

# Merton Council

## BUSINESS PLAN 2016-20

### SAVINGS PROPOSALS CONSULTATION PACK

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

|   |                  |
|---|------------------|
| Sustainable Communities Overview and Scrutiny Panel   | 7 January 2016   |
| Healthier Communities & Older People O&S Panel        | 12 January 2016  |
| Children and Young People Overview and Scrutiny Panel | 13 January 2016  |
| Overview and Scrutiny Commission                      | 28 January 2016  |
| Cabinet   | 15 February 2016 |
| Budget Council  | 2 March 2016     |

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## Contents Page

|   | Page Nums |
|---|-----------|
| Full index listing all contents                                 | 3-8       |
| Summary of service departments progress against savings targets | 9         |
| Savings October Cabinet 2015                                    | 11-36     |
| Amendments to previously agreed savings October 2015            | 37-55     |
| Savings December Cabinet 2015                                   | 57-64     |
| Amendments to previously agreed savings December 2015           | 65-74     |
| Equality Impact Assessments                                     | 75-277    |
| Draft service plans December 2015                               | 279-343   |
| Departmental budget summaries 2016-17                           | 345-383   |

\*The equality impact assessments relating to Adult Social Care will follow in a separate pack

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**Full list of contents, including page numbers for each savings proposal and associated equality impact assessment (EqIA)**

| <b>DEPARTMENTAL SAVINGS OCTOBER 2015</b>                      | <b>Page</b> | <b>Eq. Impact</b> |
|---|-------------|-------------------|
| <b>Grouped by Overview and Scrutiny Panel/Commission</b>      | <b>No.</b>  | <b>Page No.</b>   |
| <b>OVERVIEW AND SCRUTINY COMMISSION</b>                       |             |                   |
| <b>Corporate Services – Business Improvement</b>              |             |                   |
| CS2015-01 reduction in IT support/maintenance contracts       | 11          | 75                |
| CS2015-02 expiration of salary protection                     | 11          | 75                |
| <b>Corporate Services – Infrastructure &amp; Transactions</b> |             |                   |
| CS2015-03 restructure of transactional services team          | 12          | 79                |
| <b>Corporate Services – Customer Services</b>                 |             |                   |
| CS2015-04 increase in Registrars income                       | 12          |                   |
| <b>Corporate Services - Resources</b>                         |             |                   |
| CS2015-05 staffing costs and income budgets                   | 13          | 82                |
| <b>Corporate Services – Corporate Governance</b>              |             |                   |
| CS2015-06 delete auditor post and fees                        | 14          | 86                |
| <b>Corporate Services – Chief Executives Office</b>           |             |                   |
| Reduction in running cost budgets                             | 14          |                   |
|   |             |                   |
| <b>CHILDREN AND YOUNG PEOPLE O&amp;S PANEL</b>                |             |                   |
| <b>CSF – Schools</b>  |             |                   |
| CSF2015-03 increased income/reduced service offer             | 15          | 128               |
| <b>CSF – Commissioning Strategy and Performance</b>           |             |                   |
| CSF2015-04 commissioning rationalisation                      | 16          | 132               |
| CSF2015-05 property and contracts service review              | 16          | 136               |
| <b>CSF – Cross Cutting</b>                                    |             |                   |
| CSF2015-06 data review and centralisation                     | 17          | 140               |
|   |             |                   |
| <b>SUSTAINABLE COMMUNITIES O&amp;S PANEL</b>                  |             |                   |
| <b>E&amp;R – Senior Management and Support</b>                |             |                   |
| ENV01 reduce level of PA support to Heads of Service          | 18          | 151               |
| <b>E&amp;R - Parking Services (CEO team)</b>                  |             |                   |
| ENV02 review structure shift patterns & hours of operation    | 18          | 154               |
| ENV03 reduce team leader posts from 4 to 3                    | 18          | 154               |
| ENV04 improve compliance & increase parking space             | 19          | 158               |
| <b>E&amp;R - Parking Services</b>                             |             |                   |
| ENV05 review back office structure                            | 19          | 161               |
| ENV06 reduction in transport related budgets                  | 20          | 164               |
| ENV07 reduce supplies & services & third party budgets        | 20          | 167               |
| <b>E&amp;R - Regulatory Services</b>                          |             |                   |
| ENV08 funding of EH FTE by public health subsidy              | 20          | 170               |
| ENV09 investigate income generation opportunities             | 21          | 170               |
| ENV10 efficiency savings in supplies and services budget      | 21          | 170               |
|   |             |                   |

|   | Page No. | Eq. Impact Page No. |
|---|----------|---------------------|
| <b>E&amp;R - Leisure &amp; Culture</b>                        |          |                     |
| ENV11 outsource leisure & sports activities                   | 22       | 173                 |
| ENV12 head of section amalgamated with Greenspaces            | 22       | 177                 |
| ENV13 staff savings through back office reorganisation        | 23       | 181                 |
| <b>E&amp;R - Property Management</b>                          |          |                     |
| ENV14 income increase from rent reviews                       | 23       | 185                 |
| <b>E&amp;R – Traffic &amp; Highways</b>                       |          |                     |
| ENV15 reduce street lighting energy & maintenance costs       | 24       | 188                 |
| ENV16 reduce highways maintenance` contract costs             | 24       | 188                 |
| ENV17 reduce reactive works budget                            | 25       | 188                 |
| <b>E&amp;R - Greenspaces</b>                                  |          |                     |
| ENV18 increased income from events in parks                   | 25       | 191                 |
| ENV19 redistribution of NE Surrey Crematorium funds           | 26       | 191                 |
| ENV21 reduce grant to Wandle Valley Parks Trust               | 26       | 191                 |
| ENV22 reduce grant to Mitcham Common Conservators             | 27       | 191                 |
| ENV23 further savings from phase C procurement                | 27       | 197                 |
| <b>E&amp;R – Development &amp; Building Control</b>           |          |                     |
| ENV20 increased income from building control services         | 26       | 194                 |
| <b>E&amp;R – Future Merton</b>                                |          |                     |
| ENV24 cease subscriptions                                     | 28       | 188                 |
| <b>E&amp;R - Waste</b>  |          |                     |
| ENV25 departmental restructure of waste section               | 28       | 200                 |
| ENV26 rebalance waste collection rounds                       | 29       | 200                 |
| ENV27 remove free provision of food waste liners              | 29       | 206                 |
| ENV28 divert gully & street sweeping waste from landfill      | 30       | 210                 |
| ENV29 realign recyclate income budget                         | 30       | 213                 |
| ENV30 increase garden waste subscription fees                 | 30       | 216                 |
| ENV31 charge schools for recycling & food waste service       | 31       | 220                 |
| <b>E&amp;R – Transport Services</b>                           |          |                     |
| ENV32 review business support requirements                    | 31       | 223                 |
| <b>C&amp;H – Library and Heritage Service</b>                 |          |                     |
| CH56 Coffee shop franchise in 6 libraries                     | 35       |                     |
| <b>C&amp;H – Housing Needs</b>                                |          |                     |
| CH57 staff reduction in Housing Services                      | 36       | 241                 |
| <b>HEALTHIER COMMUNITIES &amp; OLDER PEOPLE O&amp;S PANEL</b> |          |                     |
| <b>Adult Social Care – NHS Income</b>                         |          |                     |
| CH51 extra NHS funds for incr costs of hospital discharges    | 32       |                     |
| <b>Adult Social Care – Supporting People Contracts</b>        |          |                     |
| CH52 review of Supporting People expenditure                  | 32       | 249                 |
| <b>Adult Social Care – Voluntary Sector Grants</b>            |          |                     |
| CH53 use Public Health funds for prevention strategy          | 33       | 254                 |
| <b>Access, Assessment &amp; Commissioning</b>                 |          |                     |
| CH54 further staff reduction of 4FTE                          | 34       | *                   |
| CH55 reduce third party payments                              | 35       | 357                 |
| *revised equality impact assessment to follow separately      |          |                     |

| <b>AMENDMENTS TO PREVIOUSLY AGREED SAVINGS<br/>OCTOBER 2015, Grouped by Scrutiny Panel</b> | <b>Page<br/>No.</b> | <b>Eq. Impact<br/>Page No.</b> |
|--|---------------------|--------------------------------|
|  |                     |                                |
| <b>OVERVIEW AND SCRUTINY COMMISSION</b>  |                     |                                |
| <b>Corporate Services – Resources Division</b>   |                     |                                |
| CS46 deletion of 3 posts in the Resources Division   | 37&38               |                                |
| CS65 consolidation of various budgets  | 37&38               |                                |
| <b>Customer Services</b>   |                     |                                |
| CS12 delete 1FTE manager post in Support Services  | 39                  |                                |
| CS13 delete 1FTE debt recovery/bailiff officer post  | 39                  |                                |
| CS1 reduction in discretionary relief  | 39                  |                                |
| <b>Human Resources</b>   |                     |                                |
| CS48 further rationalisation of HR services  | 40&43               |                                |
| CS51 HR transactions – including COT   | 40&43               |                                |
| CS49 further consolidation of HR advisory work   | 41&44               |                                |
| CSD28 COT review   | 42&45               |                                |
| CSD29 recruitment and DBS review   | 42&45               |                                |
|  |                     |                                |
| <b>CHILDREN AND YOUNG PEOPLE O&amp;S PANEL</b>   |                     |                                |
| <b>Commissioning Strategy &amp; Performance</b>  |                     |                                |
| CSF2014-05 reduction in commissioning of early intervention & prevention services          | 46                  | 113                            |
| <b>Children’s Social Care</b>  |                     |                                |
| CSF 2015-01 Remove serious case review contingency   | 47                  | 118                            |
| <b>Cross cutting</b>   |                     |                                |
| CSF 2015-02 Service management review across CSF   | 47                  | 123                            |
|  |                     |                                |
| <b>SUSTAINABLE COMMUNITIES O&amp;S PANEL</b>   |                     |                                |
| <b>Regulatory Services</b>   |                     |                                |
| ER10 shared service  | 48                  | 170                            |
| E&R14 Further expansion of the shared service  | 49                  | 170                            |
|  |                     |                                |
| <b>HEALTHIER COMMUNITIES &amp; OLDER PEOPLE O&amp;S<br/>PANEL</b>                          |                     |                                |
| <b>Adult Social Care</b>   |                     |                                |
| CH01 Below inflation uplift to third party suppliers                                       | 50                  |                                |
| CH03 brokerage efficiency savings  | 50                  |                                |
| CH10 Procurement opportunities   | 50                  |                                |
| <b>Commissioning</b>   |                     |                                |
| CH1 further reduction of the ASC placement budget  | 51                  |                                |
| <b>Placements</b>  |                     |                                |
| CH2 remodelling & reprocurring the domiciliary care service                                | 51                  |                                |
| CH3 procurement opportunities (placement budget)   | 51                  |                                |
| <b>Assessment &amp; Commissioning</b>  |                     |                                |
| CH38 placements budget reductions  | 52                  |                                |
|  |                     |                                |
|  |                     |                                |

| <b>HEALTHIER COMMUNITIES &amp; OLDER PEOPLE O&amp;S PANEL (Contd)</b>                            | <b>Page No.</b> | <b>Eq. Impact Page No.</b> |
|--|-----------------|----------------------------|
|  |                 |                            |
| <b>Adult Social Care</b>   |                 |                            |
| CH20 reduce staff in Assessment & Commissioning teams  | 53              | *                          |
| CH3 staffing reductions in Direct Provisions   | 53              | *                          |
| CH38 decommission crossroads service for carers  | 54              | *                          |
| CH1 decommission meals on wheels service   | 54              | *                          |
| CH01 decommission Family Mosaic service  | 54              | 262                        |
| CH02 decommission Imagine Independence service   | 55              | *                          |
| Not numbered – staffing savings - Directorate  | 55              | 267                        |
|  |                 |                            |
| *Revised equality impact assessments to follow separately  |                 |                            |
|  |                 |                            |
| <b>DEPARTMENTAL SAVINGS DECEMBER 2015<br/>Grouped by Overview and Scrutiny Panel/Commission</b>  |                 |                            |
|  |                 |                            |
| <b>OVERVIEW &amp; SCRUTINY COMMISSION</b>  |                 |                            |
| <b>CS Business Improvement</b>   |                 |                            |
| CS08 Staffing support savings  | 57              | 91                         |
| <b>CS Infrastructure and Transactions</b>  |                 |                            |
| CS09 Restructure of Safety Services & Emergency Planning team                                    | 57              | 95                         |
| CS10 Energy “invest to save” initiatives   | 58              | 99                         |
| <b>CS Resources</b>  |                 |                            |
| CS11 Reduction in corporate grants budget  | 58              |                            |
| <b>CS Corporate Governance</b>   |                 |                            |
| CS12 Further expansion of South London Partnership   | 59              |                            |
| CS13 Shared investigation services   | 59              | 106                        |
| CS14 Shared audit service  | 60              | 106                        |
|  |                 |                            |
| <b>CHILDREN AND YOUNG PEOPLE O&amp;S PANEL<br/>Children, Schools and Families- Cross cutting</b> |                 |                            |
| CSF07 Review of CSF staffing structure   | 61              | 145                        |
|  |                 |                            |
| <b>SUSTAINABLE COMMUNITIES O&amp;S PANEL</b>   |                 |                            |
| <b>ER- Parking Services</b>  |                 |                            |
| ENV33 Emissions based charging policy  | 62              |                            |
| <b>ER- Property Management</b>   |                 |                            |
| ENV34 Increased income from the non-operational portfolio  | 62              | 227                        |
| <b>ER- Waste</b>   |                 |                            |
| ENV35 Reduce domestic residual waste rounds by 1 crew  | 63              | 230                        |
| ENV36 Review/remove neighbourhood recycling centres  | 63              | 233                        |
| <b>ER- Transport Services</b>  |                 |                            |
| ENV37 Marketing Tacho Centre to external third parties   | 64              | 238                        |
|  |                 |                            |



| <b>AMENDMENTS TO PREVIOUSLY AGREED SAVINGS<br/>DECEMBER 2015, Grouped by Scrutiny Panel</b> | <b>Page<br/>No.</b> | <b>Eq. Impact<br/>Page No.</b> |
|---|---------------------|--------------------------------|
|   |                     |                                |
| <b>OVERVIEW AND SCRUTINY COMMISSION</b>   |                     |                                |
| <b>CS -Infrastructure &amp; Transactions</b>  |                     |                                |
| CSD7 Restructure Post & Print and delete 2 FTE posts  | 65                  |                                |
| <b>CS -Corporate Governance</b>   |                     |                                |
| CSD43 Share FOI and information governance policy with other council.                       | 66                  |                                |
|   |                     |                                |
| <b>SUSTAINABLE COMMUNITIES O&amp;S PANEL</b>  |                     |                                |
| <b>ER- Building and Development Control</b>   |                     |                                |
| ER07 Changes to be made to Development Control model  | 67                  |                                |
| EN09 Mobile/home working for Development Control  | 67                  |                                |
| EN11 Staff reduction : DC Deputy Area Team Leader   | 67                  |                                |
| E&R28 Proposed shared services with Wandsworth  | 68                  |                                |
| E&R29 Income from Planning Performance Agreements   | 69                  |                                |
| E&R30 Reduce planning enforcement staffing by 2 FTE   | 70                  |                                |
| <b>ER- Future Merton</b>  |                     |                                |
| ER23- Proposed changes to working practices   | 71                  |                                |
| <b>ER- Property Management</b>  |                     |                                |
| Team restructure, loss of 1FTE  | 71                  |                                |
| <b>C&amp;H – Library and Heritage Service</b>   |                     |                                |
| CH67 Shared management structure  | 73                  | 245                            |
| CH68 Completion of shared structure   | 74                  | 245                            |
| CH69 Full rationalisation of staffing structure & buildings                                 | 74                  | 245                            |
|   |                     |                                |
| <b>HEALTHIER COMMUNITIES &amp; OLDER PEOPLE PANEL</b>                                       |                     |                                |
| <b>C&amp;H – Adult Social Care</b>  |                     |                                |
| CH65 – share management posts to reduce costs   | 72                  | 270                            |
| CH66 – Direct provision – look at opportunities for shared services for in-house services   | 72                  | 274                            |
|   |                     |                                |
| <b>SERVICE PLANS</b>  |                     |                                |
| <b>Children Schools &amp; Families</b>  |                     |                                |
| Children’s Social Care  | 282                 |                                |
| Commissioning, Strategy and Performance   | 284                 |                                |
| Education   | 286                 |                                |
|   |                     |                                |
| <b>Community and Housing</b>  |                     |                                |
| Adult Social Care   | 290                 |                                |
| Housing Needs and Enabling Services   | 294                 |                                |
| Libraries   | 296                 |                                |
| Public Health   | 298                 |                                |
|   |                     |                                |
| <b>Corporate Services</b>   |                     |                                |
| Business Improvement  | 302                 |                                |
| Corporate Governance  | 304                 |                                |

|  |     |  |
|--|-----|--|
| Customer Services                      | 306 |  |
| Human Resources                        | 308 |  |
| Infrastructure and Transactions        | 310 |  |
| Resources                              | 312 |  |
| Legal Services                         | 314 |  |
|  |     |  |
| <b>Environment and Regeneration</b>    |     |  |
| Commercial Services (Waste Operations) | 318 |  |
| Development and Building Control       | 320 |  |
| Future Merton                          | 322 |  |
| Leisure & Cultural Development         | 324 |  |
| Parking                                | 326 |  |
| Parks and Green Spaces                 | 328 |  |
| Property                               | 330 |  |
| Regulatory Services Partnership        | 332 |  |
| Safer Merton                           | 334 |  |
| Street Cleaning                        | 336 |  |
| Traffic and Highways                   | 338 |  |
| Transport                              | 340 |  |
| Waste Management                       | 342 |  |

## Service Departments - Progress against Savings Targets 2016-2020

### 1. Targets set

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

### 2. Proposals - October 2015

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

### 3. Balance remaining brought forward from October 2015

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

### 4. Proposals identified December 2015

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

### 5. Balance remaining against target

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

### 6. Proposals identified October 2015 + December 2015

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

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DEPARTMENT: Corporate Services Savings October 2015

| Panel | Ref       | Description of Saving   |   | Baseline Budget £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|-----------|---|---|----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|       | CS2015-01 | <u>Service</u><br>Description<br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications<br>TOM Implications | <u>Business Improvement</u><br>Reduction in IT support/maintenance contracts<br>Rationalisation of IT systems, removal of support for some systems.<br>None<br>In line with IT Strategy<br>Requires procurement support/advice. May affect support arrangements and require more controlled investment through TDA.<br>None<br>None | 616                  |              | 0            | 3            | L                            | L                                 | SP1                      |
|       | CS2015-02 | <u>Service</u><br>Description<br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications<br>TOM Implications | <u>Business Improvement</u><br>Expiration of salary protection<br>None<br>None<br>None<br>None<br>None<br>None  | 1124                 |              |              | 16           | L                            | L                                 |                          |

