.

Councillors receive regular monitoring reports on the overall position of capital expenditure in relation to the budget. They also receive separate progress reports on key spend areas.

Capacity, Skills and Culture

Team planning and staff appraisals highlight staff developmental requirements and monitor their progression. Qualified financial staff meet the continual professional development requirements of their relevant CCAB organisation.

Member induction and development is led corporately by the Authority's Human Resources division, this is supplemented, where appropriate, with additional financial briefings.

Risk Management and Assessment

The management of risk is strategically driven by the Corporate Risk Management group. The group collates on a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership. From this information a Key Strategic Risk Register is compiled and presented to CMT quarterly for discussion and onto Cabinet and Standards and General Purposes Committee annually. The Authority's Risk Management Strategy is reviewed and updated annually and presented to CMT, Cabinet and Council.

Risk Appetite - The council recognises that its risk appetite to achieve the corporate priorities identified within its corporate plan could be described in general as an "informed and cautious" approach. Where significant risk arises, we will take effective control action to reduce these risks to an acceptable level.

It is also recognised that a higher level of risk may need to be accepted, for example, to generate higher returns from loans and investment. To offset this there are areas where the council will maintain a very cautious approach for example in matters of compliance with the law, and public confidence in the council, supporting the overall "informed and cautious" position on risk.

Within its portfolio of risk Merton is developing a balance between financial and non-financial investments



Capital Investment Programme - Schemes for Approval 2023-28Annex 1

Department	Revised Budget 2023-24 £000's	Revised Budget 2024-25 £000's	Revised Budget 2025-26 £000's	Revised Budget 2026-27 £000's	Revised Budget 2027-28 £000's
Finance & Digital					
Business Improvement	4,010	3,688	220	580	525
Information Technology	633	1,835	1,060	970	1,005
Resources	125	0	0	75	0
Corporate Budgets	489	3,658	0	5,911	5,801
Total Finance & Digital	5,256	9,181	1,280	7,536	7,331
ASC, Integrated Care & Public Health					
Adult Social Care	0	0	0	0	0
Total ASC, Integrated Care & Public Health	0	0	0	0	0
Children, Lifelong Learning & Families					
Primary School	2,515	2,624	2,500	2,500	2,500
Secondary Schools	429	3,550	0	0	0
SEN Schools and ARPs	2,586	10,082	979	900	0
Other	469	665	0	0	0
Total Children, Lifelong Learning & Families	5,999	16,921	3,479	3,400	2,500
Environmental, Civic Pride & Climate					
Public Protection and Development	1,356	1,307	45	45	0
Street Scene and Waste	36	1,600	7,500	6,500	6,000
Sustainable Communities	7,934	6,110	5,580	3,390	3,940
Borough of Sport	3,732	3,078	2,190	2,960	1,380
Libraries	122	350	140	0	0
Climate Change	254	75	100	75	0
Total Environmental, Civic Pride & Climate	13,434	12,520	15,555	12,970	11,320
Innovation and Change					
Governance	45	0	0	0	0
Total ASC, Integrated Care & Public Health	45	0	0	0	0
Housing & Sustainable Development					
Housing	4,181	10,698	16,102	14,952	1,202
Regeneration	1,829	4,562	3,630	2,000	0
Property Management	451	134	0	0	0
Facilities Management	2,722	5,770	950	1,010	950
Total Housing & Sustainable Development	9,183	21,164	20,682	17,962	2,152
Total Capital	33,917	59,786	40,996	41,868	23,303

Please Note:

1. Excludes budget relating to future year announcements of Better Care Fund
 2. Excludes indicative budgets relating to future year announcements for Transport for London and Schools Condition Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Healthier Communities and Older People and SC - Sustainable Communities

FUNDING THE CAPITAL PROGRAMME 2022-27

Annex2

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s
--------	----------------------------	---------------------------	--

2023/24 Current Budget	33,917	13,916	20,001
Potential Slippage b/f	0	0	0
2023/24 Revised Budget	33,917	13,916	20,001
Potential Slippage c/f	(7,343)	(3,076)	(4,267)
Potential Underspend not slipped into next year	(2,100)	(1,846)	(255)
Total Spend 2023/24	24,473	8,994	15,479

2024/25 Current Budget	59,786	24,813	34,973
Potential Slippage b/f	7,343	3,076	4,267
2024/25 Revised Budget	67,129	27,890	39,240
Potential Slippage c/f	(25,956)	(13,556)	(12,399)
Potential Underspend not slipped into next year	(5,781)	(4,358)	(1,422)
Total Spend 2024/25	35,392	9,974	25,418

2025/26 Current Budget	40,996	22,718	18,279
Potential Slippage b/f	25,956	13,556	12,399
2025/26 Revised Budget	66,952	36,274	30,678
Potential Slippage c/f	(32,968)	(22,506)	(10,462)
Potential Underspend not slipped into next year	(6,225)	(4,279)	(1,946)
Total Spend 2025/26	27,759	9,488	18,270

2026/27 Current Budget	41,868	24,611	17,257
Potential Slippage b/f	32,968	22,506	10,462
2026/27 Revised Budget	74,836	47,118	27,719
Potential Slippage c/f	(38,692)	(28,192)	(10,501)
Potential Underspend not slipped into next year	(5,505)	(3,759)	(1,746)
Total Spend 2026/27	30,638	15,167	15,472

2027/28 Current Budget	23,303	13,375	9,928
Potential Slippage b/f	38,692	28,192	10,501
2027/28 Revised Budget	61,995	41,567	20,428
Potential Slippage c/f	(25,808)	(18,538)	(7,269)
Potential Underspend not slipped into next year	(4,714)	(3,300)	(1,414)
Total Spend 2027/28	31,473	19,728	11,746