DEPARTMENT: Corporate Services Savings October 2015

| Panel   | Ref  | Description of Saving                            |  | Baseline Budget £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|--|--|--|----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| O&S   | CS2015-03  | <u>Service</u>                                   | <b>Infrastructure &amp; Transactions Division<br/>Transactional Services</b>   | 475                  |              |              | 100          | L                            | M                                 | SS2                      |
|   |  | <b>Description</b>                               | Restructure of Transactional Services team   |                      |              |              |              |                              |                                   |                          |
|   |  | <b>Service Implication</b>                       | Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.  |                      |              |              |              |                              |                                   |                          |
|   |  | <b>Staffing Implications</b>                     | Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.   |                      |              |              |              |                              |                                   |                          |
|   |  | <b>Business Plan Impact on other departments</b> | Existing BP targets will need to be revised to align with reduced<br>Will increase the time taken to process payments and requests for new vendors to be set up on the financial system. |                      |              |              |              |                              |                                   |                          |
| <b>Equalities Implications<br/>TOM Implications</b> | TBA<br>To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown. |  |  |                      |              |              |              |                              |                                   |                          |
| O&S   | CS2015-04  | <u>Service</u>                                   | <b>Customer Services Division<br/>Programme Management</b>   | -102                 |              | 25           | L            | L                            | SI2                               |                          |
| <b>Description</b>                                  | Increase in Registrars income  |  |  |                      |              |              |              |                              |                                   |                          |
| <b>Service Implication</b>                          | Achievable through increase in service provision within existing resource.   |  |  |                      |              |              |              |                              |                                   |                          |
| <b>Staffing Implications</b>                        | None   |  |  |                      |              |              |              |                              |                                   |                          |
| <b>Business Plan implications</b>                   | None   |  |  |                      |              |              |              |                              |                                   |                          |
| <b>Impact on other departments</b>                  | None   |  |  |                      |              |              |              |                              |                                   |                          |
| <b>Equalities Implications</b>                      | None   |  |  |                      |              |              |              |                              |                                   |                          |
| <b>TOM Implications</b>                             | None   |  |  |                      |              |              |              |                              |                                   |                          |

DEPARTMENT: Corporate Services Savings October 2015

| Panel                   | Ref  | Description of Saving              |   | Baseline Budget £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------------------------|--|------------------------------------|---|----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 13                 | CS2015-05  | <b>Service Description</b>         | <p><b>Resources Division Staffing Costs and income budgets</b></p> <p>There will be a further review of staffing budgets. This will extend across the entire division, Business planning, Accountancy and the remaining business partners. The proposed staffing savings would reduce the net establishment from 48.9 FTE to 38.7. (NB the major corporate services restructuring had already reduced the establishment by c.14 posts). A contribution from any income budgets not used above will be sought to mitigate the impact</p> | 2985                 |              |              | 216          |                              |                                   |                          |
|                         |  | <b>Service Implication</b>         | This will require a substantial increase in the move to self help by departmental managers and will focus the remaining function on the core statutory duties of the s.151 officer  |                      |              |              |              |                              |                                   |                          |
|                         |  | <b>Staffing Implications</b>       | 3 to 4 posts will need to be deleted  |                      |              |              |              |                              |                                   |                          |
|                         |  | <b>Business Plan implications</b>  | It is consistent with the streamlining proposed in the business plan  |                      |              |              |              |                              |                                   |                          |
|                         |  | <b>Impact on other departments</b> | This will require a substantial increase in the move to self help by departmental managers  |                      |              |              |              |                              |                                   |                          |
|                         |  | <b>Equalities Implications</b>     | The down sizing will be managed in line with the corporate managing of change policies  |                      |              |              |              |                              |                                   |                          |
| <b>TOM Implications</b> | The change is consistent with TOM themes of process improvement and streamlining |                                    |   |                      |              |              |              |                              |                                   |                          |

DEPARTMENT: Corporate Services Savings October 2015

| Panel   | Ref  | Description of Saving  |  | Baseline Budget £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|--|--|--|----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|         | CS2015-06  | <b>Division</b><br><b>Description</b><br><b>Service Implication</b><br><br><b>Staffing Implications</b><br><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b>                           | <b>Corporate governance - audit service</b><br>delete auditor post and fees<br>reduced audit resource<br><br>1 possible redundancy<br><br>none<br><br>None<br><br>None   |                      |              |              | 50           |                              | L                                 | SS2                      |
| Page 14 | CS2015-07  | <b>Service</b><br><b>Description</b><br><b>Service Implication</b><br><br><b>Staffing Implications</b><br><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Chief Executive's Office</b><br><b>Running Costs</b><br><b>Reduction in running cost budgets</b><br>A small reduction in the services that can be purchased<br><br>None<br><br>None<br><br>None<br><br>None |                      |              | 28           |              | L                            | L                                 | SNS1                     |
|         | <b>Total Corporate Services Savings - October 2015</b> |  |  |                      |              | 0            | 53           | 385                          |                                   |                          |



**DEPARTMENT: Children, Schools and Families Savings October 2015**

| Panel | Ref        | Description of Saving              |  | Baseline Budget 15/16 £000     | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|------------|------------------------------------|--|--------------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| C&YP  | CSF2015-03 | <b>Service Description</b>         | <b>Schools</b><br><b>Increased income from schools and/or reduced LA service offer to schools.</b>   | <b>Income (1,489)</b>          |              | 200          | 200          | Medium                       | Medium                            | S11 or SS2               |
|       |            | <b>Service Implication</b>         | This saving is in addition to the 400k saving from 2016-17. All CSF SLAs with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will agree with schools priorities for the use of the retained DSG to support delivery of statutory minimum services to C&YP and will only offer enhanced services at cost. We will also examine further opportunities to trade with schools. | <b>Retained budgets 18,553</b> |              |              |              |                              |                                   |                          |
|       |            | <b>Staffing Implications</b>       | If schools are unwilling/unable to pay for core and enhanced services this will result in c10 posts deleted across the department over 2 years.  |                                |              |              |              |                              |                                   |                          |
|       |            | <b>Business Plan implications</b>  | Should funding not be secured there will be implications for service volumes and outcomes.   |                                |              |              |              |                              |                                   |                          |
|       |            | <b>Impact on other departments</b> | Possible impact on child protection services if service reductions result in escalations from schools and others.  |                                |              |              |              |                              |                                   |                          |
|       |            | <b>Equalities Implications</b>     | We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.   |                                |              |              |              |                              |                                   |                          |
|       |            | <b>TOM Implications</b>            | Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will be reorganised to reflect downsizing as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.   |                                |              |              |              |                              |                                   |                          |

**DEPARTMENT: Children, Schools and Families Savings October 2015**

| Panel | Ref        | Description of Saving   |   | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|------------|---|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| C&YP  | CSF2015-04 | <u>Service</u>  | <u>Commissioning, Strategy and Performance</u>  | 203                        |              |              | 60           | Medium                       | Low                               | SS1                      |
|       |            | <p><b>Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Commissioning rationalisation.</b><br/>                     As a result of savings in commissioned services already agreed, and work with CCG and Public Health partners to rationalise commissioning, the department will need fewer commissioners.<br/>                     1 FTE post reduction from a total of 2.44FTE.<br/>                     None specific - the reductions in volumes and outcomes will result from fewer and more targeted commissioned services.<br/>                     CSF will need to work with Public Health to maintain appropriate commissioning capacity.<br/>                     We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.<br/>                     The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The rationalisation of commissioning capacity will be achieved through improved partnership with Public Health and CCG colleagues.</p> |                            |              |              |              |                              |                                   |                          |
| C&YP  | CSF2015-05 | <u>Service</u>  | <u>Commissioning, Strategy and Performance</u>  | 451                        |              |              | 55           | Medium                       | Medium                            | SS1                      |
|       |            | <p><b>Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Property and contracts service review.</b><br/>                     There will be a lower volume of capital works to expand school provision by 2018-19 enabling a reduction in project management capacity.<br/>                     1 FTE project manager post ot of 3.<br/>                     None specific<br/>                     None specific<br/>                     We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.<br/>                     The TOM refresh will include an increased focus on delivering the restructure as well as flexible working/SCIS. This proposal is in line with TOM drive to increase efficiency and value via ensuring functions operate with minimum capacity needed.</p>  |                            |              |              |              |                              |                                   |                          |

**DEPARTMENT: Children, Schools and Families Savings October 2015**

| Panel                                 | Ref        | Description of Saving  |  | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------------------------------------|------------|--|--|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| C&YP                                  | CSF2015-06 | <u>Service</u>   | <u>Cross Cutting</u>   |                            |              |              |              |                              |                                   |                          |
|                                       |            | <b>Description</b><br><b>Service Implication</b><br><br><b>Staffing Implications</b><br><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Data review &amp; centralisation.</b><br>This saving will be achieved through i) centralising the residual data/performance monitoring capacity currently dispersed across operational divisions and ii) prioritising work to deliver statutory requirements only.<br>1 FTE staffing of overall pool of 8 posts.<br><br>None<br><br>We will focus on statutory returns which may impact on requests from other departments.<br>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.<br>The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy. | 377                        |              | 40           |              | Medium                       | Low                               | SS2                      |
| <b>Total CSF Savings October 2015</b> |            |  |  |                            | <b>0</b>     | <b>240</b>   | <b>315</b>   |                              |                                   |                          |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving   | Baseline Budget 15/16 £000  | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |     |
|---------|-------|---|---|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|-----|
|         | ENV01 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Senior Management &amp; Support</b><br/>                     Reduce the level of PA support to Heads of Service by 0.6fte.<br/>                     None<br/>                     Reduction of 0.6fte [of 2.6fte]<br/>                     None<br/>                     None<br/>                     None<br/>                     Consistent with TOM direction of travel in reducing back office support service costs</p>  | 95           |              | 19           |                              | Low                               | Low                      | SS2 |
| Page 18 | ENV02 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services (CEO team)</b><br/>                     Review the current structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off.<br/>                     Better deployment of enforcement resources.<br/>                     Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes<br/>                     No impact on business plan - allows same outputs with fewer staff<br/>                     None<br/>                     Will require consultation but no immediate equalities implications<br/>                     This review is mentioned in the TOM but is not referred to in any budgetary forecast . This is consistent with direction of travel in TOM</p> | 1,311        |              | 190          |                              | Medium                            | Medium                   | SS2 |
|         | ENV03 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services (CEO team)</b><br/>                     Reduction number of team leader posts from 4 to 3<br/>                     Reduced overall management<br/>                     Loss of 1 team leaders post [of 4fte]<br/>                     Potential drop in compliance rates.<br/>                     None<br/>                     None<br/>                     Consistent with direction of travel in reducing management overheads .</p>  | 1,311        |              | 45           |                              | Low                               | Medium                   | SS2 |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving   | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 19 | ENV04 | <p><b>Service/Section Description</b><br/> <b>Parking Services (CEO team)</b><br/>                     Improved management of traffic flows/congestion and availability of parking space through Increase compliance based on detailed analysis of existing and projected compliance levels and deployment of resources based upon future projections of population growth , expansion of CPZs where a majority of local residents have asked for this, and areas of potential non-compliance.</p> <p><b>Service Implication</b><br/>                     Improvement in overall enforcement strategy</p> <p><b>Staffing Implications</b><br/>                     None projected at this stage.</p> <p><b>Business Plan implications</b><br/>                     None</p> <p><b>Impact on other departments</b><br/>                     None</p> <p><b>Equalities Implications</b><br/>                     None</p> <p><b>TOM Implications</b><br/>                     This is consistent with TOM direction of travel in better utilisation of data / heat maps to ensure resources deployed effectively.</p> | (5,446)                    |              | 250          |              | Medium                       | Medium                            | SI2                      |
|         | ENV05 | <p><b>Service/Section Description</b><br/> <b>Parking Services</b><br/>                     Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services.</p> <p><b>Service Implication</b><br/>                     Could impact upon the level of service provided</p> <p><b>Staffing Implications</b><br/>                     To be assessed but could mean the deletion of 2 management posts [of 10fte]</p> <p><b>Business Plan implications</b><br/>                     Reduction in the costs of 2 posts</p> <p><b>Impact on other departments</b><br/>                     None</p> <p><b>Equalities Implications</b><br/>                     None</p> <p><b>TOM Implications</b><br/>                     Consistent with TOM direction of travel in reducing back office costs</p>  | 1,189                      |              | 70           |              | Medium                       | Medium                            | SS2                      |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving   | Baseline Budget 15/16 £000   | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |      |
|---------|-------|---|--|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|------|
|         | ENV06 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services</b><br/>                     Reduction in transport related budgets<br/>                     May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement<br/>                     some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible.<br/>                     None<br/>                     None<br/>                     None<br/>                     consistent with TOM direction of travel</p> | 140          |              | 46           |                              | Low                               | Low                      | SNS1 |
| Page 20 | ENV07 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services</b><br/>                     Reduction in supplies &amp; services/third party payment budgets.<br/>                     May result in slight reduction in quality of some areas of service.<br/>                     None<br/>                     None<br/>                     None<br/>                     consistent with TOM direction of travel</p>  | 571          |              |              | 60                           | Low                               | Low                      | SNS1 |
|         | ENV08 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Regulatory Services</b><br/>                     Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP .<br/>                     None<br/>                     One FTE funded by Public Health<br/>                     Not known at this stage<br/>                     None<br/>                     Not known at this stage<br/>                     Not known at this stage</p>  | 190          |              |              | 40                           | Medium                            | Medium                   | SG1  |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving  | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|--|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 21 | ENV09 | <p><b>Service/Section Description</b><br/> <b>Regulatory Services</b><br/>                     Investigate potential commercial opportunities to generate income such as: Trading Standards business advice; contaminated land / acoustic assessment consultancy for developers; processing licensing applications for other LAs; Licensing pre-application service; Shared service seminars.</p> <p><b>Service Implication</b><br/>                     To avoid a potential conflict of interest, we will need to create a bespoke team, from existing resources, based on commercial principles that is separate and distinct from the enforcement function.</p> <p><b>Staffing Implications</b><br/>                     Diversion of existing staff to resource the new team will impact in the short term on enforcement capability but as the service grows it will become self-financing</p> <p><b>Business Plan implications</b><br/>                     Increase in income</p> <p><b>Impact on other departments</b><br/>                     None</p> <p><b>Equalities Implications</b><br/>                     None</p> <p><b>TOM Implications</b><br/>                     Consistent with drive to increase commercialisation in TOM generally</p> | N/A                        |              | 50           | 50           | Medium                       | Low                               | S12                      |
|         | ENV10 | <p><b>Service/Section Description</b><br/> <b>Regulatory Services</b><br/>                     Reduction in Transport/Supplies and Services budget through greater efficiency</p> <p><b>Service Implication</b><br/>                     May result in slight reduction in quality of some areas of service</p> <p><b>Staffing Implications</b><br/>                     None</p> <p><b>Business Plan implications</b><br/>                     None</p> <p><b>Impact on other departments</b><br/>                     None</p> <p><b>Equalities Implications</b><br/>                     None</p> <p><b>TOM Implications</b><br/>                     consistent with TOM direction of travel</p>   | 123                        |              | 10           |              | Low                          | Low                               | SNS1                     |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving              |   | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|------------------------------------|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|         | ENV11 | <b>Service/Section Description</b> | <b>Leisure &amp; Culture</b><br>Outsource leisure and sports activities - commissioning of the arts and sports development to an external organisation to replace the in-house provision.   | <b>589</b>                 |              | <b>59</b>    |              | <b>Low</b>                   | <b>Low</b>                        | <b>SP1</b>               |
|         |       | <b>Service Implication</b>         | Potential reduction in the scope of the service   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Staffing Implications</b>       | Loss of 3 ftes [of 12.6fte]   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b> | Potential loss of departmental support on corporate projects  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>     | None, objectives would be maintained within the scope of the commissioning brief.   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>            | In line with the TOM outcomes   |                            |              |              |              |                              |                                   |                          |
| Page 22 | ENV12 | <b>Service/Section Description</b> | <b>Leisure &amp; Culture</b><br>Loss of head of section/amalgamated with head of Greenspaces  | <b>158</b>                 |              | <b>70</b>    |              | <b>Low</b>                   | <b>Low</b>                        | <b>SS2</b>               |
|         |       | <b>Service Implication</b>         | None; the post would cover the duties of the head of the greenspaces team and the leisure and culture development roles within the more contract management focus of the head of greenspaces role following the procurement of Lot 2 of the Phase C contract. |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Staffing Implications</b>       | Loss of 1 fte [of 2fte]   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>  | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b> | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>     | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>            | Linked to the outsourcing of the greenspaces functions within their TOM.  |                            |              |              |              |                              |                                   |                          |