Detailed Capital Programme 2024-28

Annex 3

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2024-25 £000s	Revised Budget 2025-26 £000s	Revised Budget 2026-27 £000s	Indicative Budget 2027-28 £000s
Business Improvement	Business Improvement						
Customer Contact Programme	Digital Strategy	4	OSC	579	0	0	0
Customer Contact Programme	CRM&TK Amendments	4	OSC	171	0	0	0
Customer Contact Programme	Dynamics 365 CRM	4	OSC	85	0	0	0
Customer Contact Programme	Transport Management System	4	OSC	46	0	0	0
Business Systems	Ancillary System	4	OSC	29	0	50	0
Business Systems	Youth Justice	4	OSC	0	100	0	0
Business Systems	Children's Safeguarding	4	OSC	125	0	0	125
Business Systems	Parking System	4	OSC	512	0	0	0
Business Systems	Payroll System	4	OSC	0	0	160	0
Business Systems	Invoice Scanning SCIS/FIS	4	OSC	50	0	0	0
Business Systems	Environmental Asset Management	4	OSC	327	0	0	0
Business Systems	Housing System (Capita Housing)	4	OSC	0	120	0	0
Business Systems	Revenue & Benefits	4	OSC	75	0	0	0
Business Systems	Payments project	4	OSC	150	0	0	0
Business Systems	GIS Mapping (Spectrum Spatial Ana	4	OSC	0	0	200	300
Business Systems	LLPG&LSG System ((Gazetteer Mar	4	OSC	0	0	0	100
Business Systems	Planning&Public Protection Sys	4	OSC	666	0	0	0
Business Systems	E Form Replacement	4	OSC	101	0	0	0
Business Systems	Exacom	4	OSC	40	0	0	0
Business Systems	Safer Merton Case Management	4	OSC	60	0	0	0
Replacement SC System	Replacement SC System	4	OSC	637	0	0	0
Replacement SC System	EHCP Hub	4	OSC	34	0	0	0
Replacement SC System	SEN Case Management	4	OSC	0	0	170	0
Information Technology	Information Technology						
Planned Replacement Program	Project General	4	OSC	1,835	1,060	970	1,005
Resources	Resources						
Financial Systems	Implementing New Financial System	4	OSC	0	0	75	0
Corporate Budgets	Corporate Budgets						
Multi-Functioning Device (MF	Multi-Functioning Device (MFD) - F	5	OSC	600	0	0	0
Acquisitions Budget	Acquisitions Budget	5	OSC	0	0	2,000	0
Capital Bidding Fund	Capital Bidding Fund	5	OSC	0	0	1,000	0
Corporate Capital Contingency	Corporate Capital Contingency	5	OSC	0	0	1,681	0
Compulsory Purchase Order	Clarion - CPO	2	OSC	3,058	0	1,230	5,801
Total Finance & Digital	Total Finance & Digital			9,181	1,280	7,536	7,331

Priority

1. Nurturing Civic Pride – is about the relationship that people and communities have with a place this includes their physical surroundings and feelings of identity and belonging.
2. Building a Sustainable Future - Working towards a greener, more sustainable, and resilient future for the borough means better housing, action on climate change and supporting the health and wellbeing of our local communities.
3. Creating a Borough of Sport - From internationally renowned organisations like the All-England Club to grassroots clubs and organisations like Tooting and Mitcham FC, we want to strengthen our partnerships with sports clubs, organisations and businesses across the borough and promote increased participation in sports and activity.
4. Digital Strategy - To develop inclusive, connected and engaged communities and develop digitally-optimised and innovate.
5. Corporate Budgets

Please Note:

1. Excludes budget relating to future year announcements of Better Care Fund
 2. Excludes indicative budgets relating to future year announcements for Transport for London and Schools Condition Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Healthier Communities and Older People and SC - Sustainable Communities

Detailed Capital Programme 2024-28 continued.....

Annex 3

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Primary Schools	Primary Schools						
Malmesbury	School Capital Maintenance	1	CYP	58	0	0	0
Bond	School Capital Maintenance	1	CYP	44	0	0	0
Unlocated Primary School Pro	School Capital Maintenance	1	CYP	2,522	2,500	2,500	2,500
Secondary Schools	Secondary Schools						
Harris Wimbledon School	6th Form Expansion	1	CYP	3,550	0	0	0
Special Schools	Special Schools						
Perseid School	Perseid School Expansion	1	CYP	125	0	0	0
Melrose	School Capital Maintenance	1	CYP	13	0	0	0
Melbury College – Smart Cent	School Capital Maintenance	1	CYP	125	0	0	0
Mainstream SEN (ARP)	Further Primary School ARP expansi	1	CYP	451	0	0	0
Mainstream SEN (ARP)	Raynes Park school ARP expansion	1	CYP	2,039	0	0	0
Mainstream SEN (ARP)	Secondary School ARP Expansion 2	1	CYP	876	0	0	0
Mainstream SEN (ARP)	Secondary School ARP Expansion 3	1	CYP	1,709	0	0	0
Mainstream SEN (ARP)	Secondary School ARP Expansion 4	1	CYP	730	979	0	0
Mainstream SEN (ARP)	Safety Valve - New ARP	1	CYP	0	0	900	0
Perseid Lower School	Perseid School Expansion	1	CYP	4,014	0	0	0
Other	Other						
Children's Centres	Family Hubs	1	CYP	187	0	0	0
Childcare	Childcare Expansion	1	CYP	313	0	0	0
Other	Children's Safeguarding	1	CYP	165	0	0	0
Total Children, Lifelong Lea	Total Children, Lifelong Learning & Families			16,921	3,479	3,400	2,500
Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Public Protection and Develo	Public Protection and Development						
Off Street Parking - P&D	Car Park Upgrades	4	SC	50	0	0	0
Off Street Parking - P&D	Peel House Car Park	4	SC	390	0	0	0
CCTV Investment	CCTV cameras and infrastructure up	1	SC	790	0	0	0
CCTV Investment	Rapid deployment cameras	1	SC	0	45	45	0
CCTV Investment	Brangwyn Cresent / Commonsia Ea	1	SC	51	0	0	0
CCTV Investment	Willow Lane Bridge BID - Improver	1	SC	26	0	0	0
Street Scene and Waste	Street Scene and Waste						
Fleet Vehicles	Replacement of Fleet Vehicles	2	SC	300	0	0	0
Fleet Vehicles	Fleet De-carbonisation Infrastructure	2	SC	300	0	0	0
Waste SLWP	Replacement of Fleet Vehicles	2	SC	0	3,000	6,000	6,000
Waste SLWP	Waste Transfer Station	1	SC	1,000	4,500	500	0
Sustainable Communities	Sustainable Communities						
Street Trees	Street Tree Programme	2	SC	60	60	60	60
Highways & Footways	Street Lighting Replacement Pr	1	SC	290	0	0	0
Highways & Footways	Traffic Schemes	1	SC	150	150	150	150
Highways & Footways	Surface Water Drainage	1	SC	100	100	60	60
Highways & Footways	Repairs to Footways	1	SC	1,300	1,600	1,000	1,300
Highways & Footways	Maintain AntiSkid and Coloured	1	SC	60	60	60	60
Highways & Footways	Borough Roads Maintenance	1	SC	2,000	2,000	1,800	1,800
Highways & Footways	Highways bridges & structures	1	SC	597	560	260	260
Highways & Footways	Haydons Road Access for All	2	SC	100	0	0	0
Highways & Footways	Various Culverts Strengthening & Up	2	SC	303	0	0	0
Highways & Footways	ANPR Cameras Supporting Enforce	1	SC	200	200	0	0
Highways & Footways	Raynes Park Station Step Free Acces	2	SC	0	0	0	250
Highways & Footways	Walking & Cycling Strategy Delivery	2	SC	950	850	0	0

Detailed Capital Programme 2024-28 continued.....

Annex 3

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Borough of Sport	Borough of Sport						
Sports Facilities	Borough of Sport Infrastructure Fund	3	SC	1,500	500	0	0
Wimbledon Park	New Wimbledon Park lakeview buil	3	SC	0	500	2,000	500
Sports Facilities	Leisure Centre Plant & Machine	3	SC	400	250	280	280
Sports Facilities	Sporting Big Screens	3	SC	60	0	0	0
Parks Investment	Parks Investment	3	SC	300	300	300	300
Parks Investment	Sports Drainage	3	SC	222	0	0	0
Parks Investment	Bridges and Structures	1	SC	1	80	80	0
Parks Investment	Existing Green Flag Improvement Pr	3	SC	75	50	0	0
Parks Investment	New Green Flag Improvement Progr	3	SC	130	100	0	0
Parks Investment	Parks Security Measures & Travelle	1	SC	30	50	0	0
Parks Investment	Playground Priority Upgrades Progra	3	SC	300	300	300	300
Parks Investment	Wandle Tree Trail Safety & Manage	2	SC	60	60	0	0
Libraries	Libraries						
Libraries IT	Library Management System	2	SC	0	140	0	0
Libraries IT	Library Self Service	2	SC	350	0	0	0
Climate Change	Climate Change						
Climate Change	Business Retrofit Support Scheme	2	SC	75	100	75	0
Total Environment, Civic Pri	Total Environment, Civic Pride & Climate			12,520	15,555	12,970	11,320

Priority

1. Nurturing Civic Pride – is about the relationship that people and communities have with a place this includes their physical surroundings and feelings of identity and belonging.
2. Building a Sustainable Future - Working towards a greener, more sustainable, and resilient future for the borough means better housing, action on climate change and supporting the health and wellbeing of our local communities.
3. Creating a Borough of Sport - From internationally renowned organisations like the All-England Club to grassroots clubs and organisations like Tooting and Mitcham FC, we want to strengthen our partnerships with sports clubs, organisations and businesses across the borough and promote increased participation in sports and activity.
4. Digital Strategy - To develop inclusive, connected and engaged communities and develop digitally-optimised and innovate.
5. Corporate Budgets

Please Note:

1. Excludes budget relating to future year announcements of Better Care Fund
2. Excludes indicative budgets relating to future year announcements for Transport for London and Schools Condition Grant
OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Healthier Communities and Older People and SC - Sustainable Communities

Detailed Capital Programme 2024-28 continued...

Annex 3

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Housing	Housing						
Disabled Facilities Grant	Project General	2	SC/HCOP	827	827	827	827
Major Projects Affordable Ho	Affordable Housing Fund	2	SC/HCOP	9,346	10,000	9,000	0
Major Projects Affordable Ho	Empty Homes Strategy	2	SC/HCOP	375	375	375	375
Major Projects Social Care H	LD Supported Living	2	SC/HCOP	150	4,900	4,750	0
Regeneration	Regeneration						
Mitcham Area Regeneration	Rowan Park Community Facility Ma	1	SC	150	0	0	0
Mitcham Area Regeneration	Pollards Hill Bus Shelter/Toilets Re	1	SC	400	50	0	0
Wimbledon Area Regeneration	Haydons Road Public Realm Improv	1	SC	327	0	0	0
Wimbledon Area Regeneration	Crowded Places/Hostile Vehicle Mi	1	SC	100	0	0	0
Wimbledon Area Regeneration	Wimbledon Public Realm Implement	1	SC	305	0	0	0
Wimbledon Area Regeneration	Wimbledon Village - Heritage Led P	1	SC	650	0	0	0
Morden Area Regeneration	Morden Town Centre Improvements	1	SC	200	0	0	0
Morden Area Regeneration	Morden TC Regen Match Funding	2	SC	0	2,000	2,000	0
Borough Regeneration	Lost Rivers Repairs	2	SC	230	0	0	0
Borough Regeneration	Civic Pride Public Realm Improvem	1	SC	1,450	930	0	0
Borough Regeneration	Shopping Parade Improvements	1	SC	750	650	0	0
Property Management	Property Management						
Property Management	Stouthall	2	SC	134	0	0	0
Facilities Management	Facilities Management						
Works to Other Buildings	Repair and Maintenance	4	OSC	650	650	650	650
Civic Centre	Civic Centre Cycle Parking	2	OSC	0	0	60	0
Civic Centre	Civic Centre Roof and Shops	2	OSC	282	0	0	0
Civic Centre	Civic Centre Boilers	2	OSC	3,803	0	0	0
Civic Centre	Workplace Design	2	OSC	530	0	0	0
Invest to Save	Project General	2	OSC	300	300	300	300
Total Housing & Sustainable	Total Housing & Sustainable Development			21,164	20,682	17,962	2,152
Total Capital	Total Capital			59,786	40,996	41,868	23,303

Priority

1. Nurturing Civic Pride – is about the relationship that people and communities have with a place this includes their physical surroundings and feelings of identity and belonging.
2. Building a Sustainable Future - Working towards a greener, more sustainable, and resilient future for the borough means better housing, action on climate change and supporting the health and wellbeing of our local communities.
3. Creating a Borough of Sport - From internationally renowned organisations like the All-England Club to grassroots clubs and organisations like Tooting and Mitcham FC, we want to strengthen our partnerships with sports clubs, organisations and businesses across the borough and promote increased participation in sports and activity.
4. Digital Strategy - To develop inclusive, connected and engaged communities and develop digitally-optimised and innovate.
5. Corporate Budgets

Please Note:

1. Excludes budget relating to future year announcements of Better Care Fund
 2. Excludes indicative budgets relating to future year announcements for Transport for London and Schools Condition Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Healthier Communities and Older People and SC - Sustainable Communities

Detailed Capital Programme 2023-28 continued...