**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving   | Baseline Budget 15/16 £000  | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |     |
|---------|-------|---|---|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|-----|
|         | ENV13 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Leisure &amp; Culture</b><br/> Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact.<br/> The introduction of the customer contact centre will reduce the need for phone and face to face contact with customers, reducing the need for office based customer agents.<br/> Reduction of 3 fte [of 9.6fte]<br/> None<br/> None<br/> None<br/> consistent with TOM direction of travel</p> | 336          |              | 70           |                              | Low                               | Low                      | SS1 |
| Page 23 | ENV14 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Property Management</b><br/> Increase in income from rent reviews of c60 properties.<br/> none - would be within existing resources<br/> Part of the current team's core work.<br/> In line with the TOM outcomes<br/> None<br/> None<br/> consistent with TOM direction of travel</p>  | (4,022)      |              |              | 100                          | Medium                            | Low                      | SI2 |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref                        | Description of Saving  |   | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|----------------------------|--|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 24 | ENV15                      | <b>Service/Section Description</b>   | <b>Traffic &amp; Highways</b><br>Reduction in street lighting energy and maintenance costs. Would require Capital investment of c£400k, which forms part of the current capital programme - Investment in LED lights in lamp Colum stock most capable of delivering savings | 884                        |              | 148          |              | Low                          | Low                               | SNS1                     |
|         | <b>Service Implication</b> | Would require additional specialist staffing resource - costs contained within the business case that is being prepared. |   |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Staffing Implications</b>   | None  |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Business Plan implications</b>  | In line with the TOM outcomes   |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Impact on other departments</b>   | None  |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Equalities Implications</b>   | None  |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>TOM Implications</b>  | consistent with TOM direction of travel   |                            |              |              |              |                              |                                   |                          |
|         | ENV16                      | <b>Service/Section Description</b>   | <b>Traffic &amp; Highways</b><br>Further reductions in the highways maintenance contract costs following reprocurement. Part year effect in 17/18 due to contract start date mid year.  | 650                        |              | 65           | 65           | Medium                       | Medium                            | SP2                      |
|         |                            | <b>Service Implication</b>   | none - anticipated service standards at present at lower cost or scaling back through changes in specification / competitive dialogue to ensure cost savings  |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Staffing Implications</b>   | None  |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Business Plan implications</b>  | will almost certainly require specification / service standard changes to deliver required savings levels   |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Impact on other departments</b>   | None  |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>Equalities Implications</b>   | None  |                            |              |              |              |                              |                                   |                          |
|         |                            | <b>TOM Implications</b>  | consistent with TOM direction of travel in maximising procurement savings .   |                            |              |              |              |                              |                                   |                          |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref                            | Description of Saving                    |  | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|--------------------------------|--|--|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|         | ENV17                          | <b>Service/Section Description</b>       | <b>Traffic &amp; Highways</b><br>Reduction in reactive works budget  | 650                        |              | 30           | 35           | Low                          | Medium                            | SNS2                     |
|         |                                | <b>Service Implication</b>               | Reduction in carriageway and footpath reactive maintenance with possible increase in insurance claims.         |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>Staffing Implications</b>             | None   |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>Business Plan implications</b>        | Reduction in response times and possibly intervention threshold.   |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>Impact on other departments</b>       | Increase in corporate services insurance workload  |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>Equalities Implications</b>           | None   |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>TOM Implications</b>                  | consistent with TOM direction of travel  |                            |              |              |              |                              |                                   |                          |
| Page 25 | ENV18                          | <b>Service/Section Description</b>       | <b>Greenspaces</b><br>Increased income from events in parks  | 231                        |              | 100          | 100          | Medium                       | Medium                            | SI2                      |
|         |                                | <b>Service Implication</b>               | Increased income through a broader range of commercial opportunities - over and above those previously agreed. |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>Staffing Implications</b>             | Some unquantified extra resource likely to be required, linked to the business case for each initiative.       |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>Business Plan implications</b>        | In line with the TOM outcomes  |                            |              |              |              |                              |                                   |                          |
|         |                                | <b>Impact on other departments</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         | <b>Equalities Implications</b> | None                                     |  |                            |              |              |              |                              |                                   |                          |
|         | <b>TOM Implications</b>        | In line with the TOM direction of travel |  |                            |              |              |              |                              |                                   |                          |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving              |  | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|------------------------------------|--|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 26 | ENV19 | <b>Service/Section Description</b> | <b>Greenspaces</b><br>Planned re-distribution of North East Surrey Crematorium funds to be used to offset costs associated with the running of the Council's cemeteries. This is expected to be min £80k from 17/18 and for min 8 years . Unringfenced . | N/A                        |              | 90           |              | Low                          | Low                               | SNS1                     |
|         |       | <b>Service Implication</b>         | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>  | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b> | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>            | No TOM implications  |                            |              |              |              |                              |                                   |                          |
|         | ENV20 | <b>Service/Section Description</b> | <b>Development &amp; Building Control</b><br>Increased income from building control services.  | 935                        |              | 35           | 35           | Medium                       | Low                               | SI2                      |
|         |       | <b>Service Implication</b>         | Increased income through a broader range of commercial opportunities - over and above those previously agreed.   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>  | In line with the TOM outcomes  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b> | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>            | In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting .  |                            |              |              |              |                              |                                   |                          |
|         | ENV21 | <b>Service/Section Description</b> | <b>Greenspaces</b><br>Reduction in the grant to Wandle Valley Parks Trust  | 12                         |              | 6            |              | Low                          | Medium                            | SG2                      |
|         |       | <b>Service Implication</b>         | Impact on the core operating budget of the Wandle Valley Parks Trust.  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Staffing Implications</b>       | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>  | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b> | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>     | None   |                            |              |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>            | Consistent with TOM direction of travel  |                            |              |              |              |                              |                                   |                          |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving  |   | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|--|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|         | ENV22 | <b>Service/Section Description</b><br><b>Service Implication</b> | <b>Greenspaces</b><br>Reduction in grant to Mitcham Common Conservators.<br>May result in reduction in grant from LB Croydon and Sutton; would be offset by the income generation of the Conservators through their assets. | 48                         |              | 24           |              | Low                          | Medium                            | SG2                      |
|         |       | <b>Staffing Implications</b>                                     | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>                                | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b>                               | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>                                   | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>  | Consistent with TOM direction of travel   |                            |              |              |              |                              |                                   |                          |
| Page 27 | ENV23 | <b>Service/Section Description</b><br><b>Service Implication</b> | <b>Greenspaces</b><br>Further savings from the phase C procurement of Lot 2.<br>Anticipated additional savings through the commercial dialogue that will take place as part of the phase C procurement of Lot 2.            | 3,648                      |              | 160          |              | Medium                       | Medium                            | SP1                      |
|         |       | <b>Staffing Implications</b>                                     | None; in line with current procurement process  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>                                | None; in line with current procurement process  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b>                               | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>                                   | None  |                            |              |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>  | Consistent with TOM direction of travel   |                            |              |              |              |                              |                                   |                          |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving  | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|--|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 28 | ENV24 | <p><b>Service/Section Description</b><br/> <b>Future Merton</b><br/>                     Cease subscription to Urban London and Future London Leaders from service budgets and prioritise the use of corporate training and development budgets to pay for these activities that provide considerable professional development courses and represent very good value for money.</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> Would require corporate learning and development to prioritise these training opportunities.</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p> | 18                         |              | 10           |              | Low                          | Low                               | SNS2                     |
|         | ENV25 | <p><b>Service/Section Description</b><br/> <b>Waste</b><br/>                     Department restructure of the waste section</p> <p><b>Service Implication</b> Moving from a support function towards a commercialised commissioning and clienting service post Phase C contract award</p> <p><b>Staffing Implications</b> equivalent of c5fte [of 13.19fte] across all levels of staff</p> <p><b>Business Plan implications</b> To be assessed following contract award and SLWP clienting requirements</p> <p><b>Impact on other departments</b> TBC</p> <p><b>Equalities Implications</b> TBC</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>  | 514                        |              | 191          |              | Low                          | Medium                            | SS2                      |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel | Ref   | Description of Saving              |   | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|-------|------------------------------------|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|       | ENV26 | <b>Service/Section</b>             | <b>Waste Operations: waste collection</b>   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Description</b>                 | Re-balancing of rounds  | <b>2,568</b>               |              | <b>20</b>    |              | <b>Medium</b>                | <b>Medium</b>                     | <b>SNS1</b>              |
|       |       | <b>Service Implication</b>         | Reduced overtime payments and additional staff requirements for current heavy collection. Will impact on days of collection for some residents across the Borough. Heavy Days (Thursday and Friday) |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Staffing Implications</b>       | Reduction in overtime and agency usage  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Business Plan implications</b>  |   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Impact on other departments</b> |   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Equalities</b>                  | TBC   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Implications</b>                |   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>TOM Implications</b>            | Consistent with TOM direction of travel   |                            |              |              |              |                              |                                   |                          |
|       | ENV27 | <b>Service/Section</b>             | <b>Waste Services</b>   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Description</b>                 | Remove free provision of food waste liners  | <b>137</b>                 |              | <b>66</b>    |              | <b>Low</b>                   | <b>Medium</b>                     | <b>SNS2</b>              |
|       |       | <b>Service Implication</b>         | Potential reduction in participations levels  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Staffing Implications</b>       | None  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Business Plan implications</b>  | Potential reduction in recycling / composting performance.  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Impact on other departments</b> | None  |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Equalities</b>                  | To be completed   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>Implications</b>                |   |                            |              |              |              |                              |                                   |                          |
|       |       | <b>TOM Implications</b>            | Consistent with TOM direction of travel   |                            |              |              |              |                              |                                   |                          |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel   | Ref   | Description of Saving   | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|         | ENV28 | <p><b>Service/Section Description</b><br/> <b>Waste Services: waste disposal</b><br/>                     Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling</p> <p><b>Service Implication</b><br/>                     None( assumes tipping at Garth Rd WTS)</p> <p><b>Staffing Implications</b><br/>                     None</p> <p><b>Business Plan implications</b><br/>                     Increase in waste diversion</p> <p><b>Impact on other departments</b><br/>                     None - procurement will be required</p> <p><b>Equalities Implications</b><br/>                     None</p> <p><b>TOM Implications</b><br/>                     Consistent with TOM direction of travel</p> | 4,360                      |              | 37           |              | Low                          | Low                               | SP1                      |
| Page 30 | ENV29 | <p><b>Service/Section Description</b><br/> <b>Waste Services: recyclate income</b><br/>                     Realign budget to reflect actual income achieved through sale of textiles</p> <p><b>Service Implication</b><br/>                     None</p> <p><b>Staffing Implications</b><br/>                     None</p> <p><b>Business Plan implications</b><br/>                     None</p> <p><b>Impact on other departments</b><br/>                     None</p> <p><b>Equalities Implications</b><br/>                     None</p> <p><b>TOM Implications</b><br/>                     Consistent with TOM direction of travel</p>  | N/A                        |              | 20           |              | Low                          | Low                               | SP1                      |
|         | ENV30 | <p><b>Service/Section Description</b><br/> <b>Waste Services: Garden waste service</b><br/>                     Increase annual subscription fees by £5 p.a.</p> <p><b>Service Implication</b><br/>                     Possible reduction in subscriptions</p> <p><b>Staffing Implications</b><br/>                     None</p> <p><b>Business Plan implications</b><br/>                     Potential reduction in recycling / composting performance.</p> <p><b>Impact on other departments</b><br/>                     None</p> <p><b>Equalities Implications</b><br/>                     To be undertaken</p> <p><b>TOM Implications</b><br/>                     Consistent with TOM direction of travel</p>  | (329)                      |              | 30           |              | Low                          | High                              | SI1                      |



**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS October 2015**

| Panel  | Ref   | Description of Saving   | Baseline Budget 15/16 £000  | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |     |
|--|-------|---|---|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|-----|
|  | ENV31 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Waste Operations</b><br/>                     Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection<br/>                     Possible loss of contracts to private sector<br/>                     None<br/>                     Potential impact on overall waste diversion<br/>                     tbc<br/>                     to be completed<br/>                     Consistent with TOM direction of travel</p>  | N/A          |              | 102          | 9                            | Low                               | Medium                   | SI1 |
| Page 31  | ENV32 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Transport Services:</b><br/>                     Review of Business Support requirements<br/>                     Post Phase C there will be a change in the Business Support requirements, following the loss of much of the fleet management to the new contractor. It is anticipated that this will lead to a reduction in 1FTE<br/>                     Reduction of 1 fte [of 8.33fte]<br/>                     Saving would result in a reduction in client budgets.<br/>                     Consistent with TOM direction of travel</p> | 311          |              |              | 30                           |                                   |                          | SS2 |
| <b>Total Environment and Regeneration Savings October 2015</b> |       |   |   | <b>0</b>     | <b>2,013</b> | <b>524</b>   |                              |                                   |                          |     |

DEPARTMENT: Community and Housing Savings October 2015

| Panel                    | Ref  | Description of Saving   | Baseline Budget 15/16              | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|--------------------------|------|---|------------------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| <b>Adult Social Care</b> |      |   |                                    |              |              |              |                              |                                   |                          |
|                          |      | <b>Service</b>  | <b>NHS Income</b>                  |              |              |              |                              |                                   |                          |
| HC&OP                    | CH51 | <p><b>Description</b><br/>Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.</p> <p><b>Service Implication</b><br/>This funds the increased volume of work to assess people and arrange packages of support for them.</p> <p><b>Staffing Implications</b><br/>Need to work efficiently and effectively to undertake the higher volume of work.</p> <p><b>Business Plan implications</b><br/>This support to ensure prompt discharge is consistent with the business plan commitment to support independence.</p> <p><b>Impact on other departments</b><br/>None.</p> <p><b>Equalities Implications</b><br/>None.</p> <p><b>TOM Implications</b><br/>None. This plan achieves a better alignment between funding levels and increased activity levels.</p>   | <b>(£2,596)</b>                    | £200         | £0           | <b>0</b>     | <b>H</b>                     | <b>L</b>                          | <b>SI2</b>               |
|                          |      | <b>Service</b>  | <b>Supporting People Contracts</b> |              |              |              |                              |                                   |                          |
| HC&OP                    | CH52 | <p><b>Description</b><br/>Review of remaining Supporting People Expenditure as much of it is a discretionary spending area.</p> <p><b>Service Implication</b><br/>Reduced housing related support for vulnerable people by 17% in cost terms. This affects the numbers we could support and the range of support we could provide. In turn this would reduce the housing options available to vulnerable people.</p> <p><b>Staffing Implications</b><br/>None.</p> <p><b>Business Plan implications</b><br/>The risk is that this could increase pressure on the Housing Needs budget.</p> <p><b>Impact on other departments</b><br/>There is a potential internal pressure within the department on the Housing Needs and Enabling Service</p> <p><b>Equalities Implications</b><br/>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p> <p><b>TOM Implications</b><br/>None. This is consistent with the commitment in the TOM to "Review the spectrum of the accommodation offer for all types of supported living incl. shared lives for all age groups."</p> | <b>£1,772</b>                      | £0           | £300         | <b>0</b>     | <b>H</b>                     | <b>H</b>                          | <b>SP2</b>               |

**DEPARTMENT: Community and Housing Savings October 2015**

| Panel | Ref  | Description of Saving              |  | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|------|------------------------------------|--|-----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|       |      | <b>Service</b>                     | <b>Voluntary Sector Grants</b>   |                       |              |              |              |                              |                                   |                          |
| HC&OP | CH53 | <b>Description</b>                 | Use funds from Public Health to fund the prevention strategy which is currently funded from grants.  | <b>£839</b>           | £0           | £600         | <b>0</b>     | <b>M</b>                     | <b>M</b>                          | <b>SG1</b>               |
|       |      | <b>Service Implication</b>         | None as the prevention activity will continue to be funded, albeit from a different source.  |                       |              |              |              |                              |                                   |                          |
|       |      | <b>Staffing Implications</b>       | None.  |                       |              |              |              |                              |                                   |                          |
|       |      | <b>Business Plan implications</b>  | None, as the commitment to prevention remains in place and is funded albeit from a different source.   |                       |              |              |              |                              |                                   |                          |
|       |      | <b>Impact on other departments</b> | Increased pressure on the Public Health (PH) Budget as funds directed from public health will no longer be available to fund other PH activities.  |                       |              |              |              |                              |                                   |                          |
|       |      | <b>Equalities Implications</b>     | The precise equalities implications on service users will depend on the impact of public health activities no longer funded. An EA will be undertaken and when this is known and a mitigation plan will be prepared. |                       |              |              |              |                              |                                   |                          |
|       |      | <b>TOM Implications</b>            | None. This is consistent with the commitment in the TOM to "Continue the Ageing Well Prevention Programme, but with less funding from the Council."  |                       |              |              |              |                              |                                   |                          |

DEPARTMENT: Community and Housing Savings October 2015

| Panel | Ref  | Description of Saving  |  | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|--|--|--|-----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| HC&OP | CH54   | <b>Service Description</b>   | <b>Access, Assessment and Commissioning Staffing</b><br>Further staff reductions circa 4 FTEs in AA&C as processes improve and service user numbers reduce. FTE's affected will be 4 out remaining FTE's of 151-156. | £5,286                | £0           | £0           | £150         | H                            | M                                 | SS2                      |
|       | <b>Service Implication</b>                                 | Reduced capacity to monitor quality within provider services and /or to undertake assessments and reviews i.e. there is a direct implication on the ability to effectively safeguard/assess/support/ promote independence.   |  |                       |              |              |              |                              |                                   |                          |
|       | <b>Staffing Implications</b>                               | Redundancies - Some staff would be subject to redundancy   |  |                       |              |              |              |                              |                                   |                          |
|       | <b>Business Plan implications</b>                          | Possible impact on our statutory duties under the Care Act 2014. We would attempt to mitigate this by investigating alternative models for quality and performance monitoring and of assessment and care management.   |  |                       |              |              |              |                              |                                   |                          |
|       | <b>Impact on other departments Equalities Implications</b> | None - main impact is on service users, carers and providers<br>As staff and service delivery are affected there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted. |  |                       |              |              |              |                              |                                   |                          |
|       | <b>TOM Implications</b>                                    | Processes will need to improve so lower staff resources are able to undertake the necessary volumes of work. existing TOM commitments to flexible and mobile working and to improve assessment and care management processes ensure this is feasible.  |  |                       |              |              |              |                              |                                   |                          |

DEPARTMENT: Community and Housing Savings October 2015

| Panel                                      | Ref  | Description of Saving                          |  | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000  | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|--|------|--|--|-----------------------|--------------|--------------|---------------|------------------------------|-----------------------------------|--------------------------|
| HC&OP                                      | CH55 | <b>Service Description</b>                     | <u>Assessment &amp; Commissioning 3rd Party Payments</u><br>Less 3rd party payments through "Promoting Independence" throughout the assessment, support planning and review process and across all client groups. Aim to reduce Res Care by £650k and Dom Care by £337k.   | £33,798               | £0           | £0           | £987          | H                            | H                                 | SNS2                     |
|  |      | <b>Service Implication</b>                     | We anticipate this being a further reduction of circa 3% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2018/19. Overall service users will experience a reduced volume of service |                       |              |              |               |                              |                                   |                          |
|  |      | <b>Staffing Implications</b>                   | Staff would be needed to conduct reviews and support plans . Staff will also need additional training, to ensure these reviews are done consistently   |                       |              |              |               |                              |                                   |                          |
|  |      | <b>Business Plan implications</b>              | We would continue to follow the appropriate model of promoting independence for the client group.  |                       |              |              |               |                              |                                   |                          |
|  |      | <b>Impact on other Equalities Implications</b> | None.<br>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.   |                       |              |              |               |                              |                                   |                          |
|  |      | <b>TOM Implications</b>                        | None. This is consistent with the TOM commitment to use review processes to "Promote an explicit hierarchy of support offered in order to promote self-support and independence.   |                       |              |              |               |                              |                                   |                          |
| <b>Sub-total Adult Social Care Options</b> |      |  |  |                       | <b>£200</b>  | <b>£900</b>  | <b>£1,137</b> |                              |                                   |                          |
| SC   | CH56 | <b>Service Description</b>                     | <u>Library &amp; Heritage Service</u><br><b>Introduce a coffee shop franchise across 6 libraries</b>   | £0                    | 0            | 0            | 30            | M                            | L                                 | SI2                      |
|  |      | <b>Service Implication</b>                     | Allocated space within certain libraries will be let to a coffee shop franchise to provide refreshments in libraries for customers.  |                       |              |              |               |                              |                                   |                          |
|  |      | <b>Staffing Implications</b>                   | None identified.   |                       |              |              |               |                              |                                   |                          |
|  |      | <b>Business Plan implications</b>              | Supports improving income generation identified in Service Plan and providing additional services in libraries.  |                       |              |              |               |                              |                                   |                          |
|  |      | <b>Impact on other departments</b>             | None identified.   |                       |              |              |               |                              |                                   |                          |
|  |      | <b>Equalities Implications</b>                 | None identified.   |                       |              |              |               |                              |                                   |                          |
|  |      | <b>TOM Implications</b>                        | Additional capacity constraints in order to manage procurement process but will be managed within existing resources. Reduction in library circulation space.  |                       |              |              |               |                              |                                   |                          |
| <b>Total Libraries</b>                     |      |  |  |                       |              | <b>0</b>     | <b>0</b>      | <b>30</b>                    |                                   |                          |