Annex 3

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2023-24	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Housing	Housing							
Disabled Facilities Grant	Project General	2	SC/HCOP	880	827	827	827	827
Major Projects Affordable Ho	Affordable Housing Fund	2	SC/HCOP	784	9,346	10,000	9,000	0
Works to Other Buildings	Afgan Resettlement	2	SC/HCOP	2,480	0	0	0	0
Major Projects Affordable Ho	Empty Homes Strategy	2	SC/HCOP	38	375	375	375	375
Major Projects Social Care H	LD Supported Living	2	SC/HCOP	0	150	4,900	4,750	0
Regeneration	Regeneration							
Mitcham Area Regeneration	New Horion Centre	1	SC	6	0	0	0	0
Mitcham Area Regeneration	Rowan Park Community Facility Ma	1	SC	0	150	0	0	0
Mitcham Area Regeneration	Pollards Hill Bus Shelter/Toilets Re	1	SC	0	400	50	0	0
Mitcham Area Regeneration	Knowledge Exchange Mitcham	1	SC	267	0	0	0	0
Mitcham Area Regeneration	SMCA Springboard	1	SC	86	0	0	0	0
Mitcham Area Regeneration	Mitcham Cricket Green	1	SC	54	0	0	0	0
Mitcham Area Regeneration	The Small Quarter Phase 2	1	SC	22	0	0	0	0
Mitcham Area Regeneration	Chapter House	1	SC	33	0	0	0	0
Wimbledon Area Regeneration	Haydons Road Public Realm Improv	1	SC	350	327	0	0	0
Wimbledon Area Regeneration	Crowded Places/Hostile Vehicle Mi	1	SC	0	100	0	0	0
Wimbledon Area Regeneration	Wimbledon Public Realm Implement	1	SC	58	305	0	0	0
Wimbledon Area Regeneration	Wimblon Hill Rd	1	SC	92	0	0	0	0
Wimbledon Area Regeneration	Wimbledon Village - Heritage Led P	1	SC	50	650	0	0	0
Wimbledon Area Regeneration	Kenilworth Green Pocket Park	2	SC	65	0	0	0	0
Wimbledon Area Regeneration	Cannizaro Park Valley Path	2	SC	0	0	0	0	0
Wimbledon Area Regeneration	Survive to Thrive	1	SC	116	0	0	0	0
Morden Area Regeneration	Crown Creative Knowledge Exchang	1	SC	417	0	0	0	0
Morden Area Regeneration	Morden Town Centre Improvements	1	SC	0	200	0	0	0
Morden Area Regeneration	Morden TC Regen Match Funding	2	SC	0	0	2,000	2,000	0
Borough Regeneration	Wandle Project (Colliers Wood Cha	1	SC	69	0	0	0	0
Borough Regeneration	Lost Rivers Repairs	2	SC	300	0	0	0	0
Borough Regeneration	Civic Pride Public Realm Improvem	1	SC	20	1,450	930	0	0
Borough Regeneration	Shopping Parade Improvements	1	SC	0	750	650	0	0
Property Management	Property Management							
Property Management	Community Ctre Energy Saving Light	2	SC	35	0	0	0	0
Property Management	Stouthall	2	SC	416	134	0	0	0
Facilities Management	Facilities Management							
Works to Other Buildings	Repair and Maintenance	4	OSC	675	650	650	650	650
Civic Centre	Civic Centre Cycle Parking	2	OSC	0	0	0	60	0
Civic Centre	Civic Centre Boilers	2	OSC	1,100	3,803	0	0	0
Civic Centre	Workplace Design	2	OSC	759	530	0	0	0
Invest to Save	Project General	2	OSC	330	300	300	300	300
Invest to Save	Photovoltaics	2	OSC	50	0	0	0	0
Total Housing & Sustainable	Total Housing & Sustainable Development			9,640	20,652	20,682	17,962	2,152
Total Capital	Total Capital			37,140	56,400	40,996	41,868	23,303

Growth/(Reductions) proposed Programme 2023-27 Compared to March 2022 MTFS Annex 4

Department	Revised Budget 2023-24 £000's	Revised Budget 2024-25 £000's	Revised Budget 2025-26 £000's	Revised Budget 2026-27 £000's	Revised Budget 2027-28 £000's
Finance & Digital					
Business Improvement	1,407	738	(1,350)	(1,200)	(750)
Information Technology	(137)	430	0	0	0
Resources	(575)	0	0	75	0
Corporate Budgets	(13,824)	3,058	0	(3,086)	5,801
Total Finance & Digital	(13,130)	4,226	(1,350)	(4,211)	5,051
ASC, Integrated Care & Public Health					
Adult Social Care	0	0	0	0	0
Total ASC, Integrated Care & Public Health	0	0	0	0	0
Children, Lifelong Learning & Families					
Primary School	(569)	124	0	0	0
Secondary Schools	429	3,550	0	0	0
SEN Schools and ARPs	(1,976)	3,845	0	0	0
Other	82	665	0	0	0
Total Children, Lifelong Learning & Families	(2,034)	8,184	0	0	0
Environmental, Civic Pride & Climate					
Public Protection and Development	(2,220)	887	(420)	(435)	(473)
Street Scene and Waste	(288)	576	(13,278)	5,976	5,401
Sustainable Communities	(1,106)	(2,508)	(2,705)	(3,775)	(290)
Borough of Sport	3,732	2,738	1,840	2,960	(160)
Libraries	122	350	140	0	(140)
Climate Change	(76)	(50)	(25)	75	0
Total Environmental, Civic Pride & Climate	164	1,993	(14,448)	4,801	4,339
Innovation and Change					
Governance	0	0	0	0	0
Total ASC, Integrated Care & Public Health	0	0	0	0	0
Housing & Sustainable Development					
Housing	(1,771)	(404)	0	5,267	827
Regeneration	(1,345)	262	(330)	0	0
Property Management	416	134	0	0	0
Facilities Management	(1,068)	1,790	0	60	0
Total Housing & Sustainable Development	(3,768)	1,782	(330)	5,327	827
Total Capital	(18,768)	16,185	(16,128)	5,917	10,216

Indicative Capital Programme 2028-33**Annex 5**

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Indicative Budget 2028-29 £000s	Indicative Budget 2029-30 £000s	Indicative Budget 2030-31 £000s	Indicative Budget 2031-32 £000s	Indicative Budget 2032-33 £000s
Business Improvement	Business Improvement							
Customer Contact Programme	Customer Contact Programme	4	OSC	0	0	1,000	1,000	0
Customer Contact Programme	Transport Management System	4	OSC	0	0	0	150	0
Business Systems	Ancillary System	4	OSC	0	50	0	0	50
Business Systems	Parking System	4	OSC	0	0	600	0	0
Business Systems	Payroll System	4	OSC	0	0	0	160	0
Business Systems	Invoice Scanning SCIS/FIS	4	OSC	0	0	0	150	0
Business Systems	Environmental Asset Management	4	OSC	0	0	0	500	0
Business Systems	Revenue & Benefits	4	OSC	0	0	750	0	0
Business Systems	Payments project	4	OSC	150	0	0	0	200
Business Systems	Planning&Public Protection Sys	4	OSC	0	0	0	0	550
Business Systems	E Form Replacement	4	OSC	0	0	0	0	150
Business Systems	Safer Merton Case Management	4	OSC	0	60	0	0	0
Replacement SC System	Replacement SC System	4	OSC	1,100	1,000	0	0	0
Information Technology	Information Technology							
Planned Replacement Program	Project General	4	OSC	770	1,405	1,060	970	1,005
Resources	Resources							
Financial Systems	Implementing New Financial System	4	OSC	0	700	0	0	0
Corporate Budgets	Corporate Budgets							
Multi-Functioning Device (MFD)	Multi-Functioning Device (MFD) - F	5	OSC	600	0	0	0	0
Total Finance & Digital				2,620	3,215	3,410	2,930	1,955

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Indicative Budget 2028-29 £000s	Indicative Budget 2029-30 £000s	Indicative Budget 2030-31 £000s	Indicative Budget 2031-32 £000s	Indicative Budget 2032-33 £000s
Total ASC, Integrated Care & Public Health				0	0	0	0	0

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Indicative Budget 2028-29 £000s	Indicative Budget 2029-30 £000s	Indicative Budget 2030-31 £000s	Indicative Budget 2031-32 £000s	Indicative Budget 2032-33 £000s
Primary Schools	Primary Schools							
Unlocated Primary School Pro	School Capital Maintenance	1	CYP	2,500	2,500	2,500	2,500	2,500
Total Children, Lifelong Learning & Families				2,500	2,500	2,500	2,500	2,500

Priority

1. Nurturing Civic Pride – is about the relationship that people and communities have with a place this includes their physical surroundings and feelings of identity and belonging.
2. Building a Sustainable Future - Working towards a greener, more sustainable, and resilient future for the borough means better housing, action on climate change and supporting the health and wellbeing of our local communities.
3. Creating a Borough of Sport - From internationally renowned organisations like the All-England Club to grassroots clubs and organisations like Tooting and Mitcham FC, we want to strengthen our partnerships with sports clubs, organisations and businesses across the borough and promote increased participation in sports and activity.
4. Digital Strategy - To develop inclusive, connected and engaged communities and develop digitally-optimised and innovate.
5. Corporate Budgets

Please Note:

1. Excludes budget relating to future year announcements of Better Care Fund
 2. Excludes indicative budgets relating to future year announcements for Transport for London and Schools Condition Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Healthier Communities and Older People and SC - Sustainable Communities

Indicative Capital Programme 2028-33 continued....

Annex 5

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Indicative Budget 2028-29 £000s	Indicative Budget 2029-30 £000s	Indicative Budget 2030-31 £000s	Indicative Budget 2031-32 £000s	Indicative Budget 2032-33 £000s
Public Protection and Development	Public Protection and Development							
CCTV Investment	Rapid deployment cameras	1	SC	0	50	50	0	0
Street Scene and Waste	Street Scene and Waste							
Waste SLWP	Replacement of Fleet Vehicles	2	SC	0	1,290	0	0	0
Sustainable Communities	Sustainable Communities							
Street Trees	Street Tree Programme	2	SC	60	60	60	60	60
Highways & Footways	Traffic Schemes	1	SC	150	150	150	150	150
Highways & Footways	Surface Water Drainage	1	SC	60	60	60	60	60
Highways & Footways	Repairs to Footways	1	SC	1,300	1,300	1,300	1,300	1,300
Highways & Footways	Maintain AntiSkid and Coloured	1	SC	60	60	60	60	60
Highways & Footways	Borough Roads Maintenance	1	SC	1,800	1,800	1,800	1,800	1,800
Highways & Footways	Highways bridges & structures	1	SC	260	260	260	260	260
Highways & Footways	Raynes Park Station Step Free Access	2	SC	250	0	0	0	0
Borough of Sport	Borough of Sport							
Wimbledon Park	New Wimbledon Park lakeview build	3	SC	500	0	0	0	0
Sports Facilities	Leisure Centre Plant & Machine	3	SC	300	300	320	320	350
Parks Investment	Parks Investment	3	SC	300	300	300	300	300
Libraries	Libraries							
Libraries IT	Library Management System	2	SC	0	140	0	0	0
Libraries IT	Library Self Service	2	SC	0	350	0	0	0
Total Environment, Civic Pride & Climate				5,040	6,120	4,360	4,310	4,340
Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Indicative Budget 2028-29 £000s	Indicative Budget 2029-30 £000s	Indicative Budget 2030-31 £000s	Indicative Budget 2031-32 £000s	Indicative Budget 2032-33 £000s
Total Innovation & Change				0	0	0	0	0
Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Indicative Budget 2028-29 £000s	Indicative Budget 2029-30 £000s	Indicative Budget 2030-31 £000s	Indicative Budget 2031-32 £000s	Indicative Budget 2032-33 £000s
Housing	Housing							
Major Projects Affordable Housing	Empty Homes Strategy	2	SC/HCOP	375	375	375	375	375
Facilities Management	Facilities Management							
Works to Other Buildings	Repair and Maintenance	4	OSC	650	650	650	650	650
Invest to Save	Project General	2	OSC	300	300	300	300	300
Total Housing & Sustainable Development				1,560	1,325	1,325	1,325	1,325
Total Capital				11,720	13,160	11,595	11,065	10,120

Glossary of Terms

Asset Management Plan/Strategy (AMP/S) - An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. The plan is reviewed annually as part of the budget cycle.