**DEPARTMENT: Community and Housing Savings October 2015**

| Panel   | Ref  | Description of Saving              |  | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|------|------------------------------------|--|-----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|   |      | <u>Service</u>                     | <u>Housing Needs</u>   |                       |              |              |              |                              |                                   |                          |
| SC  | CH57 | <b>Description</b>                 | <b>Staff reduction in Housing Services</b>   | 929                   | 0            | 50           | 118          | H                            | H                                 | SS2                      |
|   |      | <b>Service Implication</b>         | This makes service delivery very challenging, but will seek to preserve a greater number of front-line staff engaged with service delivery. The main impact will be upon supervisory and other management roles.   |                       |              |              |              |                              |                                   |                          |
|   |      | <b>Staffing Implications</b>       | Deletion of 1.0 post (2017/18) out of remaining 24.03 FTE's and Deletion of 2.0 posts and Re-evaluation of 1.0 post (2018/19) out of remaining 21.53 FTE's. Redundancy costs to the council and increased workloads for remaining staff  |                       |              |              |              |                              |                                   |                          |
|   |      | <b>Business Plan implications</b>  | The business plan implication would ensure no further loss of front line staff with a corresponding ability to continue statutory housing act functions which include: Homelessness Prevention, Private Sector tenants rights and enforcement. The additional reductions in staffing (in addition to those identified in 2016/17) would be limited to management and supervisor posts. Whilst this will be increasingly challenging for the remaining management and staff, it is anticipated that the business will continue to be delivered with some adjustments made as necessary. |                       |              |              |              |                              |                                   |                          |
|   |      | <b>Impact on other departments</b> | This will have an impact on children's and adult's social care   |                       |              |              |              |                              |                                   |                          |
|   |      | <b>Equalities Implications</b>     | BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.   |                       |              |              |              |                              |                                   |                          |
|   |      | <b>TOM Implications</b>            | This is consistent with the existing TOM   |                       |              |              |              |                              |                                   |                          |
| <b>Total Housing Needs</b>                          |      |                                    |  |                       | <b>0</b>     | <b>50</b>    | <b>118</b>   |                              |                                   |                          |
| <b>Total C&amp;H Savings Proposals October 2015</b> |      |                                    |  |                       | <b>200</b>   | <b>950</b>   | <b>1,285</b> | <b>2,435</b>                 |                                   |                          |

**AMENDMENTS TO SAVINGS OCTOBER 2015  
CURRENT SAVINGS IN MTF5 2016-20 TO BE RE-PROFILED**

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

| Panel | Ref  | Description of Saving              |   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverability | Risk<br>Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|------|------------------------------------|---|-----------------|-----------------|-----------------|------------------------------------|--|--------------------------------|
| O&S   | CS46 | <b>Service Description</b>         | <b>Resources -Deletion of 3 Posts within the Division</b><br>Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division. | (103)           |                 |                 | Medium                             | Medium                                     | SS1                            |
|       |      | <b>Service Implication</b>         | None  |                 |                 |                 |                                    |  |                                |
|       |      | <b>Staffing Implications</b>       | Reduction of 3 Posts  |                 |                 |                 |                                    |  |                                |
|       |      | <b>Business Plan implications</b>  | None  |                 |                 |                 |                                    |  |                                |
|       |      | <b>Impact on other departments</b> | None  |                 |                 |                 |                                    |  |                                |
|       |      | <b>Equalities Implications</b>     | None  |                 |                 |                 |                                    |  |                                |

**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15**

| Panel | Ref  | Description of Saving              |  | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverability | Risk<br>Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|------|------------------------------------|--|-----------------|-----------------|-----------------|------------------------------------|--|--------------------------------|
| O&S   | CS65 | <b>Resources Description</b>       | Consolidation of various budgets within Resources division | (35)            | (31)            |                 | Low                                | Low  | SNS1                           |
|       |      | <b>Service Implication</b>         | None as savings will be derived from efficiency            |                 |                 |                 |                                    |  |                                |
|       |      | <b>Staffing Implications</b>       | None   |                 |                 |                 |                                    |  |                                |
|       |      | <b>Business Plan implications</b>  | None   |                 |                 |                 |                                    |  |                                |
|       |      | <b>Impact on other departments</b> | None   |                 |                 |                 |                                    |  |                                |
|       |      | <b>Equalities Implications</b>     | None   |                 |                 |                 |                                    |  |                                |

|  |  |              |  |       |      |   |  |  |  |
|--|--|--------------|--|-------|------|---|--|--|--|
|  |  | <b>TOTAL</b> |  | (138) | (31) | 0 |  |  |  |
|--|--|--------------|--|-------|------|---|--|--|--|

**AMENDMENTS TO SAVINGS OCTOBER 2015  
PROPOSED RE-PROFILED SAVINGS**

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

| Panel | Ref  | Description of Saving   |   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |
|-------|------|---|---|-----------------|-----------------|-----------------|--|--|--------------------------------|
| O&S   | CS46 | <u>Service</u><br>Description<br><br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications | <u>Resources -Deletion of 3 Posts within the Division</u><br>Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division.<br>None<br>Reduction of 3 Posts<br>None<br>None<br>None | (25)            | (78)            |                 | Medium                                 | Medium   | SS1                            |

**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15**

| Panel | Ref  | Description of Saving   |   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) |
|-------|------|---|---|-----------------|-----------------|-----------------|--|--|--------------------------------|
| O&S   | CS65 | <u>Resources</u><br>Description<br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications | Consolidation of various budgets within Resources division<br>None as savings will be derived from efficiency<br>None<br>None<br>None<br>None | (66)            | 0               |                 | Low                                    | Low  | SNS1                           |

|  |  |  |              |      |      |   |  |  |  |
|--|--|--|--------------|------|------|---|--|--|--|
|  |  |  | <b>TOTAL</b> | (91) | (78) | 0 |  |  |  |
|--|--|--|--------------|------|------|---|--|--|--|

|  |  |  |                          |    |      |   |  |  |  |
|--|--|--|--------------------------|----|------|---|--|--|--|
|  |  |  | <b>Change</b>            | 47 | (47) | 0 |  |  |  |
|  |  |  | <b>Cumulative Change</b> | 47 | 0    | 0 |  |  |  |



**AMENDMENTS TO SAVINGS OCTOBER 2015  
CURRENT SAVINGS IN MTFS 2016-20 TO BE REPLACED**

**DEPARTMENT: CORPORATE SERVICES OPTIONS: 2012-2015**

| Panel | Ref  | Description of Saving       |   | Baseline Budget 11/12 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|------|-----------------------------|---|----------------------------|--------------|--------------|--------------|--------------------------------|-------------------------------------|--------------------------|
| O&SC  | CS12 | Service Description         | <u>Customer Services - Support Service</u><br>Delete 1 x FTE manager post.  | 379                        | 50           |              |              | Low                            | Low                                 | SS2                      |
|       |      | Service Implication         | Deleting this post will impact on our ability to implement initiatives and projects, it will also impact on our policy monitoring, ability to maintain and improve e-forms and e-initiatives. Deleteing this post will result in increasing the management span of control for remaining managers |                            |              |              |              |                                |                                     |                          |
|       |      | Staffing Implications       | 1 FTE compulsory redundancy   |                            |              |              |              |                                |                                     |                          |
|       |      | Business Plan implications  | None  |                            |              |              |              |                                |                                     |                          |
|       |      | Impact on other departments | None  |                            |              |              |              |                                |                                     |                          |
|       |      | Equalities Implications     | This will affect our ability to enhance and improve e-services to clients. Any improvements to services will take longer to be developed and implemented.   |                            |              |              |              |                                |                                     |                          |
| O&SC  | CS13 | Service Description         | <u>Customer Services - Recovery/Bailiffs</u><br>Reduce 10.6 FTE Debt Recovery Officers/Bailiff Admin to 9.6 FTE -   | 1,684                      | 31           |              |              | Low                            | Low                                 | SS2                      |
|       |      | Service Implication         | Introduce sharing of resources across the two teams to enable better use of resources and working arrangements - will impact on debt recovery targets   |                            |              |              |              |                                |                                     |                          |
|       |      | Staffing Implications       | 1 FTE compulsory redundancy   |                            |              |              |              |                                |                                     |                          |
|       |      | Business Plan implications  | None  |                            |              |              |              |                                |                                     |                          |
|       |      | Impact on other departments | None  |                            |              |              |              |                                |                                     |                          |
|       |      | Equalities Implications     | None  |                            |              |              |              |                                |                                     |                          |

Page 39

**REPLACEMENT SAVING**

| Panel | Ref | Description of Saving       |   | Baseline Budget 11/12 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|-----|-----------------------------|---|----------------------------|--------------|--------------|--------------|--------------------------------|-------------------------------------|--------------------------|
| O&SC  | CS1 | Service Description         | <u>Customer Services</u><br>Reduction in discretionary relief (replacement of CS12 and CS13 which had both been deferred until 2016/17) | 95                         | (81)         |              |              | Low                            | Low                                 | SS2                      |
|       |     | Service Implication         | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Staffing Implications       | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Business Plan implications  | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Impact on other departments | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Equalities Implications     | None  |                            |              |              |              |                                |                                     |                          |

|  |  |  |                               |  |   |   |   |  |  |  |
|--|--|--|-------------------------------|--|---|---|---|--|--|--|
|  |  |  | Net Change: Customer Services |  | 0 | 0 | 0 |  |  |  |
|--|--|--|-------------------------------|--|---|---|---|--|--|--|

**AMENDMENTS TO SAVINGS OCTOBER 2015**  
**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2013/14**  
**PREVIOUSLY AGREED SAVINGS**

| Panel | Ref  | Description of Saving   |   | Baseline Budget 12/13 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|------|---|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| O&S   | CS48 | <u>Service</u><br>Description<br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications | <b>Further rationalisation of HR Services</b><br>Reduction of HR business partner (HRBP's) posts<br>High risk to HR BP support to departments at time of change<br>Approximately two/three HR BP's at risk<br>Risk of supporting departments through change from PVR and other programmes<br>Will diminish HR support to customers on change management, employee relations,<br>Will impact women in the division as a high number of HR employees are female | 543                        | (130)        |              |              | High                         | High                              | SS1                      |
| O&S   | CS51 | <u>Service</u><br>Description<br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications | HR Transactions - including COT<br>HR Support - centralisation<br>More self service<br>Reduction in staff numbers<br>HR transactions review part of long-term HR business plans<br>resistance to change<br>Will impact women in the division as a high number of HR employees are female  | 265                        | (90)         |              |              | Medium                       | High                              | SS1                      |

**AMENDMENTS TO SAVINGS OCTOBER 2015**  
**DEPARTMENT: CORPORATE SERVICES OPTIONS: 2012-2015**  
**PREVIOUSLY AGREED SAVINGS**

| Panel | Ref  | Description of Saving   |   | Baseline Budget 11/12 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|------|---|---|----------------------------|--------------|--------------|--------------|--------------------------------|-------------------------------------|--------------------------|
| O&SC  | CS49 | <b>Service Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><br><b>Impact on other departments</b><br><br><b>Equalities Implications</b> | <u>Human Resources - Business Partners</u><br><b>Further consolidation of HR advisory work</b><br><br>Delete X4 advisor posts<br><br>Some reduction in capacity to support depts but mitigated by the introduction of iTrent<br><br>Significant loss of capacity may affect service provision. Selection of staff for redundancy needs careful handling and EIA | 585                        | (140)        |              |              | High                           | High                                | SS2                      |

**AMENDMENTS TO SAVINGS OCTOBER 2015**  
**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16**  
**PREVIOUSLY AGREED SAVINGS**

| Panel | Ref   | Description of Saving  |   | Baseline Budget 14/15 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|-------|--|---|----------------------------|--------------|--------------|--------------|--------------------------------|-------------------------------------|--------------------------|
|       | CSD28 | <b>Division</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b> | <u>Human Resources</u><br><b>COT review</b><br>Reduced business support<br>Reduced staffing levels<br>Less transactional support<br>Less transactional support<br>Proposals affect a female workforce   | 425                        | (38)         |              |              | M                              | M                                   | SS2                      |
|       | CSD29 | <b>Division</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b> | <u>Human Resources</u><br><b>Recruitment and DBS review</b><br>Reduction in HR managerial support<br>Reduction in staffing<br>Reduction in transactional support<br>Reduction in transactional support<br>Impacts on a largely female workforce | 425                        | (50)         |              |              | M                              | M                                   | SS1                      |
|       |       | Total: Human Resources Savings to be Deferred  |   |                            | (448)        | 0            | 0            |                                |                                     |                          |

**AMENDMENTS TO SAVINGS OCTOBER 2015**  
**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016-20**  
**DEFERRED SAVING**

| Panel | Ref  | Description of Saving              |  | Baseline Budget 12/13 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|------|------------------------------------|--|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| O&S   | CS48 | <b>Service Description</b>         | <b>Further rationalisation of HR Services</b><br>Reduction of HR business partner (HRBP's) posts | 543                        | 130          |              | (130)        | High                         | High                              | SS1                      |
|       |      | <b>Service Implication</b>         | High risk to HR BP support to departments at time of change                                      |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Staffing Implications</b>       | Approximately two/three HR BP's at risk  |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Business Plan implications</b>  | Risk of supporting departments through change from PVR and other programmes                      |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Impact on other departments</b> | Will diminish HR support to customers on change management, employee relations,                  |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Equalities Implications</b>     | Will impact women in the division as a high number of HR employees are female                    |                            |              |              |              |                              |                                   |                          |
| O&S   | CS51 | <b>Service Description</b>         | HR Transactions - including COT  | 265                        | 90           |              | (90)         | Medium                       | High                              | SS1                      |
|       |      | <b>Service Implication</b>         | HR Support - centralisation  |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Staffing Implications</b>       | More self service  |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Business Plan implications</b>  | Reduction in staff numbers   |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Impact on other departments</b> | HR transactions review part of long-term HR business plans                                       |                            |              |              |              |                              |                                   |                          |
|       |      | <b>Equalities Implications</b>     | resistance to change   |                            |              |              |              |                              |                                   |                          |
|       |      |                                    | Will impact women in the division as a high number of HR employees are female                    |                            |              |              |              |                              |                                   |                          |

**AMENDMENTS TO SAVINGS OCTOBER 2015**  
**DEPARTMENT: CORPORATE SERVICES OPTIONS: 2016-2020**  
**DEFERRED SAVING**

| Panel | Ref  | Description of Saving   |   | Baseline Budget 11/12 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|------|---|---|----------------------------|--------------|--------------|--------------|--------------------------------|-------------------------------------|--------------------------|
| O&SC  | CS49 | <b>Service Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><br><b>Equalities Implications</b> | <u>Human Resources - Business Partners</u><br><b>Further consolidation of HR advisory work</b><br><br>Delete X4 advisor posts<br><br>Some reduction in capacity to support depts but mitigated by the introduction of iTrent<br><br>Significant loss of capacity may affect service provision. Selection of staff for redundancy needs careful handling and EIA | 585                        | 140          |              | (140)        | High                           | High                                | SS2                      |

**AMENDMENTS TO SAVINGS OCTOBER 2015**  
**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016-20**  
**DEFERRED SAVING**

| Panel | Ref   | Description of Saving  |  | Baseline Budget 14/15 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|-------|--|--|----------------------------|--------------|--------------|--------------|--------------------------------|-------------------------------------|--------------------------|
|       | CSD28 | <b>Division</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b> | <u><b>Human Resources</b></u><br><b>COT review</b><br>Reduced business support<br>Reduced staffing levels<br>Less transactional support<br>Less transactional support<br>Proposals affect a female workforce   | 425                        | 38           |              | (38)         | M                              | M                                   | SS2                      |
|       | CSD29 | <b>Division</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b> | <u><b>Human Resources</b></u><br><b>Recruitment and DBS review</b><br>Reduction in HR managerial support<br>Reduction in staffing<br>Reduction in transactional support<br>Reduction in transactional support<br>Impacts on a largely female workforce | 425                        | 50           |              | (50)         | M                              | M                                   | SS1                      |
|       |       |  | Net Change: Human Resources  |                            | 448          | 0            | (448)        |                                |                                     |                          |

**AMENDMENTS TO SAVINGS OCTOBER 2015**

**DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED**

| Panel   | Ref   | Description of Saving              | Baseline Budget £000  | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact |      |
|---|---|------------------------------------|---|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|------|
| C&YP  | CSF2014-05  | <b>Service Description</b>         | <b>Commissioning, Strategy and Performance</b>  |              | 700          | 400          |              |                              | Medium                            | High |
|   |   | <b>Service Implication</b>         | Reduction in commissioning of early intervention and prevention services.   |              |              |              |              |                              |                                   |      |
|   |   | <b>Staffing Implications</b>       | The council would not re-commission a number of early help and other Family Support services historically provided by local VCS providers. Residual commissioning will be increasingly targeted to most vulnerable children & young people and their families. Reduced investment in early help services could result in increased pressure on children's social care services. |              |              |              |              |                              |                                   |      |
|   |   | <b>Business Plan implications</b>  | Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.  |              |              |              |              |                              |                                   |      |
|   |   | <b>Impact on other departments</b> | Reduced service offer for children and families in Merton.  |              |              |              |              |                              |                                   |      |
| <b>Equalities Implications</b>                      | None.   |                                    |   |              |              |              |              |                              |                                   |      |
| <b>TOM Implications</b>                             | These services are focussed on disadvantaged groups within the community. |                                    |   |              |              |              |              |                              |                                   |      |
| <b>TOM Implications</b>                             | Commissioning approach being delivered within reduced budgets available   |                                    |   |              |              |              |              |                              |                                   |      |
| <b>Total Children, Schools and Families Savings</b> |   |                                    |   |              | <b>400</b>   | <b>0</b>     | <b>0</b>     | <b>0</b>                     |                                   |      |

Page 46

**DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS**

| Panel                          | Ref        | Description of Saving              | Baseline Budget 15/16 £000  | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact |      |
|--------------------------------|------------|------------------------------------|---|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|------|
| C&YP                           | CSF2014-05 | <b>Service Description</b>         | <b>Commissioning, Strategy and Performance</b>                            |              | 700          | 300          |              |                              | Medium                            | High |
|                                |            | <b>Service Implication</b>         | Reduction in commissioning of early intervention and prevention services. |              |              |              |              |                              |                                   |      |
|                                |            | <b>Staffing Implications</b>       | AS PER THE ABOVE BUT SAVING REDUCED BY £100k.                             |              |              |              |              |                              |                                   |      |
|                                |            | <b>Business Plan implications</b>  |   |              |              |              |              |                              |                                   |      |
|                                |            | <b>Impact on other departments</b> |   |              |              |              |              |                              |                                   |      |
| <b>Equalities Implications</b> |            |                                    |   |              |              |              |              |                              |                                   |      |
| <b>TOM Implications</b>        |            |                                    |   |              |              |              |              |                              |                                   |      |



**AMENDMENTS TO SAVINGS OCTOBER 2015**

**DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS**

| Panel   | Ref        | Description of Saving   |  | Baseline Budget 15/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact |
|---|------------|---|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|
| C&YP  | CSF2015-01 | <u>Service</u><br>Description<br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications<br>TOM Implications | <u>Children Social Care</u><br><br><b>Remove Serious Case Review.</b><br>Any future reviews will be funding from MSCB/CSC learning and development underspends and Health commissioners.<br>N/a<br>N/A<br>Request for ad hoc funding for SCR. Possible risk if other agencies will not contribute.<br>N/A<br>None  | 77                         | 77           |              |              |              | Low                          | Medium                            |
| C&YP  | CSF2015-02 | <u>Service</u><br>Description<br>Service Implication<br>Staffing Implications<br>Business Plan implications<br>Impact on other departments<br>Equalities Implications<br>TOM Implications | <u>Cross Cutting</u><br><br><b>Service management review across CSF Department</b><br><br>The refocusing of our EY Service, minimal Youth offer and reduced commissioning budgets alongside our introduction of a department wide case work system provide the imperatives to restructure the CSF department. A phased approach across three years is proposed to enable a managed transition to a significantly downsized department.<br>Estimated 0.4 FTE ( part year effect of 1 from 13 service manager posts)<br>We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes.<br>A smaller management team will reduce our ability to work on cross cutting issues and new developments. Management support for partnership working will be impacted<br>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.<br>The TOM refresh will include an increased focus on delivering the restructure.<br>The continued focus on LEAN processes and disciplined performance management will be critical. | 1,171                      | 23           |              |              |              | Medium                       | Medium                            |
| <b>Total Children, Schools and Families Savings</b> |            |   |  |                            | <b>400</b>   | <b>0</b>     | <b>0</b>     | <b>0</b>     |                              |                                   |

## AMENDMENTS TO SAVINGS OCTOBER 2015

### Previously Agreed Savings

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

| Budget Process                                    | Ref  | Description of Saving       |  | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
|---|------|-----------------------------|--|-----------------|-----------------|-----------------|
| 2012/15   | ER10 | Service/Section Description | <p><b>Regulatory Services</b><br/>Merton, Sutton, Kingston, Richmond and Croydon are in the process of exploring the possibility of sharing regulatory services or of one authority becoming the lead provider of services for other council(s). Merton is relatively well placed to act as lead provider in a number of service areas as a result of the high level of professional expertise and knowledge that is not reflected in the other boroughs involved. This approach would maintain a level of resilience.</p> | 230             |                 |                 |
| <b>Total Environment and Regeneration Savings</b> |      |                             |  | <b>230</b>      | <b>0</b>        | <b>0</b>        |

### Alternative Savings proposals

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

| Budget Process                                    | Ref  | Description of Saving       |   | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
|---|------|-----------------------------|---|-----------------|-----------------|-----------------|
| 2012/15   | ER10 | Service/Section Description | <p><b>Regulatory Services</b><br/>The Regulatory Services Partnership (RSP) between Merton and Richmond is in the process of implementing Phase 2 of their restructure, which is expected to achieve a saving of £196k.</p> <p>Therefore, in order to meet the savings shortfall of £34k, whilst at the same time removing an unachievable salary capitalisation budget of £24k, it is proposed to increase both the street trading licensing income budget by £30k (to align it more accurately with actuals), and the skip licenses income budget within Parking Services (to align it more accurately with actuals).</p> <p>N.B. Neither of these proposals will result in an increase to actual fees being charged.</p> | 230             |                 |                 |
| <b>Total Environment and Regeneration Savings</b> |      |                             |   | <b>230</b>      | <b>0</b>        | <b>0</b>        |

**AMENDMENTS TO SAVINGS OCTOBER 2015**

**Previously Agreed Savings**

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

| Budget Process                                    | Ref   | Description of Saving              |   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 |
|---|-------|------------------------------------|---|-----------------|-----------------|-----------------|
| 2015/18   | E&R14 | <b>Service/Section</b>             | <b>Regulatory Services</b>  |                 |                 |                 |
|   |       | <b>Description</b>                 | Further expansion of the shared service.  | 100             |                 |                 |
|   |       | <b>Service Implication</b>         | This is new business development associated with potential new partners joining the existing shared |                 |                 |                 |
|   |       | <b>Staffing Implications</b>       | None  |                 |                 |                 |
|   |       | <b>Business Plan implications</b>  | In line with Reg.Services TOM   |                 |                 |                 |
|   |       | <b>Impact on other departments</b> | None  |                 |                 |                 |
|   |       | <b>Equalities Implications</b>     | None  |                 |                 |                 |
| <b>Total Environment and Regeneration Savings</b> |       |                                    |   | <b>100</b>      | <b>0</b>        | <b>0</b>        |

**Deferred Savings Proposals**

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

| Budget Process                                    | Ref   | Description of Saving              |   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 |
|---|-------|------------------------------------|---|-----------------|-----------------|-----------------|
| 2014/17   | E&R14 | <b>Service/Section</b>             | <b>Regulatory Services</b>  |                 |                 |                 |
|   |       | <b>Description</b>                 | Further expansion of the shared service.  | -100            | 100             |                 |
|   |       | <b>Service Implication</b>         | This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership. |                 |                 |                 |
|   |       | <b>Staffing Implications</b>       | None  |                 |                 |                 |
|   |       | <b>Business Plan implications</b>  | In line with Reg.Services TOM   |                 |                 |                 |
|   |       | <b>Impact on other departments</b> | None  |                 |                 |                 |
|   |       | <b>Equalities</b>                  | None  |                 |                 |                 |
| <b>Total Environment and Regeneration Savings</b> |       |                                    |   | <b>-100</b>     | <b>100</b>      | <b>0</b>        |

**AMENDMENTS TO SAVINGS OCTOBER 2015**

**DEPARTMENT: COMMUNITY AND HOUSING**

**PROPOSED SAVINGS FOR DELETION: 2016/17 ELEMENT ONLY**

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

| Panel | Ref  | Description of Saving   | Baseline Budget 12/13 £000 | 2016/17 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|------|---|----------------------------|--------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------------|--------------------------|
| HC&OP | CH01 | <p><u>Service</u><br/>Description</p> <p><u>Adult Social Care</u><br/>Below inflation uplift to third party suppliers</p> <p><u>Service Implication</u><br/>The proposal aims to continue the below inflation uplift .This will be a total of 7 years at 0% or below inflation</p> <p><u>Staffing Implications</u><br/>None</p> <p><u>Business Plan implications</u><br/>Contributes to efficiency savings</p> <p><u>Impact on other departments</u><br/>None</p> <p><u>Equalities Implications</u><br/>See overall EA</p>  | 38,465                     | 500          | High                         | High                              |                                |                                     | SP1                      |
| HC&OP | CH03 | <p><u>Service</u><br/>Description</p> <p><b>Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this basis</b><br/>Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need. There is likely to be complaints from some customers who would prefer a different package.</p> <p><u>Service Implication</u></p> <p><u>Staffing Implications</u><br/>None</p> <p><u>Business Plan implications</u><br/>In line with the aim of delivering cost effective, person centred services.</p> <p><u>Impact on other departments</u><br/>None</p> <p><u>Equalities Implications</u><br/>See overall EA</p> | 5,357                      | 150          | High                         | High                              |                                |                                     | SP1                      |
| HC&OP | CH10 | <p><u>Service</u><br/>Description</p> <p><b>Procurement Opportunities</b><br/>Delivering further efficiencies through contract negotiations.</p> <p><u>Service Implication</u><br/>None</p> <p><u>Staffing Implications</u><br/>None</p> <p><u>Business Plan implications</u><br/>In line with the aim of delivering cost effective, person centred services.</p> <p><u>Impact on other departments</u><br/>None</p> <p><u>Equalities Implications</u><br/>See overall EA</p>   | 5,357                      | 250          | High                         | Medium                            |                                |                                     | SP1                      |

**AMENDMENTS TO SAVINGS OCTOBER 2015**

**DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15**

| Panel | Ref | Description of Saving  | Baseline Budget 2014/15 £000  | 2016/17 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|-----|--|---|--------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------------|--------------------------|
|       | CH1 | <p><u>Service</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> | <p align="center"><u>Commissioning</u></p> <p><b>Placement budget:</b> Further reduction of the ASC placement budget, increasing the targets on 3 already agreed and ambitious proposals as follows:<br/>Brokerage efficiency savings, by finding the best value option and setting personal budgets on this basis</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews.</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p> | 36,658       | 242                          | High                              | High                           |                                     | SNS2                     |
|       | CH2 | <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>                       | <p align="center"><u>Placements</u></p> <p>Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>   | 36,658       | 242                          | High                              | High                           |                                     | SNS2                     |
|       | CH3 | <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>                       | <p align="center"><u>Placements</u></p> <p>Procurement Opportunities (Placement budget)</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>   | 36,658       | 244                          | High                              | High                           |                                     | SNS2                     |

**AMENDMENTS TO SAVINGS OCTOBER 2015**

**DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16**

| Panel | Ref  | Description of Saving  | Baseline Budget 2015/16 £000 | 2016/17 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) |
|-------|------|--|------------------------------|--------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------------|--------------------------|
| HC&OP | CH38 | <p align="center"><b>Assessment and Commissioning</b></p> <p><b>Service Description</b><br/>Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)</p> <p><b>Service Implication</b><br/>We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.</p> <p><b>Staffing Implications</b><br/>Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b><br/>We would continue to follow the appropriate model of promoting independence for the client group.</p> <p><b>Impact on other departments</b><br/>None</p> <p><b>Equalities Implications</b><br/>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p> | 34,392                       | 17           | H                            | H                                 |                                |                                     | SNS2                     |
|       |      | <b>TOTAL: Deleted Savings</b>  |                              | 1,645        |                              |                                   |                                |                                     |                          |

**AMENDMENTS TO SAVINGS OCTOBER 2015**

**COMMUNITY AND HOUSING DEPARTMENT  
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

| Original Savings |                             | Description of Saving   | Revised Savings |              |              |              | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) | New Ref |
|------------------|-----------------------------|---|-----------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------------|--------------------------|---------|
| Ref              |                             |   | 2016/17 £000    | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 |                              |                                   |                                |                                     |                          |         |
| <b>CH20</b>      | <b>Description</b>          | <u><b>Adult Social Care</b></u>   |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
|                  | Service Implications        | Staff reductions in Assessment and Commissioning teams. (Bring forward staff savings proposals from 2017/18 & 2018/19)<br><br>There is a risk that customers will get a reduced and/or delayed service eg longer waiting times. This will be mitigated as part of service transformation plan ss part of the Service Transformation plans within the TOM. The intention is to deliver efficient processes and build on and establish the promoting independence approach. | (700)           | 500          | 200          | 0            | H                            | M                                 |                                |                                     | SS2                      | CH58    |
| <b>2015/16</b>   | Staffing Implications       | Reduction of 18-23 FTE posts is the replacement saving (Note additional 12 FTE's in Access and Assessment team £511K were previously agreed for 2016/17 savings - Ref CH20 & 4 FTE's £156k in Commissioning team Ref CH22). FTE's affected will be 34-39 out of total 190 FTE's .   |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
|                  | Business Plan Implications  | In line with the TOM  |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
|                  | Impact on other departments | Redundancy costs and HR, Equalities and project management support  |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
|                  | Equalities Implications     | See overall EA  |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
| <b>CH3</b>       | <b>Description</b>          | Staffing reductions in Direct Provisions  | (100)           | 100          | 0            | 0            | H                            | M                                 |                                |                                     | SS2                      | CH59    |
|                  | Service Implications        | Bringing forward management changes planned for 2017/18. Reduction of 2 management posts. This will enable service to retain as many front line carer posts as possible within a reduced service offer. (Note additional 11 FTE's in Direct Provision £274k were previously agreed for 2016/17 savings - Ref CH21) . Therefore FTE's affected will be 13 out of total 144.37 FTE's .  |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
| <b>2014/15</b>   | Staffing Implications       | Reduction of 2 management posts   |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
|                  | Business Plan Implications  | In line with TOM  |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
|                  | Impact on other departments | Redundancy costs  |                 |              |              |              |                              |                                   |                                |                                     |                          |         |
|                  | Equalities Implications     | See overall EA  |                 |              |              |              |                              |                                   |                                |                                     |                          |         |

**AMENDMENTS TO SAVINGS OCTOBER 2015**

**COMMUNITY AND HOUSING DEPARTMENT  
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

| Original Savings    |   |   | Revised Savings |                 |                 |                 |  |  |  |  |                                |            |  |
|---------------------|---|---|-----------------|-----------------|-----------------|-----------------|--|--|--|--|--------------------------------|------------|--|
| Ref                 |   | Description of Saving   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | Risk<br>Analysis<br>Deliverabi<br>lity | Risk<br>Analysis<br>Reputatio<br>nal<br>Impact | Risk<br>Analysis -<br>Deliverabi<br>lity | Risk<br>Analysis -<br>Reputatio<br>nal<br>Impact | Type of<br>Saving<br>(see key) | New<br>Ref |  |
| CH38<br><br>2015/16 | <b>Description</b><br>Service Implications<br><br>Staffing Implications<br>Business Plan Implications<br>Impact on other departments<br>Equalities Implications | CONTRACTS - South Thames Crossroads Caring for Carers<br><br>Decommission the crossroads service for carers. Replace with domiciliary care service/ Direct Payment offer and commissioned holistic carers support service from voluntary sector.<br><br>None<br>In line with TOM and ASC commissioning and procurement plan<br>None<br>See EA | (294)           | 0               | 0               | 0               | M                                      | H  |  |  | SP1                            | CH60       |  |
| CH1<br><br>2015/16  | <b>Description</b><br>Service Implications<br><br>Staffing Implications<br>Business Plan Implications<br>Impact on other departments<br>Equalities Implications | CONTRACTS - Meals on Wheels (Sodexo )<br><br>Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure<br><br>None<br>In line with TOM and ASC commissioning and procurement plan<br>None<br>See EA  | (153)           | 0               | 0               | 0               | M                                      | H  |  |  | SP1                            | CH61       |  |
| CH01<br><br>2013/14 | <b>Description</b><br>Service Implications<br><br>Staffing Implications<br>Business Plan Implications<br>Impact on other departments<br>Equalities Implications | CONTRACTS - Supported accommodation mental health -Family Mosaic (Waldemar Road)<br><br>Decommission service as a result of Provider notice to cease service in Merton<br><br>None<br>In line with TOM and ASC commissioning and procurement plan<br>None<br>See EA   | (106)           | 0               | 0               | 0               | L                                      | M  |  |  | SP1                            | CH62       |  |



**AMENDMENTS TO SAVINGS OCTOBER 2015**

**COMMUNITY AND HOUSING DEPARTMENT  
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

| Original Savings  |  |              | Revised Savings |              |              |   | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Risk Analysis - Deliverability | Risk Analysis - Reputational Impact | Type of Saving (see key) | New Ref |
|---|--|--------------|-----------------|--------------|--------------|---|------------------------------|-----------------------------------|--------------------------------|-------------------------------------|--------------------------|---------|
| Ref   | Description of Saving  | 2016/17 £000 | 2017/18 £000    | 2018/19 £000 | 2019/20 £000 |   |                              |                                   |                                |                                     |                          |         |
| CH02<br>2013/14   | <b>Description</b><br>CONTRACTS - day support Imagine Independence<br>Service Implications<br>Decommission service and recommission cost effective peer led day opportunities for people with mental health<br>Staffing Implications<br>None<br>Business Plan Implications<br>In line with TOM<br>Impact on other departments<br>None<br>Equalities Implications<br>See EA | (84)         | 0               | 0            | 0            | M | H                            |                                   |                                | SP1                                 | CH63                     |         |
|   | <b>Description</b><br>Staffing savings- Directorate. This position is now funded from Public Health budget and no longer required.<br>Service Implications<br>None<br>Staffing Implications<br>None<br>Business Plan Implications<br>None<br>Impact on other departments<br>None<br>Equalities Implications<br>See EA  | (30)         | 0               | 0            | 0            | L | L                            |                                   |                                | SS2                                 | CH64                     |         |
| <b>Total: Community and Housing Replacement Savings</b> |  | (1,467)      | 600             | 200          | 0            |   |                              |                                   |                                |                                     |                          |         |
| <b>Total: Community and Housing Deleted Savings</b>     |  | 1,645        | 0               | 0            | 0            |   |                              |                                   |                                |                                     |                          |         |
| <b>Net Shortfall: Community and Housing Savings</b>     |  | 178          | 600             | 200          | 0            |   |                              |                                   |                                |                                     |                          |         |

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DEPARTMENT: Corporate Services Savings December 2015

| Panel   | Ref       | Description of Saving              |  | Baseline Budget<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------|-----------|------------------------------------|--|-------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| Page 57 | CS2015-08 | <b>Service Description</b>         | <b>Business Improvement</b><br>Staffing support savings  | 200                     |                 | 13              |                 | L                               | L                                       | SS2                            |
|         |           | <b>Service Implication</b>         | None   |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Staffing Implications</b>       | 0.5 F.T.E reduction within BI Division. The post is a shared resource with the Resources Division and the saving will actually be delivered by a reduction in running costs within Resources Division and the consolidation of the 2 x 0.5 F.T.E staffing budget within Resources Division |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Business Plan implications</b>  | In line with IT Strategy   |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Impact on other departments</b> | None   |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Equalities Implications</b>     | None   |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>TOM Implications</b>            | None   |                         |                 |                 |                 |                                 |   |                                |
| O&S     | CS2015-09 | <b>Service Description</b>         | <b>Infrastructure &amp; Transactions Division<br/>Safety Services &amp; Emergency Planning</b><br>Restructure of Safety Services & Emergency Planning team.  | 226                     |                 | 18              | 30              | L                               | H                                       | SS2                            |
|         |           | <b>Service Implication</b>         | Still to be fully evaluated at this stage but likely to have an impact on the councils ability to complete statutory inspections within required timescales.   |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Staffing Implications</b>       | Up to 2 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 5.5.  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Business Plan implications</b>  | Existing BP targets will need to be revised to align with reduced resources  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Impact on other departments</b> | The provision of specialist health and safety advice and support that is currently available to council departments and LA schools will be reduced.  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Equalities Implications</b>     | TBA  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>TOM Implications</b>            | TBA  |                         |                 |                 |                 |                                 |   |                                |

DEPARTMENT: Corporate Services Savings December 2015

| Panel   | Ref       | Description of Saving              |   | Baseline Budget<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---------|-----------|------------------------------------|---|-------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| O&S     | CS2015-10 | <b>Service</b>                     | <b>Infrastructure &amp; Transactions Division<br/>Facilities Management - Energy 'Invest to Save' Initiatives</b>   | 2,900                   |                 |                 | 465             | L                               | L                                       | SNS1                           |
|         |           | <b>Description</b>                 | Savings achieved through the installation of various energy saving initiatives and subsequent reduction in the consumption of gas, electricity and water. (Subject to agreed investment of £3.3M) |                         |                 |                 |                 |                                 |   |                                |
| Page 58 |           | <b>Service Implications</b>        | None  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Business Plan implications</b>  | Will contribute towards improving performance in respect to Business Plan targets for the reduction of CO2 emissions from the Councils buildings and infrastructure.                              |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Impact on other departments</b> | None  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Equalities Implications</b>     | None  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>TOM Implications</b>            | TBA   |                         |                 |                 |                 |                                 |   |                                |
|         | CS2015-11 | <b>Service</b>                     | <b>Resources Division<br/>Reduction in corporate grants budget</b>  | c. £750                 |                 |                 | 19              | M                               | M                                       |                                |
|         |           | <b>Description</b>                 | A small reduction in the services that can be purchased from the 3rd Sector   |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Service Implication</b>         |   |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Staffing Implications</b>       | None  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Business Plan implications</b>  | None  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Impact on other departments</b> | None  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>Equalities Implications</b>     | The process will need to be managed to ensure that it is carried out with due regard for equalities issues  |                         |                 |                 |                 |                                 |   |                                |
|         |           | <b>TOM Implications</b>            | None significant  |                         |                 |                 |                 |                                 |   |                                |

**DEPARTMENT: Corporate Services Savings December 2015**

| Panel   | Ref       | Description of Saving   | Baseline Budget £000  | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-----------|---|---|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 59 | CS2015-12 | <p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>                                | <p><u>Corporate Governance Division</u></p> <p><u>Savings across the division arising from further expansion of South London Partnership</u></p> <p>Reductions in running expenses through lower print costs, share of management overheads and further reduced cost in advocacy with larger pool of advocates.</p>       |              |              | 41           |                              |                                   |                          |
|         | CS2015-13 | <p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><u>Corporate Governance</u></p> <p><b>Shared investigation services</b></p> <p>reduction in investigation capacity and efficiency of service</p> <p>none</p> <p>Housing Benefit fraud investigation work now passed to DWP. Posts reduced to reflect this change</p> <p>reduced investigation resource</p> <p>none</p> | 239          | 40           |              |                              | L                                 |                          |