Budget - Statement of the spending plans for the year.

Capital Expenditure - Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

Capital Financing Requirement (CFR) - The total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need. (See Minimum Revenue Provision)

Capital Programme - Documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.

Capital Programme Board - The Capital Programme Board ensures:

- that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, and examines potential funding options
- that bids are submitted in accordance with the set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria
- compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet

Capital Projects/Schemes - Capital Projects / Schemes is the level at which Member approval is obtained.

Capital Receipts - Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.

Capital Monitoring - The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.

Capital Strategy - A Capital Strategy is a core planning document designed to dovetail with the MTFS and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.

Chartered Institute of Public Finance and Accountancy (CIPFA) - The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.

Corporate Governance - Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.

Council's Borrowing Requirement - Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.

Debt Rescheduling - Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.

Depreciation - Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset, reducing the value of the fixed asset in the balance sheet. It is not a charge to the General Fund as it is reversed in the Movement in Reserves Statement and replaced with the Minimum Revenue Provision.

Glossary of Terms continued...

Earmarked Capital Resources/Grants - Money received by the Authority which has certain conditions / restrictions (loose terminology) over its use limiting the type of expenditure that it may be applied against. IFRS refers to Stipulations and sub divides them into Conditions and Restrictions. Earmarked grants (revenue or capital) are grants which are subject to restrictions.

Finance Lease - A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. Situations that would normally lead to a lease being classified as a finance lease include the following:

- the lease transfers ownership of the asset to the lessee by the end of the lease term
- the lessee has the option to purchase the asset at a price which is expected to be sufficiently lower than fair value at the date the option becomes exercisable and that, at the inception of the lease, it is reasonably certain that the option will be exercised
- the lease term is for the major part of the economic life of the asset, even if title is not transferred
- at the inception of the lease, the present value of the minimum lease payments amounts to at least substantially all of the fair value of the leased asset
- the leased assets are of a specialised nature such that only the lessee can use them without major modifications being made

Financial Year - The financial year runs from 1 April to the following 31 March.

Fixed Assets - Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.

General Fund - The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.

Government Grants - Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.

Impairment - The loss of value in a fixed asset arising from physical damage, deterioration in the quality of service provided by the asset or from a general fall in prices. When this occurs the asset must be written down to the recoverable value. The charge is then reversed out from the General Fund in the Movement in Reserves Statement and replaced with the Minimum Revenue Provision.

International Financial Reporting Standard (IFRS) - International Financial Reporting Standards are a single set of accounting standards, developed and maintained by the IASB (International Accounting Standards Board) for the purposes of being applied on a globally consistent basis by developed, emerging and developing economies. The Code of Practice on Local Authority Accounting is based on IFRSs

Investment Strategy - The investment of the Authority's cash balances to optimise its strategic and operational needs.

Localism Act 2011 - It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective

Minimum Revenue Provision - A provision, via a revenue charge, in respect of historical capital expenditure which has been financed by borrowing, as required by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008

Operational Boundary - The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.

Glossary of Terms continued...

Operating Lease - A contract that allows for the use of an asset, but does not convey rights of ownership of the asset. An operating lease is not capitalised; it is accounted for as a rental expense in what is known as "off balance sheet financing." For the lessor, the asset being leased is accounted for as an asset and is depreciated as such.

Private Finance Initiative (PFI) - PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.

Prudential Code - The Local Government Act 2003 requires the Council to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment and borrowing plans of the council are affordable, prudent and sustainable.

Prudential Indicators – Are a set of performance indicators for treasury management.

Revenue Expenditure - Expenditure incurred on day to day running costs and confined to accounts within one financial year.

Reserves - This is a council's accumulated surplus income (in excess of expenditure) which can be used to finance future spending. Reserves can be either capital or revenue

Ringfenced Grant - A grant paid to councils which has conditions attached to it, which restrict the purposes for which it may be spent.

Risk Management - A risk is a threat, obstacle or, barrier, that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.

Treasury Management - The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Useful Life - This is the period over which the local authority derives benefit from the use of a fixed asset.



MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Cabinet 15 January 2024	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	71	0	0	0	71
Finance and Digital	250	0	0	0	250
Housing and Sustainable Development	505	0	0	0	505
Environment, Civic Pride and Climate	1,501	0	0	0	1,501
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Total Growth 2024-28	2,327	0	0	0	2,327
Cumulative Total	2,327	2,327	2,327	2,327	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

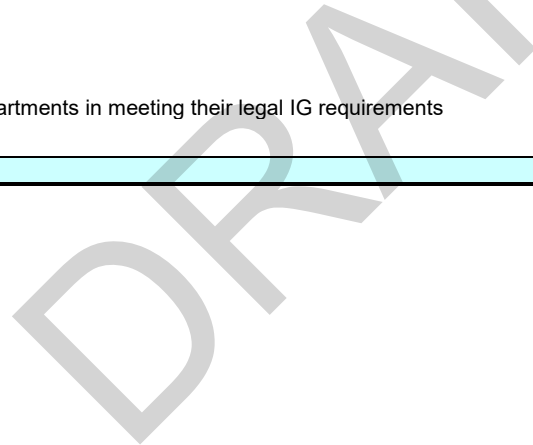
INNOVATION AND CHANGE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Information Governance Increasing establishment of team and attaching a market supplement to an existing post	71	0	0	0
Total : INNOVATION AND CHANGE Growth 2024-28	71	0	0	0
Cumulative Total	71	71	71	71