**DEPARTMENT: Corporate Services Savings December 2015**

| Panel | Ref       | Description of Saving  |  | Baseline Budget<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|-------|-----------|--|--|-------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|       | CS2015-14 | <u>Service Description</u><br><b>Service Implication</b><br><br><b>Staffing Implications</b><br><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <u>Corporate Governance</u><br><b>Shared audit service</b><br>Efficiency of shared audit service by moving to a 5 borough shared service.<br><br>Potential impact on audit assurance for Merton<br><br>Risk based approach to audit across departments and other councils.<br>none |                         |                 | 33              |                 | L                               | M                                       |                                |
|       |           | <b>Total Corporate Services Savings - December 2015</b>  |  |                         | 0               | 104             | 555             |                                 |   |                                |

DEPARTMENT: Children, Schools and Families Savings December 2015

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015

| Panel   | Ref   | Description of Saving              |   | Baseline Budget 14/15 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|------------------------------------|---|----------------------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 62 | ENV33 | <b>Service/Section Description</b> | <b>Parking Services</b><br>Development of emissions based charging policy for resident/business permits recognising the damage particularly from diesel engined motor vehicles  | N/A                        | 250          |              | Medium                       | High                              | SI1                      |
|         |       | <b>Service Implication</b>         | Will have no impact on service - same volume of permits will still be issued but greater variety . Links with DVLA will provide info  |                            |              |              |                              |                                   |                          |
|         |       | <b>Staffing Implications</b>       | Initially resource intensive to develop policy, but there after little impact expected.   |                            |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>  | Will encourage cleaner air quality and contribute to public health agenda   |                            |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b> | Potential impact initially on EH (P) team during development of policy.   |                            |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>     | None anticipated as vehicle emissions has no known correlation with equalities groups   |                            |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>            | This has not previously been explored in TOM work and is completely new area of service development which has been brought forward in light of air quality management issues across London.   |                            |              |              |                              |                                   |                          |
|         | ENV34 | <b>Service/Section Description</b> | <b>Property Management</b><br>Increased income from the non-operational portfolio. Undertaken through a the review of the rent reviews timetabled as part of existing leases.   | (4,022)                    | 8            | 40           | Low                          | Low                               | SI1                      |
|         |       | <b>Service Implication</b>         | Capital investment would be required following the completion of the non-operational estate asset review (summer 2015) to determine properties and land interests that would increase in rental income through capital investment. There is currently monies contained within the capital programme - any further investment would require individual business cases to be approved for further capital investment. |                            |              |              |                              |                                   |                          |
|         |       | <b>Staffing Implications</b>       | Part of the current team's core work.   |                            |              |              |                              |                                   |                          |
|         |       | <b>Business Plan implications</b>  | None  |                            |              |              |                              |                                   |                          |
|         |       | <b>Impact on other departments</b> | None  |                            |              |              |                              |                                   |                          |
|         |       | <b>Equalities Implications</b>     | None  |                            |              |              |                              |                                   |                          |
|         |       | <b>TOM Implications</b>            | consistent with TOM direction of travel   |                            |              |              |                              |                                   |                          |



**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015**

| Panel   | Ref   | Description of Saving  |  | Baseline Budget 14/15 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------|-------|--|--|----------------------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|         | ENV35 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b>                            | <b>Waste Operations</b><br>Efficiency measures to reduce domestic residual waste rounds by 1 crew following analysis of waste volumes and spread across week<br>There may be a requirement to change the waste presentation policy, where residents will be permitted to present waste on the pavement rather than with in their property boundary on the day of collection only.<br>Reduction of 4 FTE [ though this saving would be taken as part of Phase C procurement if timetable goes to plan]<br>None<br>Transport<br>None anticipated | 2,568                      |              | 150          | High                         | High                              | SNS1                     |
| Page 63 | ENV36 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Waste Services: Neighbourhood recycling</b><br>Review and removal of NRCs<br>Reduction in outlets for residents to recycle domestic waste. Reducing ongoing maintenance, cleaning and fly tp removal requirements<br>None<br>Potential reduction in recycling performance partly mitigated by potential reduction in fly-tips at some of these sites<br>None<br>To be completed - focus on residents in flats<br>Consistent with TOM direction of travel  | 4,360                      | 50           |              | Medium                       | High                              | SNS2                     |

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015**

| Panel   | Ref   | Description of Saving              |  | Baseline Budget 14/15 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|-------|------------------------------------|--|----------------------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
|   | ENV37 | <b>Service/Section Description</b> | <b>Transport: Workshops</b><br>develop business opportunities to market Tacho Centre to external third parties | N/A                        |              | 35           | Medium                       | Low                               | S12                      |
|   |       | <b>Service Implication</b>         | Will need to ensure capacity is available to avoid conflict with in-house requirements                         |                            |              |              |                              |                                   |                          |
|   |       | <b>Staffing Implications</b>       | None   |                            |              |              |                              |                                   |                          |
|   |       | <b>Business Plan implications</b>  | None though this would be part of Phase C and external contractor work if procurement goes to timetable .      |                            |              |              |                              |                                   |                          |
|   |       | <b>Impact on other departments</b> | Saving would result in a reduction in client charges / budgets .   |                            |              |              |                              |                                   |                          |
|   |       | <b>Equalities Implications</b>     | None anticipated   |                            |              |              |                              |                                   |                          |
|   |       | <b>TOM Implications</b>            | Consistent with TOM direction of travel  |                            |              |              |                              |                                   |                          |
| <b>Total Environment and Regeneration Savings December 2015</b> |       |                                    |  |                            | <b>308</b>   | <b>225</b>   |                              |                                   |                          |

AMENDMENTS TO SAVINGS DECEMBER 2015

PROPOSED DEFERRAL OF SAVING

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

| Panel                          | Ref  | Original Saving                    |   | Baseline Budget 14/15 £000 | 2015/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability (L/M/H) | Risk Analysis Reputational Impact (L/M/H) | Type of Saving (see key) |
|--------------------------------|------|------------------------------------|---|----------------------------|--------------|--------------|--------------|--------------|--------------------------------------|---|--------------------------|
| Page 6                         | CSD7 | <u>Division</u>                    | <b>Infrastructure &amp; Transactions</b>  | 382                        |              | 47           |              |              | L                                    | L   | SS2                      |
|                                |      | <b>Description</b>                 | Restructure Post & Print section and delete 2 FTE posts.  |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Service Implication</b>         | The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing. |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Staffing Implications</b>       | Delete 2 FTE posts which will result in two staff redundancies.   |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Business Plan implications</b>  | None  |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Impact on other departments</b> | Reduction in current level of service may impact some time critical processes.  |                            |              |              |              |              |                                      |   |                          |
| <b>Equalities Implications</b> | None |                                    |   |                            |              |              |              |              |                                      |   |                          |

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

| Panel                          | Ref  | Proposed Change to Saving CSD07 (2015/16) |   | Baseline Budget 14/15 £000 | 2015/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability (L/M/H) | Risk Analysis Reputational Impact (L/M/H) | Type of Saving (see key) |
|--------------------------------|------|---|---|----------------------------|--------------|--------------|--------------|--------------|--------------------------------------|---|--------------------------|
| Page 6                         | CSD7 | <u>Division</u>                           | <b>Infrastructure &amp; Transactions</b>  | 382                        |              | (47)         | 47           |              | L                                    | L   | SS2                      |
|                                |      | <b>Description</b>                        | Restructure Post & Print section and delete 2 FTE posts.  |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Service Implication</b>                | The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing. |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Staffing Implications</b>              | Delete 2 FTE posts which will result in two staff redundancies.   |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Business Plan implications</b>         | None  |                            |              |              |              |              |                                      |   |                          |
|                                |      | <b>Impact on other departments</b>        | Reduction in current level of service may impact some time critical processes.  |                            |              |              |              |              |                                      |   |                          |
| <b>Equalities Implications</b> | None |   |   |                            |              |              |              |              |                                      |   |                          |

AMENDMENTS TO SAVINGS DECEMBER 2015  
 PROPOSED DEFERRAL OF SAVING  
 DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

| P<br>a<br>n<br>e<br>l | Ref   | Description of Saving          |  | Baseline<br>Budget<br>14/15 £000 | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability (L/M/H) | Risk Analysis<br>Reputational<br>Impact (L/M/H) | Type of<br>Saving (see<br>key) |
|-----------------------|-------|--------------------------------|--|----------------------------------|-----------------|-----------------|-----------------|-----------------|---|---|--------------------------------|
|                       | CSD43 | <u>Division</u><br>Description | <u>Corporate Governance</u><br>Share FOI and information governance policy with another Council. | 322                              | 0               | 40              | 10              | 0               | H                                       | L   | SS1                            |
|                       |       | Service Implication            | Reduction in management capacity   |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       | Staffing Implications          | loss of 1FTE   |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       | Business Plan implications     | none   |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       | Impact on other departments    | reduction in capacity  |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       | Equalities Implications        | none   |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       |                                |  |                                  |                 |                 |                 |                 |   |   |                                |
| P<br>a<br>n<br>e<br>l | Ref   | Description of Saving          |  | Baseline<br>Budget<br>14/15 £000 | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability (L/M/H) | Risk Analysis<br>Reputational<br>Impact (L/M/H) | Type of<br>Saving (see<br>key) |
| Page 66               | CSD43 | <u>Division</u><br>Description | <u>Corporate Governance</u><br>Share FOI and information governance policy with another Council. | 322                              | 0               | (40)            | 40              | 0               | H                                       | L   | SS1                            |
|                       |       | Service Implication            | Reduction in management capacity   |                                  |                 |                 | (10)            | 10              |   |   |                                |
|                       |       | Staffing Implications          | loss of 1FTE   |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       | Business Plan implications     | none   |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       | Impact on other departments    | reduction in capacity  |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       | Equalities Implications        | none   |                                  |                 |                 |                 |                 |   |   |                                |
|                       |       |                                | Net Change   |                                  |                 | (40)            | 30              | 10              |   |   |                                |

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

**AMENDMENTS TO SAVINGS DECEMBER 2015**

**Previously Agreed Savings**

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

**AMENDMENTS TO SAVINGS DECEMBER 2015**

**Previously Agreed Savings**

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

**AMENDMENTS TO SAVINGS DECEMBER 2015**

**Previously Agreed Savings**

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

**Alternative Savings Proposals**

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



## AMENDMENTS TO SAVINGS DECEMBER 2015

### Previously Agreed Savings

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

### Alternative Savings Proposals

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

# AMENDMENTS TO SAVINGS DECEMBER 2015

## DEPARTMENT: Community and Housing

| Panel                                      | Ref  | Description of Saving   | Baseline Budget 15/16  | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |           |
|--|------|---|--|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|-----------|
| <b>Adult Social Care</b>                   |      |   |  |              |              |              |                              |                                   |                          |           |
| HC&OP                                      | CH65 | <p><b>Service Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Shared Service Arrangement</b><br/>           Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org.<br/>           This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.<br/>           Possible redundancies.<br/>           This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.<br/>           Access to senior ASC Managers may be harder where cross cutting work is under consideration.<br/>           As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.<br/>           This is a significant potential change to the "Organisation" Layer of the TOM.</p> | £5,031       | £0           | £0           | £400                         | H                                 | L                        | SS2       |
| HC&OP                                      | CH66 | <p><b>Service Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Direct Provision</b><br/>           Look at opportunities for shared services for in-house services<br/>           The services would continue but would possibly be rationalised across the Organisation.<br/>           Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time.<br/>           None.<br/>           Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service.<br/>           These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.<br/>           This is a significant change to the "Organisation" Layer of the TOM, but the services delivered would remain essentially the same.</p>   | £3,886       | 0            | £0           | £400                         | H                                 | H                        | SPRO/SNS1 |
| <b>Sub-total Adult Social Care Options</b> |      |   |  |              | £0           | £0           | £800                         |                                   |                          |           |

# AMENDMENTS TO SAVINGS DECEMBER 2015

## DEPARTMENT: Community and Housing

| Panel                                 | Ref  | Description of Saving  | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---------------------------------------|------|--|-----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| <b>Library &amp; Heritage Service</b> |      |  |                       |              |              |              |                              |                                   |                          |
| SC                                    | CH67 | <p><b>Service Description</b><br/>Library &amp; Heritage Service<br/>Shared Management Structure</p> <p><b>Service Implication</b><br/>This proposal would mean the merger of management teams across two boroughs. It would achieve savings that would not be achievable by continuing to run as a single authority. The saving will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.</p> <p><b>Staffing Implications</b><br/>There will be staffing reductions in the new structure that could lead to some redundancies along with some cultural change. TUPE will apply to some staff.</p> <p><b>Business Plan implications</b><br/>None.</p> <p><b>Impact on other departments</b><br/>Access to Library &amp; Heritage Service managers may be more limited.</p> <p><b>Equalities Implications</b><br/>These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.</p> <p><b>TOM Implications</b><br/>Identified as a key action within the new Library &amp; Heritage Service TOM.</p> | £1,074                | 0            | 130          | 0            | H                            | M                                 | SS1                      |

# AMENDMENTS TO SAVINGS DECEMBER 2015

## DEPARTMENT: Community and Housing

| Panel  | Ref  | Description of Saving              |  | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|--|------|------------------------------------|--|-----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC   | CH68 | <b>Description</b>                 | <b>Completion of Shared Library &amp; Heritage Service Management Structure with another borough - £25k</b>  | £1,074                | 0            | 0            | 25           | H                            | M                                 | SS2                      |
|  |      | <b>Service Implication</b>         | A Transformation Manager post has been included in the proposed management structure for a period of 2 years. It will enable full integration between services and will programme manage the proposed changes and ensure that new arrangements are in place whilst identifying other potential efficiency savings. |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Staffing Implications</b>       | It will affect 1 FTE post that will be recruited on a fixed term basis.  |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Business Plan implications</b>  | None.  |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Impact on other departments</b> | None.  |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Equalities Implications</b>     | None.  |                       |              |              |              |                              |                                   |                          |
|  |      | <b>TOM Implications</b>            | Identified within the new Library & Heritage Service TOM.  |                       |              |              |              |                              |                                   |                          |
| SC   | CH69 | <b>Description</b>                 | <b>Full rationalisation of staffing structures and building usage with another borough (phase 2) – Sum to be agreed</b>  | £1,074                | 0            | 0            | 23           | H                            | M                                 | SS2                      |
|  |      | <b>Service Implication</b>         | The saving should enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.   |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Staffing Implications</b>       | These changes may impact on staff.   |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Business Plan implications</b>  | None.  |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Impact on other departments</b> | Access to Library & Heritage Service managers may be more limited.   |                       |              |              |              |                              |                                   |                          |
|  |      | <b>Equalities Implications</b>     | These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.  |                       |              |              |              |                              |                                   |                          |
|  |      | <b>TOM Implications</b>            | Identified as a key action within the new Library & Heritage Service TOM.  |                       |              |              |              |                              |                                   |                          |
| <b>Total (Libraries)</b>   |      |                                    |  |                       | <b>0</b>     | <b>130</b>   | <b>48</b>    |                              |                                   |                          |
| <b>Total C&amp;H Replacement Savings Proposals December 2015</b> |      |                                    |  |                       | <b>0</b>     | <b>130</b>   | <b>848</b>   |                              |                                   |                          |

# 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?                      | CS2015-01 Reduction in IT support/maintenance contracts<br>CS2015-02 Expiration of salary protection |
| Which Department/ Division has the responsibility for this? | Business Improvement, Corporate Services   |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Sophie Ellis, Assistant Director of Business Improvement   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | CS2015-01: reduce the budget for IT support and maintenance contracts by £3k. It is anticipated that expenditure can be reduce by this amount in response to actions out of our IT Strategy to rationalise our IT systems.<br>CS2015-02: reduce the salary budget for the Business Support Team by £16k to reflect the expiration of salary protection arrangements that initiated in 2014 as part of the restructure for that team. |
| 2. How does this contribute to the council's corporate priorities?   | CS2015-01 is directly related to and supports/is supported by the council's IT strategy.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The proposals are not expected to have any impact on services or customers.<br><br>The removal of salary protection will impact on the three individuals in receipt of it. One of these has stated their intention to retire. Learning and development is being offered to the remaining officers to maximise their opportunity to achieve their previous salary level by the time the protection is withdrawn.                      |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | The reduction in support and maintenance budget for IT systems will depend on adoption of the IT Strategy throughout the organisation. It relies on rationalisation of our IT systems so that there are fewer maintenance and support contracts and that these are as efficient as possible.   |

## 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 individuals in receipt of salary protection.  
 The learning and development arrangements within the team.  
 Application for flexible retirement.

## 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|---------------------------|----|--|
|  | Positive impact    |    | Potential negative impact |    |  |
|  | Yes                | No | Yes                       | No |  |
| Age  |                    | ✓  | ✓                         |    | Staff will be affected by a reduced income                                     |
| Disability                                   |                    | ✓  |                           | ✓  |  |
| Gender Reassignment                          |                    | ✓  |                           | ✓  |  |
| Marriage and Civil Partnership               |                    | ✓  |                           | ✓  |  |
| Pregnancy and Maternity                      |                    | ✓  |                           | ✓  |  |
| Race   |                    | ✓  |                           | ✓  |  |
| Religion/ belief                             |                    | ✓  |                           | ✓  |  |
| Sex (Gender)                                 |                    | ✓  | ✓                         |    | Staff will be affected by a reduced income                                     |
| Sexual orientation                           |                    | ✓  |                           | ✓  |  |
| Socio-economic status                        |                    | ✓  | ✓                         |    | Staff will be affected by a reduced income                                     |

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when    | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|------------|-----------------------------------|--------------|--|
| Withdrawal of salary protection for two individuals.                    | Personal Development Plans  | Annual appraisal forms  | March 2018 | Existing                          | Clive Cooke  | 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 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|                         |                                       |            |                |
|-------------------------|---------------------------------------|------------|----------------|
| Assessment completed by | Sophie Ellis, AD Business Improvement | Signature: | Date: 14/10/15 |
|-------------------------|---------------------------------------|------------|----------------|

**Stage 5: Sign off by Director/ Head of Service**

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

[Add name/ job title](#)

**Signature:**

**Date:**

DRAFT



# Equality Analysis



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

|   |   |
|---|---|
| What are the proposals being assessed?                      | Restructure Transactional Services team and delete up to three FTE posts through voluntary/compulsory redundancy (Savings proposal CS/IT01) |
| Which Department/ Division has the responsibility for this? | Corporate Services – Infrastructure & Transactions Division   |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Mark Humphries – Assistant Director Infrastructure & Transactions  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To deliver financial savings of £100K over the period 2018/19 by restructuring the Transactional Services section and deleting up to 3 FTE posts that process payments and set up new vendors/suppliers on the councils various financial systems.   |
| 2. How does this contribute to the council's corporate priorities?   | The saving is required as part of the Medium Term Financial Strategy, and can be achieved through efficiency savings that will be achieved through the implementation of new corporate IT systems that will automate the processing and payment of invoices and reduce the overall requirement for Transactional Services staff.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | This proposal will affect up to three members of staff from a current establishment of 13.3. The Transactional Services team are responsible for the council's entire Accounts Payable/Receivable function, maintaining the master vendor/suppliers database and providing support and training on the various systems used by staff for processing payments and invoices. |
| 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).