DRAFT

GROWTH PROPOSALS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
OSC	2024-25 ICG4	Service/Section	Legal and Governance	71				
		Description	Information Governance					
		Service Implication	Good Information Governance is a core requirement for all public bodies, and failure to discharge this responsibility effectively presents legal, financial, and reputational risk. Merton's IG function currently only has one post, which in order to fill it at the required level is subject to a market supplement, which is currently unbudgeted. This post provides growth in the Information Governance team to cover market factor pay, as well as an additional officer. Currently, the team only has one officer, which presents significant corporate risk around a key legal responsibility and a potential single point of failure. The new manager has made significant progress in clearing the backlogs of FOIs and SARS, and improving the overall performance of the organisation in creating a strong IG culture, however an additional officer is required to ensure progress is maintained, and to manage the risk of a single point of failure. The Council is under close scrutiny from the Information Commissioner's Office and risks fines if this area of work is not properly resourced.					
		Staffing Implications	Plus one FTE					
		Strategic Priorities implications	None					
		Impact on other departments	supports all departments in meeting their legal IG requirements					
		Equalities Implications	None					
		Total		71	0	0	0	



MEDIUM TERM FINANCIAL STRATEGY 2024-28

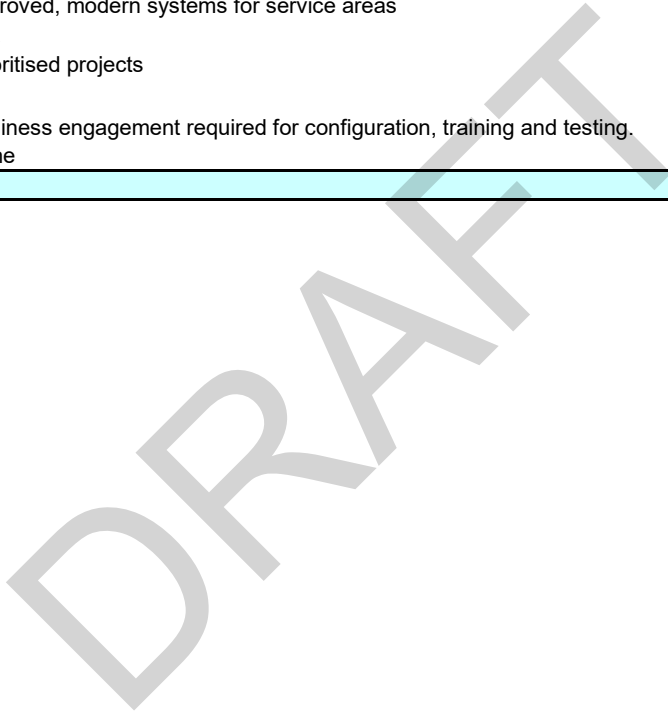
FINANCE AND DIGITAL: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
IT Business Systems: Key systems re-procurement	250	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	250	0	0	0
Cumulative Total	250	250	250	250

DRAFT

GROWTH PROPOSALS 2024-28
 DEPARTMENT: Finance and Digital

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
OSC	2024-25 FDG4	Service/Section Description	Business Systems Team Key systems re-procurement, new annual support & maintenance contracts costs likely to be greater than existing budget given the significantly inflated market prices	250				GNS1
		Service Implication	Improved, modern systems for service areas					
		Staffing Implications	N/A					
		Strategic Priorities implications	Prioritised projects					
		Impact on other departments	Business engagement required for configuration, training and testing.					
		Equalities Implications	None					
Total				250	0	0	0	



MEDIUM TERM FINANCIAL STRATEGY 2024-28

HOUSING AND SUSTAINABLE DEVELOPMENT: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Facilities Management - Additional funding required in order to cover the cost of unachievable income targets	65	0	0	0
Housing Needs & Strategy - additional temporary accommodation visiting officer and upgrade existing officer	50	0	0	0
Development Management & Building Control - Planning Enforcement Restructure and recruitment	190	0	0	0
Development Management & Building Control - Development Management Recruitment and retention	200	0	0	0
Total : HOUSING AND SUSTAINABLE DEVELOPMENT Growth 2024-28	505	0	0	0
Cumulative Total	505	505	505	505

GROWTH PROPOSALS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
OSC	I&T 02	Service/Section Description	Facilities Management Additional funding is required in order to cover the cost of unachievable income targets set in the facilities management team. The £65,000 is to cover unachievable income from the facilities management trading account, specifically income for printing, which has not been achievable since the pandemic and changes to usage. This will rectify ongoing structural overspends, and allow the time for a comprehensive, evidence based review of our printing services to be put in place over the coming year which will look to bring forward some efficiencies in future years.	65				GI1
		Strategic Priorities implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
SC	HSD 2024-25 01	Service/Section Description	Housing Needs & strategy additional temporary accommodation visiting officer and increase existing officer to team leader	50				GS1
		Service Implication	The temporary accommodation team is currently 1FTE temporary accommodation visiting officer at ME10 and one ME7 admin officer. This staffing compliment has been in place since 2010. Since 2010 the number of households in temporary accommodation has increased from 76 to 391 (June 23) with a 52% increase in the last year. As a result it is increasingly difficult to visit all temporary properties to confirm they are in use, but also to check that property safety standards are met. The addition of an additional officer and increase of the existing visiting officer to team leader will increase the capacity of the team to inspect properties, improve standards and provide greater focus on efficient temporary accommodation. Both posts do have a role in accommodation cost recovery and this will increase the ability of the team to tackle non-payment.					
		Staffing Implications	1FTE at ME10, increase existing visiting officer to team leader from ME10 to ME11					
		Strategic Priorities implications	improving the quality and safety of temporary accommodation, increasing income and reducing non-use. Current trends suggest continuing rises in the use of temporary accommodation across London and these points will reduce risks for the Council					
		Impact on other departments	none					
		Equalities Implications	none					

GROWTH PROPOSALS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	HSD 2024-25 02	Service/Section	Development Management & Building Control - Planning Enforcement	190				GS1
		Description	Restructure and recruitment drive for the Planning Enforcement, following a Full Council motion to improve the service. The 22/23 staffing budget provision was £180,860. This needs to increase to £370,836 for a full year to maintain a level of service without significant backlogs, which requires a £190,000 growth bid. This level of staffing is already in place with temporary staff as an establishment overspend to provide the required levels of service.					
		Service Implication	A reduction in the high dependency on agency staff, the establishment of a more stabilised team and continuous improvement in the performance and responsiveness of the service.					
		Staffing Implications	1 new permanent Planning Enforcement Team Manager; Replacement of Deputy Team Leader with 1 new permanent Principal Enforcement Officer; 2 new permanent Enforcement Officer; 1 new permanent Principal Tree and Landscape Officer, and loss of 3 current Agency posts. All of these new posts are currently in place and occupied, taking the service over budget.					
		Strategic Priorities implications	Merton Council has previously stated that it recognises the importance of good town planning and understands local residents want planning applications which are approved to be adhered to and properly enforced. The enforcement of planning control is a key area of priority for the Council and its stakeholders.					
		Impact on other departments	Potential greater support and stronger working with Greenspaces/Street Trees					
		Equalities Implications						

GROWTH PROPOSALS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of growth	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)					
SC	HSD 2024-25 03	<p>Service/Section</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Strategic Priorities implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Development Management & Building Control - Development Management</p> <p>Recruitment and retention of planning officers and admin staff.</p> <p>To enable staff to process planning submissions to meet statutory targets and to ensure there is a high performing service in response to pre-application enquiries and to meet Planning Performance Agreements. Creation of a more stabilised team with reduced costs. The current service is over budget and establishment, using agency staff in order to provide the levels of service required in terms of statutory deadlines</p> <p>3 new permanent planning officer roles, plus market supplements to principal planners, which have to be and are already being paid to ensure retention and competition with other local authorities. This growth can mostly be paid for through an increase in pre application and PPA fees, but without the resources this income cannot be achieved (especially in PPA fees as if service levels are not met, then income will not be paid).</p> <p>To meet the statutory requirements of the Local Planning Authority and secure the sustainable growth of the Borough.</p>					200				GS1
		<p>Total Housing and Sustainable Development Growth Proposals</p>		505	0	0	0	0				

MEDIUM TERM FINANCIAL STRATEGY 2024-28

ENVIRONMENT, CIVIC PRIDE AND CLIMATE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Parking Income - to right size budget following sustained fall in parking income	800	0	0	0
Public Space: Removal of Transport Revenue Income Budget for additional Community Transport activities	336	0	0	0
Public Protection: Safer Merton- CCTV team	365	0	0	0
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	1,501	0	0	0
Cumulative Total	1,501	1,501	1,501	1,501

GROWTH PROPOSALS 2024-28
DIRECTORATE: Environment, Civic Pride & Climate

Panel	Ref		Description of growth	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G04	Service/Section	Parking Income	800				G11
		Description	Whilst efforts have been made to achieve additional income it has become apparent that the budgeted parking income targets are unrealistic and unachievable, even after accounting for the previously agreed inflationary increases to parking charges due to be implemented this financial year.					
		Service Implication	None					
		Staffing Implications	None					
		Strategic Priorities implications Impact on other departments Equalities Implications	None None None					
		Total		800	0	0	0	

DRAFT

REVENUE GROWTH PROPOSALS 2024-28
DIRECTORATE: Environment, Civic Pride & Climate.
DIVISION: Public Space

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G07	Service/Section	Public Space Passenger Transport					
		Description	<p>Removal of Transport Revenue Income Budget for additional Community Transport activities: Prior to covid, the Transport Section ran a "paid for" community transport service for mid day and excursions outside of the provision for schools. This service has never recovered post-covid. With the ageing fleet, it is not possible to continue with this service sustainably and to be able to meet the current projected income targets (current shortfall of £336K per annum). The service is running under resourced from a staffing perspective, and has been since the pandemic. Due to the part-time nature of the role, the service is struggling to recruit new staff and the staff we currently have are aging and nearing retirement. The service is currently in no position to be able to provide any additional work at this point in time. This bid is to request the reduction in the revenue income budget to allow the service to run core services sustainably.</p>	336				G12
		Service Implication	This will remove the pressure to provide an unsustainable service with an aging fleet. It will mean that focus can be placed on core service delivery to improve the customer experience and meet targets while focussing on the sustainable replacement of fleet within achievable timescales.					
		Staffing Implications	None					
		Strategic Priorities implications	Creating a Sustainable Future, Improving the Customer Experience					
		Impact on other departments	The proposal will have no impact on the local community and voluntary groups - the services have not run since before the Covid-19 pandemic. It will benefit core service users by freeing up resource to support the sustainable replacement of the current fleet as well as improving customer service.					
		Equalities Implications	Possible perceived negative impacts across the community & voluntary sectors due to the removal of an additional day time service, however, this has not run since the covid-19 pandemic, and the current fleet does not allow for the service to be re-introduced.					
TOTAL				336	0	0	0	

GROWTH PROPOSALS 2024-28
 DIRECTORATE: Environment, Civic Pride and Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC	2024-25 ECPC G08	Service/section	Safer Merton- CCTV team					
		Description	Strengthen the funding for critical and essential services by increasing core funding to enable us to grow our permanent staff levels to maintain a 24hr service. This will provide resilience in the team and reducing the reliance on overtime. The current budget funds 7 operators and there needs to be 8, and there is no middle management. This would also allow us to have a more robust staffing and management structure to enable the service to operate at a high standard, work closely with partners and build on the good work and outcomes the service has had. It will allow for focus on the CCTV upgrade and generating income opportunities with wider partners, using the SLA we have with Clarion as a good example of the benefits of a 24/7 CCTV service. The council is investing in a significant upgrade of the CCTV cameras which will provide one of the best for London and provides opportunities for income if the service maintains 24/7. Without growth the service will struggle to 24/7 coverage and hours will need to be reduced with a focus on providing out of hours coverage during busier times such as Thurs-Saturday nights.	365	0	0	0	GS1
		Service Implication	There are not enough operators or effective management structure within the service which is impacting on core delivery and there have been regular occasions where we are relying on overtime to fill gaps and had to procure an external provider to provide additional staff.					
		Staffing Implications	Additional staff.					
		Strategic Priorities implications Impact on other departments Equalities Implications	The council have invested in upgrading the CCTV cameras and keeping Merton safe is a staregic priority CCTV supports and works witha range of internal teams and monitors those cameras. without the necessary none.					
Total				365	0	0	0	
Cumulative Total				365	365	365	365	

This page is intentionally left blank