As part of the development of new IT systems, suppliers generally incorporate facilities for the provision of 'E-billing' and the processing of electronic invoices, both of which have the ability to significantly improve efficiency and also reduce the need manual handling by staff. The Council is currently in the process of replacing a number of its major IT systems, which will incorporate this new technology and enable us to reduce the amount of resources that are required to undertake works in this area of our operations.

## 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 6

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |                                    |
|---|---|------------|------------------------------------|
| Assessment completed by   | <a href="#">Mark Humphries – Assistant Director Infrastructure &amp; Transactions</a> | Signature: | Date: 9 <sup>th</sup> October 2015 |
| Improvement action plan signed off by Director/ Head of Service |   | Signature: | Date:                              |

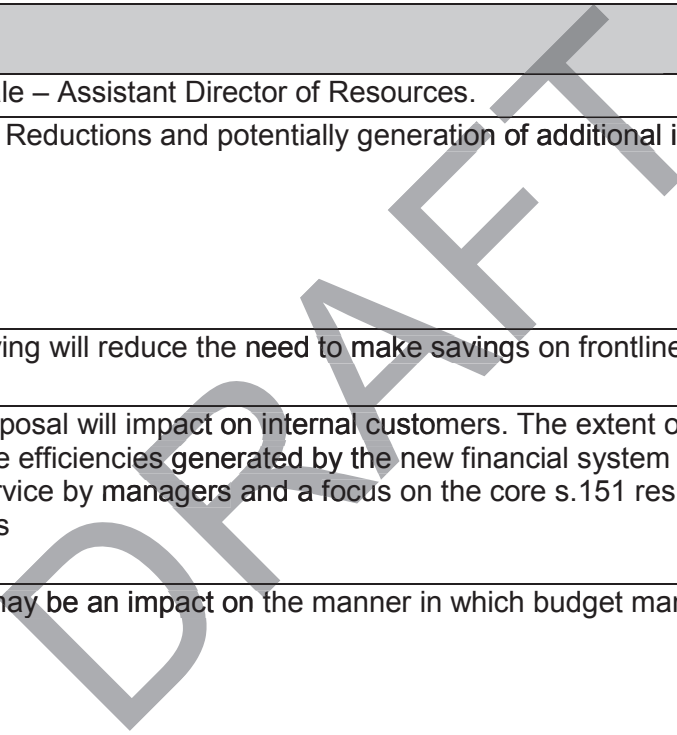
# Equality Analysis



|   |   |
|---|---|
| What are the proposals being assessed?                      | CS2015-05                               |
| Which Department/ Division has the responsibility for this? | Corporate Services – Resources Division |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Dale – Assistant Director of Resources.  |
| 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) | Staffing Reductions and potentially generation of additional income   |
| 2. How does this contribute to the council's corporate priorities?   | The saving will reduce the need to make savings on frontline services   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The proposal will impact on internal customers. The extent of the impact will only become fully understood once the efficiencies generated by the new financial system become clear. It will lead to greater reliance on self- service by managers and a focus on the core s.151 responsibilities of the Director of Corporate Services |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | There may be an impact on the manner in which budget managers discharge their roles.  |

Page 82



## 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 an internal saving and hence does not have a direct impact on any external protected groups. The staffing saving will be delivered following the council's corporate policies for restructuring which are designed to ensure that all staff are treated equally.

## 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<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    | x  | x                         |    | Depending on the staff affected there could be a negative impact in this area  |
| Disability                                |                    | x  | x                         |    | Depending on the staff affected there could be a negative impact in this area  |
| Gender Reassignment                       |                    | x  |                           | x  |  |
| Marriage and Civil Partnership            |                    | x  |                           | x  |  |
| Pregnancy and Maternity                   |                    | x  |                           | x  |  |
| Race                                      |                    | x  | x                         |    | Depending on the staff affected there could be a negative impact in this area  |
| Religion/ belief                          |                    | x  |                           | x  |  |
| Sex (Gender)                              |                    | x  | x                         |    | Depending on the staff affected there could be a negative impact in this area  |
| Sexual orientation                        |                    | x  |                           | x  |  |
| Socio-economic status                     |                    | x  |                           | x  |  |

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate   | How will you know this is achieved?<br>e.g. performance measure/ target)  | By when    | Existing or additional resources? | Lead Officer                    | Action added to divisional/ team plan?                         |
|---|---|---|------------|-----------------------------------|---------------------------------|--|
| Age, Disability, Race and Sex (Gender)                                  | Any staffing reduction will be managed using the Council's managing organisational change procedures which are designed to mitigate any adverse equalities impact of staffing reductions. | Monitoring that the process has been followed. .<br>That the results have not disproportionality impacted on any equality group | April 2018 | Existing                          | Assistant Director of Resources | If agreed by members as part of the general package of savings |
|   |   |   |            |                                   |                                 |  |
|   |   |   |            |                                   |                                 |  |

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

## Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

## Stage 5: Sign off by Director/ Head of Service

|   |   |            |                 |
|---|---|------------|-----------------|
| Assessment completed by   | Paul Dale Assistant Director of Resources | Signature: | Date:12/10/2015 |
| Improvement action plan signed off by Director/ Head of Service | Paul Dale Assistant Director of Resources | Signature: | Date:12/10/2015 |

DRAFT

# Equality Analysis

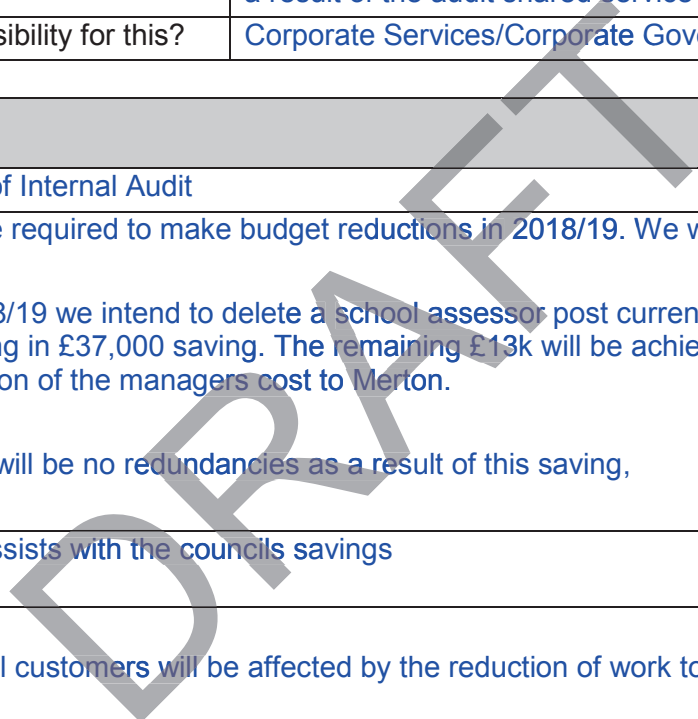


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
Text in blue is intended to provide guidance – you can delete this from your final version.

|   |   |
|---|---|
| What are the proposals being assessed?                      | AA03 delete the school assessor post (0.6), reduction in the Manager resource as a result of the audit shared service |
| Which Department/ Division has the responsibility for this? | Corporate Services/Corporate Governance   |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Head of Internal Audit  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>We are required to make budget reductions in 2018/19. We will be removing a post that is currently vacant.</p> <p>In 2018/19 we intend to delete a school assessor post currently vacant and covered by agency resources, resulting in £37,000 saving. The remaining £13k will be achieved through the audit shared service and the reduction of the managers cost to Merton.</p> <p>There will be no redundancies as a result of this saving,</p> |
| 2. How does this contribute to the council's corporate priorities?   | This assists with the councils savings  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Internal customers will be affected by the reduction of work to review controls or advise on fraud risks.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | A tri borough shared audit service started in October 2015 and this is to be expanded to 4 borough from April 2016 and 5 boroughs in October 2016. This will result in reduced management costs for each council.   |

Page 06





## Stage 2: Collecting evidence/ data

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

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

The savings will not affect any equality groups

## Stage 3: Assessing impact and analysis

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

Page 8 of 7

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

## 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 89

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

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

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

**Stage 7: Sign off by Director/ Head of Service**

|  |                     |                              |                       |
|--|---------------------|------------------------------|-----------------------|
| <b>Assessment completed by</b>   | Margaret Culleton   | <b>Signature: M Culleton</b> | <b>Date: 14.10.15</b> |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | Add name/ job title | <b>Signature:</b>            | <b>Date:</b>          |

DRAFT

# Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
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|   |  |
|---|--|
| What are the proposals being assessed?                      | Staffing Support Savings (CS 2015-08)    |
| Which Department/ Division has the responsibility for this? | Business Improvement, Corporate Services |

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

Page 2

## Stage 2: Collecting evidence/ data

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

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

Related savings proposals, specifically the deletion of the AD Business Improvement post.

The postholder affected.

Staff will be managed using the managing workforce change procedure.

## Stage 3: Assessing impact and analysis

Page 92  
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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|---------------------------|----|--|
|  | Positive impact    |    | Potential negative impact |    |  |
|  | Yes                | No | Yes                       | No |  |
| Age  | ✓                  |    |                           | ✓  |  |
| Disability                                   |                    | ✓  |                           | ✓  |  |
| Gender Reassignment                          |                    | ✓  |                           | ✓  |  |
| Marriage and Civil Partnership               |                    | ✓  |                           | ✓  |  |
| Pregnancy and Maternity                      |                    | ✓  |                           | ✓  |  |
| Race   |                    | ✓  |                           | ✓  |  |
| Religion/ belief                             |                    | ✓  |                           | ✓  |  |
| Sex (Gender)                                 | ✓                  |    |                           | ✓  |  |
| Sexual orientation                           |                    | ✓  |                           | ✓  |  |
| Socio-economic status                        |                    | ✓  |                           | ✓  |  |

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|                         |                                       |            |                |
|-------------------------|---------------------------------------|------------|----------------|
| Assessment completed by | Sophie Ellis, AD Business Improvement | Signature: | Date: 10/11/15 |
|-------------------------|---------------------------------------|------------|----------------|

**Stage 5: Sign off by Director/ Head of Service**

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

[Add name/ job title](#)

**Signature:**

**Date:**



# Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
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|   |  |
|---|--|
| What are the proposals being assessed?                      | Restructure of Safety Services & Emergency Planning team and delete up to two FTE posts through voluntary/compulsory redundancy (Savings proposal CS/IT04) |
| Which Department/ Division has the responsibility for this? | Corporate Services – Infrastructure & Transactions Division  |

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

Page 95

## Stage 2: Collecting evidence/ data

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

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

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

## 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<br>Briefly explain what positive or negative impact has been identified   |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    | X  | X                         |    | Given the small numbers and the age of the staff currently working in the team, the loss of two posts may have a disproportionate impact either on older or younger employees. |
| Disability                                |                    | X  |                           | X  |  |
| Gender Reassignment                       |                    | X  |                           | X  |  |
| Marriage & Civil Partnership              |                    | X  |                           | X  |  |
| Pregnancy and Maternity                   |                    | X  |                           | X  |  |
| Race                                      |                    | X  |                           | X  |  |
| Religion/ belief                          |                    | X  |                           | X  |  |
| Sex (Gender)                              |                    | X  | X                         |    | Given the small number of people working in the team, the loss of two posts may have a disproportionate impact on either male or female  |

|                              |  |   |  |   |            |
|------------------------------|--|---|--|---|------------|
|                              |  |   |  |   | employees. |
| <b>Sexual orientation</b>    |  | x |  | x |            |
| <b>Socio-economic status</b> |  | x |  | x |            |

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 98

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |                                     |
|---|---|------------|-------------------------------------|
| Assessment completed by   | <a href="#">Mark Humphries – Assistant Director Infrastructure &amp; Transactions</a> | Signature: | Date: 6 <sup>th</sup> November 2015 |
| Improvement action plan signed off by Director/ Head of Service |   | Signature: | Date:                               |

# Equality Analysis



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

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

Page 99

## Stage 2: Collecting evidence/ data

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

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

None

## Stage 3: Assessing impact and analysis

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

Page 100

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

#### 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 101

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |                                     |
|---|---|------------|-------------------------------------|
| Assessment completed by   | <a href="#">Mark Humphries – Assistant Director Infrastructure &amp; Transactions</a> | Signature: | Date: 9 <sup>th</sup> November 2015 |
| Improvement action plan signed off by Director/ Head of Service |   | Signature: | Date:                               |

# Equality Analysis



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

## Stage 1: Overview

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

## Stage 2: Collecting evidence/ data

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

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



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

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

### Stage 3: Assessing impact and analysis

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

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

Page 10 of 17

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

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

Page 1 of 5

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

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

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

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

| <b>Stage 5: Sign off by Director/ Head of Service</b>                  |   |                                  |                       |
|--|---|----------------------------------|-----------------------|
| <b>Assessment completed by</b>   | Evereth Willis, Interim Head of Policy, Strategy and Partnerships | <b>Signature:</b> Evereth Willis | <b>Date:</b> 20.11.15 |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | Paul Dale, Assist Director Resources                              | <b>Signature:</b> Paul Dale      | <b>Date:</b> 20.11.15 |

# Equality Analysis



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

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

Page 106

**Stage 1: Overview**

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

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

## Stage 2: Collecting evidence/ data

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

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

The savings will not affect any equality groups

## Stage 3: Assessing impact and analysis

Page 108

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

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

N/A

**Stage 4: Conclusion of the Equality Analysis**

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

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

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

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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

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

Page 110



**Stage 7: Sign off by Director/ Head of Service**

|  |  |                              |  |
|--|--|------------------------------|--|
| <b>Assessment completed by</b>   | Margaret Culleton Head of Internal Audit | <b>Signature: M Culleton</b> | <b>Date: 18<sup>th</sup> November 2015</b> |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | Add name/ job title                      | <b>Signature:</b>            | <b>Date:</b>                               |

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# Equality Analysis



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

|   |   |
|---|---|
| What are the proposals being assessed?                      | <b>CSF2014-05</b> Proposed savings from CSF Commissioning Budgets for 2016/17 (REDUCTION IN PREVIOUSLY AGREED SAVING) |
| Which Department/ Division has the responsibility for this? | CSF/Commissioning Strategy and Performance  |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Ballatt – Assistant Director Commissioning Strategy and Performance  |
| 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>Reduction in previously agreed £400k saving to a reduced figure of £300,000 savings from Early Intervention and Prevention (EIP) commissioning budgets in 2016-17.</p> <p>All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would reduce the commissioning budget by £300,000 from an available £730,000.</p> <p>The overall impact of the saving would be the reduction in CSF department's ability to either recommission existing early help services or commission new services.</p>   |
| 2. How does this contribute to the council's corporate priorities?   | Supports the council's medium term financial strategy.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | <p>Within Merton's established Child Wellbeing Model, early help services are provided to families following CASA or Single Assessment where intervention is designed to prevent the escalation of need into more specialist and potentially intrusive services. For many years Merton has commissioned such services, largely from the local community and voluntary sectors, aiming to increase resilience and coping capacity in families and reduce pressures on statutory social care services. The savings proposed will significantly reduce early help commissioning budgets, are likely to result in increased pressures on social care teams, and will impact on employment of CVS staff.</p> <p>Current early help services in scope for the savings proposal include those for families with parental mental health problems or learning difficulties; domestic violence; practical family support; children with disabilities; crèche provision supporting parenting programmes; and positive activities for young refugee and asylum seekers. Specific decisions will be made following evaluation of all services currently provided and ongoing needs analysis.</p> |
| 4. Is the responsibility shared with   | Not a shared responsibility. Services subject to this proposal are provided by local organisations which have   |

another department, authority or organisation? If so, who are the partners and who has overall responsibility?

been longstanding partners in Merton's Children's Trust arrangements.

**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 performance of all commissioned services is monitored regularly in proportion to the amount of money that they receive. Data and information is required from providers to enable the council to monitor performance and monitoring meetings with providers are held. All services are currently meeting specified outputs. Providers are expected to deliver services equitably and monitoring data suggests that equalities groups are benefitting from fair access. Some specific services are targeted to specific equalities groups and all are targeted at more vulnerable families with identified needs including those from the more deprived parts of the borough. The proposal is, therefore, likely to impact negatively on families living in poverty and those with specific 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<br>Briefly explain what positive or negative impact has been identified  |
|---|--------------------|----|---------------------------|----|---|
|   | Positive impact    |    | Potential negative impact |    |   |
|   | Yes                | No | Yes                       | No |   |
| Age                                       |                    |    | yes                       |    | All services are designed to support children with forms of vulnerability   |
| Disability                                |                    |    | yes                       |    | Potential impact on families of disabled children   |
| Gender Reassignment                       |                    |    |                           | no |   |
| Marriage and Civil Partnership            |                    |    |                           | no |   |
| Pregnancy and Maternity                   |                    |    | yes                       |    | Most services are designed to strengthen parenting including during early years. Some are specifically targeted at improving maternal health. |
| Race                                      |                    |    | yes                       |    | One service works specifically with refugees and asylum seeking young   |

|                              |  |  |     |    |  |
|------------------------------|--|--|-----|----|--|
|                              |  |  |     |    | people   |
| <b>Religion/ belief</b>      |  |  |     | no |  |
| <b>Sex (Gender)</b>          |  |  |     | no |  |
| <b>Sexual orientation</b>    |  |  |     | no |  |
| <b>Socio-economic status</b> |  |  | yes |    | Services are predominantly supporting families in challenging socio-economic circumstances |

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

We will evaluate our current range of early intervention and prevention programmes ahead of re-commissioning for April 2016 delivery. Reduced funding will equate to a reduction in service delivery, but we will ensure through evaluation that the impact is mitigated as far as possible, by targeting the residual funding to greatest need. We will work with providers and casework staff to ensure a case by case examination of the implications of service withdrawal for existing service users and will seek to make alternative plans for those with ongoing risks/needs.

**Stage 4: Conclusion of the Equality Analysis**

Page 115

**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? |
|---|---|---|-----------------|-----------------------------------|--------------|--|
| From April 2016, the range and number of Early Intervention and Prevention services will be significantly reduced | Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact. | Monitoring of pressures on statutory social care services – eg Children in Need, LAC and CP cases | From April 2016 | Existing                          | L Wallder    |  |
|   | Case by case examination of need to reprovide support to individual CYP and families.   | All current service users consulted on implications of closure of service.                        | Dec 2015        | Existing                          | L.Wallder    |  |
|   |   |   |                 |                                   |              |  |
|   |   |   |                 |                                   |              |  |

**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

- Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community
- Proposals for savings in 2016/17 could affect a significant number of children and families as this would mean a major reduction in the amount of money available to commission services

What course of action are you advising as a result of this assessment?

- Acceptance of these savings proposals based on the plan to mitigate negative impact on specific service users

### Stage 7: Sign off by Director/ Head of Service

|  |                |  |                       |
|--|----------------|--|-----------------------|
| <b>Assessment completed by</b>   | Leanne Wallder | <b>Signature:</b>  | <b>Date: 30/09/15</b> |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | Paul Ballatt   | <b>Signature:</b>  | <b>Date: 30/09/15</b> |
|  | Yvette Stanley | <b>Signature:</b><br> | <b>Date 07/10/15</b>  |

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# Equality Analysis



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

|   |  |
|---|--|
| What are the proposals being assessed?                      | <b>CSF2015-01</b> To cease to hold a contingency budget for SCRs |
| Which Department/ Division has the responsibility for this? | CSF, CSC & YI  |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Merton Safeguarding Children’s Board Business Manager   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Historically CSF, CSC&YI have held a central budget for Serious Case Reviews (SCRs) and learning and Improvement reviews. This budget has been largely unspent over the last 5 years as we have only had 1 SCR and 1 learning and improvement review since 2009.<br>The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB. |
| 2. How does this contribute to the council’s corporate priorities?   | Safeguarding vulnerable children is a key statutory function of the council and we are committed to learning the lessons from cases as part of our continuous improvement agenda.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Partners and the council will each contribute to the costs of an SCR/LIR as and when they occur.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB.   |

Page 11 of 102



## 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 threshold for an SCR or LIR has only been met twice since 2009 and in any event the costs should be shared amongst commissioning agencies. A LIR might cost c £10k an SCR could costs considerably more but the costs would be shared.

## 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<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    |    |                           |    | Not applicable   |
| Disability                                |                    |    |                           |    | Not applicable   |
| Gender Reassignment                       |                    |    |                           |    | Not applicable   |
| Marriage and Civil Partnership            |                    |    |                           |    | Not applicable   |
| Pregnancy and Maternity                   |                    |    |                           |    | Not applicable   |
| Race                                      |                    |    |                           |    | Not applicable   |
| Religion/ belief                          |                    |    |                           |    | Not applicable   |
| Sex (Gender)                              |                    |    |                           |    | Not applicable   |
| Sexual orientation                        |                    |    |                           |    | Not applicable   |
| Socio-economic status                     |                    |    |                           |    | Not applicable   |

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

The decision will have no impact – SCRs and LIRs will be undertaken but will be commissioned jointly and costs shared.

**Stage 4: Conclusion of the Equality Analysis**

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

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

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

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## Stage 5: Improvement Action Pan

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

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

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

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

Page 12

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

There are is equality impact of this proposal

| Stage 7: Sign off by Director/ Head of Service                  |                |                                     |                  |
|---|----------------|-------------------------------------|------------------|
| Assessment completed by   |                | Signature:                          | Date:            |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley | Signature:<br><i>Yvette Stanley</i> | Date: 15/09/2015 |

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# Equality Analysis



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

|   |   |
|---|---|
| What are the proposals being assessed?                      | <b>CSF2015-02</b> Review of management costs within CSF to deliver savings over 2016/17 |
| Which Department/ Division has the responsibility for this? | CSF Cross cutting   |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Director of CSF  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose.  |
| 2. How does this contribute to the council's corporate priorities?   | CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally  |

## Stage 2: Collecting evidence/ data

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

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

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

## 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<br>Briefly explain what positive or negative impact has been identified   |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    |    |                           |    | At this stage of proceedings it is not possible to evidence impact but detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups |
| Disability                                |                    |    |                           |    | See above  |
| Gender Reassignment                       |                    |    |                           |    | See above  |
| Marriage and Civil Partnership            |                    |    |                           |    | See above  |
| Pregnancy and Maternity                   |                    |    |                           |    | See above  |
| Race                                      |                    |    |                           |    | See above  |
| Religion/ belief                          |                    |    |                           |    | See above  |
| Sex (Gender)                              |                    |    |                           |    | See above  |
| Sexual orientation                        |                    |    |                           |    | See above  |
| Socio-economic status                     |                    |    |                           |    | See above  |

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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## Stage 5: Improvement Action 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? |
|---|--|---|---------------------------------------|-----------------------------------|----------------------|--|
| To review proposals and implementation at key points to ensure EI is not disproportionate | Undertake EAs at key stages of the process: design; implementation | EAs undertaken  | To be determined as part of programme | Existing                          | CSF Business partner |  |
|   |  |   |                                       |                                   |                      |  |
|   |  |   |                                       |                                   |                      |  |

Page 12

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

Programme management to include overview and action to mitigate any potential negative equalities implications



| Stage 7: Sign off by Director/ Head of Service                  |                |   |                  |
|---|----------------|---|------------------|
| Assessment completed by   | Carol Cammiss  | Signature:  | Date: 15/09/2015 |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley | Signature:<br> | Date: 15/09/2015 |

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# Equality Analysis



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Text in blue is intended to provide guidance – you can delete this from your final version.

|   |   |
|---|---|
| What are the proposals being assessed?                      | <b>CSF2015-03</b> Budget savings of £200k in 2017-18 and £200k in 2018-19 |
| Which Department/ Division has the responsibility for this? | Children, Schools and Families Department                                 |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Ballatt, Assistant Director Commissioning, Strategy and Performance  |
| 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) | Option 1 is to generate the full amount as income from schools through full cost recovery of services currently provided and increased trading.<br>Option 2 in the event that this is not deliverable would be through deletion of posts and reduction of services. |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to departmental savings programme in accordance with council's overall medium term financial strategy.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Schools and CSF workforce.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | CSF department provides statutory and other services to schools all of which are in scope for this savings proposal.  |

Page 128

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).

CSF provides a range of statutory and other services to schools, through SLAs. For 2016-17 savings already agreed (£400K) work is already underway to examine the current charging regimes and to identify benchmarks in order to determine scope for increasing charges. This will continue in respect of 2017-18 and 2018-19 savings.

However if schools are unwilling or unable to pay increased charges the LA offer would need to reduce in order to meet savings required – officers are identifying the statutory minimum level of services which the department would need to continue to provide.

## 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|---------------------------|----|--|
|  | Positive impact    |    | Potential negative impact |    |  |
|  | Yes                | No | Yes                       | No |  |
| Age  |                    |    | x                         |    | May need to reduce LA support services to primary and secondary schools        |
| Disability                                   |                    |    | x                         |    | May need to reduce support services to special schools                         |
| Gender Reassignment                          |                    |    |                           |    |  |
| Marriage and Civil Partnership               |                    |    |                           |    |  |
| Pregnancy and Maternity                      |                    |    |                           |    |  |
| Race   |                    |    | x                         |    | Potential reduction in services to pupils with EAL                             |
| Religion/ belief                             |                    |    |                           |    |  |
| Sex (Gender)                                 |                    |    |                           |    |  |
| Sexual orientation                           |                    |    |                           |    |  |
| Socio-economic status                        |                    |    |                           |    |  |

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

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

| Negative impact/gap in information identified in the Equality Analysis | Action required to mitigate                             | How will you know this is achieved? e.g. performance measure/ target) | By when    | Existing or additional resources? | Lead Officer               | Action added to divisional/ team plan?         |
|--|---|---|------------|-----------------------------------|----------------------------|--|
| Potential reduction in service offer                                   | Ensure statutory minimum level of service is maintained | Understanding regulatory framework/feedback from schools              | March 2017 | Existing                          | Paul Ballatt/Jane McSherry | As required for 2017-18 service planning round |
| Workforce Reduction  | Compliance with HR management of change procedures      | Required procedures followed/full consultation with staff affected    | March 2017 | Existing                          | Paul Ballatt/Jane McSherry | As required for 2017-18 service planning round |
|  |   |   |            |                                   |                            |  |

Page 130

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

| Stage 5: Sign off by Director/ Head of Service                  |                |                                     |                 |
|---|----------------|-------------------------------------|-----------------|
| Assessment completed by   | Paul Ballatt   | Signature:                          | Date: 5/10/2015 |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley | Signature:<br><i>Yvette Stanley</i> | Date: 7/10/2015 |

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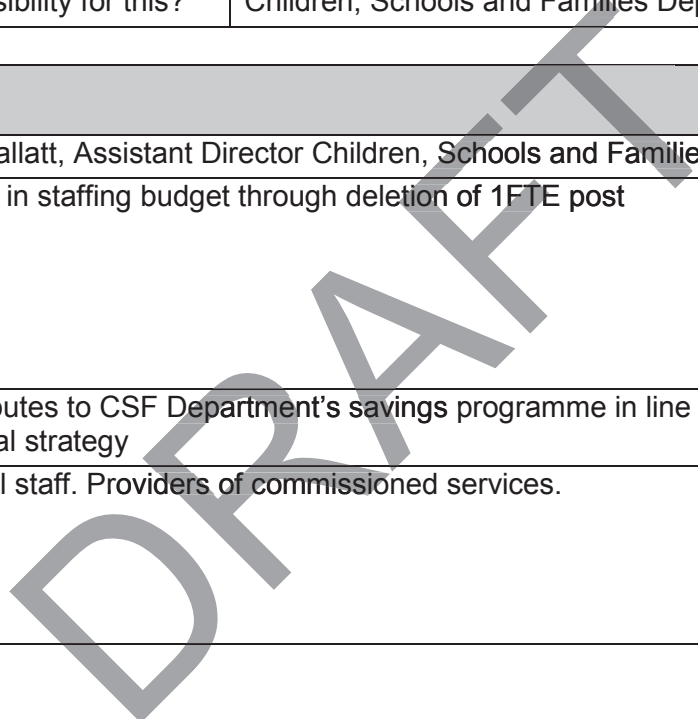
# Equality Analysis



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?                      | <b>CSF2015-04</b> Reduction of 1 FTE Commissioning Manager in 2018-19 |
| Which Department/ Division has the responsibility for this? | Children, Schools and Families Department                             |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Ballatt, Assistant Director Children, Schools and Families Department  |
| 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) | Saving in staffing budget through deletion of 1FTE post   |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to CSF Department's savings programme in line with the council's overall medium term financial strategy |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Internal staff. Providers of commissioned services.   |
| 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).

CSF department savings already agreed as part of the medium term financial strategy include significant reductions in commissioning budgets. Fewer services will, therefore, need be specified, procured and contract monitored by commissioning staff. Remaining staff will retain sufficient capacity to undertake these commissioning functions appropriately although some re-allocation of work will be required.

## 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 133

| Protected characteristic (equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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)                              |                    |    | x                         |    | All current commissioning managers are female                                  |
| Sexual orientation                        |                    |    |                           |    |  |
| Socio-economic status                     |                    |    |                           |    |  |

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate  | How will you know this is achieved? e.g. performance measure/ target)                                    | By when    | Existing or additional resources? | Lead Officer   | Action added to divisional/ team plan?        |
|---|--|--|------------|-----------------------------------|----------------|---|
| All current postholders are female                                      | Ensure council's management of change procedure is followed with full consultation with staff affected | Decision taken and implemented re staffing reduction via voluntary severance or fair competitive process | March 2018 | Existing                          | Leanne Wallder | As required in service planning round 2018-19 |
|   |  |  |            |                                   |                |   |
|   |  |  |            |                                   |                |   |

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service



| Stage 5: Sign off by Director/ Head of Service                  |                                  |                                     |                  |
|---|----------------------------------|-------------------------------------|------------------|
| Assessment completed by   | Paul Ballatt, Assistant Director | Signature:                          | Date: 5/10/2015  |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley, Director         | Signature:<br><i>Yvette Stanley</i> | Date: 07/10/2015 |

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# 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?                      | <b>CSF2015-05</b> Reduction of 1 FTE Capital Project Manager post in 2018-19 |
| Which Department/ Division has the responsibility for this? | Children, Schools and Families Department                                    |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Ballatt, Assistant Director Children, Schools and Families Department  |
| 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) | Saving in staffing budget through deletion of 1FTE post   |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to CSF Department's savings programme in line with the council's overall medium term financial strategy |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Internal staff, schools and contractors.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No.   |

Page 136

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).

CSF department has been required to deliver school expansion projects to meet the rising demand for school places. To date this has involved major expansion in the primary and special school sectors. Although plans are now being progressed for new school and expansion schemes in the secondary school phase, fewer projects will be required, albeit of a larger scale. Fewer schemes will, therefore, need to be procured and cliented. Remaining staff will retain sufficient capacity to undertake these functions appropriately.

## 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 137

| Protected characteristic (equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>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)                              |                    |    | ×                         |    | All current capital project managers are female                                |
| Sexual orientation                        |                    |    |                           |    |  |
| Socio-economic status                     |                    |    |                           |    |  |

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

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

| Negative impact/gap in information identified in the Equality Analysis | Action required to mitigate   | How will you know this is achieved? e.g. performance measure/ target)                                    | By when    | Existing or additional resources? | Lead Officer  | Action added to divisional/ team plan?        |
|--|---|--|------------|-----------------------------------|---------------|---|
| All current postholders are female                                     | Ensure council's management of change procedure is followed with full consultation with staff affected. | Decision taken and implemented re staffing reduction via voluntary severance or fair competitive process | March 2018 | Existing                          | Tobey van Zyl | As required in service planning round 2018-19 |
|  |   |  |            |                                   |               |   |
|  |   |  |            |                                   |               |   |

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

| Stage 5: Sign off by Director/ Head of Service                  |                                  |                                     |                  |
|---|----------------------------------|-------------------------------------|------------------|
| Assessment completed by   | Paul Ballatt, Assistant Director | Signature:                          | Date: 5/10/2015  |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley, Director         | Signature:<br><i>Yvette Stanley</i> | Date: 07/10/2015 |

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# 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?                      | <b>CSF2015-06</b> Data Review and Centralisation – Reduction of 1FTE officer 2017/18 |
| Which Department/ Division has the responsibility for this? | Children, Schools and Families Department  |

## Stage 1: Overview

|  |   |
|--|---|
| Name and job title of lead officer   | Paul Ballatt, Assistant Director Children, Schools and Families Department  |
| 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) | Saving in staffing budget through deletion of 1FTE post   |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to CSF Department's savings programme in line with the council's overall medium term financial strategy |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Internal staff.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No.   |

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).

CSF Department has a central Policy, Planning and Performance service including a Research and Information function which supports internal performance management and delivers external performance reports and statutory returns. There are additional posts providing similar functions outposted in the operational Divisions. A review of all posts will be undertaken during 2015-16 with a view to centralising functions of outposted staff, rationalising and achieving economies of scale as a result and releasing 1FTE post as a saving. Remaining staff will retain sufficient capacity to comply with statutory reporting requirements although the range of internal management information reports may need to be reduced. This should be mitigated by the implementation of new client information system (Mosaic).

## Stage 3: Assessing impact and analysis

Page 11  
 11. 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<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    |    |                           |    | N/A  |
| Disability                                |                    |    |                           |    | N/A  |
| Gender Reassignment                       |                    |    |                           |    | N/A  |
| Marriage and Civil Partnership            |                    |    |                           |    | N/A  |
| Pregnancy and Maternity                   |                    |    |                           |    | N/A  |
| Race                                      |                    |    |                           |    | N/A  |
| Religion/ belief                          |                    |    |                           |    | N/A  |
| Sex (Gender)                              |                    |    |                           |    | N/A  |
| Sexual orientation                        |                    |    |                           |    | N/A  |
| Socio-economic status                     |                    |    |                           |    | N/A  |

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

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

| Negative impact/gap in information identified in the Equality Analysis | Action required to mitigate  | How will you know this is achieved? e.g. performance measure/target)                                     | By when    | Existing or additional resources? | Lead Officer    | Action added to divisional/team plan?         |
|--|--|--|------------|-----------------------------------|-----------------|---|
| All current postholders are in scope for savings proposal              | Ensure council's management of change procedure is followed with full consultation with staff affected | Decision taken and implemented re staffing reduction via voluntary severance or fair competitive process | March 2018 | Existing                          | Naheed Choudhry | As required in service planning round 2018-19 |
|  |  |  |            |                                   |                 |   |
|  |  |  |            |                                   |                 |   |

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 142

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1


OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service



| Stage 5: Sign off by Director/ Head of Service                  |                                  |   |                  |
|---|----------------------------------|---|------------------|
| Assessment completed by   | Paul Ballatt, Assistant Director | Signature:  | Date: 05/10/2015 |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley, Director         | Signature:<br> | Date: 07/10/2015 |

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# Equality Analysis



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

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

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

CMT/CSF

increased demands with a reduced number of staff.

**Stage 2: Collecting evidence/ data**

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

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

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

Page 146

**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<br>Briefly explain what positive or negative impact has been identified   |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    |    |                           |    | At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups |
| Disability                                |                    |    |                           |    | See above  |

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

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

Page 149

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

**Stage 7: Sign off by Director/ Head of Service**

|  |                       |                   |              |
|--|-----------------------|-------------------|--------------|
| <b>Assessment completed by</b>   | <b>Carol Cammiss</b>  | <b>Signature:</b> | <b>Date:</b> |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | <b>Yvette Stanley</b> | <b>Signature:</b> | <b>Date:</b> |



# Equality Analysis



ENV01.

|   |  |
|---|--|
| What are the proposals being assessed?                      | ENV01 Reduce the level of PA support to Heads of Service by 0.6FTE |
| Which Department/ Division has the responsibility for this? | Environment and Regeneration                                       |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Chris Lee Director of Environment & Regeneration  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To reduce the overheads of the organisation by reducing the back office support costs.            |
| 2. How does this contribute to the council's corporate priorities?   | Improved efficiencies due to a reduction in expenditure and more cost effective ways of working.. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The Personal Assistants within the department (2.6 FTEs)  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | None  |

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Page 1 of 1

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Page 152

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 153

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Eamon Maher, Business Partner                       | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Chris Lee Director of Environment and Regeneration. | Signature: | Date: |

# Equality Analysis



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

|  |   |
|--|---|
| What are the proposals being assessed? | <p>The change in the current shift patterns and hours of operation from 4 days on and 3 days off operation to 5 days on and 2 days off along with a change from a 3 shift system to a 2 shift system. .</p> <p>The proposal will lead to reduction in resources of 5 FTE Civil Enforcement Officers ENV02 and 1 CEO Team Leader ENV03</p> <p>There will be a need to consult with staff as this will be change to their terms and conditions.</p> |
|--|---|

|   |  |
|---|--|
| Which Department/ Division has the responsibility for this? | ER/Public Protection/Parking and CCTV Services |
|---|--|

## Stage 1: Overview

|  |   |
|--|---|
| Name and job title of lead officer   | Paul Walshe Head of Parking and CCTV Services   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>To reduce the hours worked per day by staff in the enforcement team from 8.75 to 7 per day (35 per week) but increase the number of days worked from 4 to 5.</p> <p>This will lead to a reduction of 5 Civil Enforcement Officers and 1 Civil Enforcement Team Leaders</p> |
| 2. How does this contribute to the council's corporate priorities?   | By introducing more efficient methods of working this will lead to improved efficiencies (savings) in the service whilst still delivering the level of services expected.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The public and motorists who use our services will benefit whilst reducing the cost to run the service.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall  | The responsibility is not shared with any other department  |

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 purpose of these efficiencies is to reduce the enforcement resources due to an improvement in compliance by the motorist the measurement of the compliance improvements will be gathered in the middle to latter part of the 2016-2017 year, this will be measured by a drop off in the number of PCN's issued by the foot patrols. The impact on staff will be managed in accordance with the Managing Workforce Change framework.

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 157

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Head of Paul Walshe Parking and CCTV Services | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | John Hill Head of Public Protection           | Signature: | Date: |

# Equality Analysis



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

|   |   |
|---|---|
| What are the proposals being assessed?                      | Improvement of traffic flows and congestion by developing improved monitoring procedures concentrating on areas of poor compliance by the motorists in new areas of enforcement such as new controlled parking zones where a majority of local residents have asked for this. ENV04 |
| Which Department/ Division has the responsibility for this? | Parking and CCTV Services/Public Protection/ER  |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Paul Walshe Head of Parking and CCTV 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) | In the next 2 years we expect an increase in the number of CPZ's where a majority of local residents have asked for this and this is based upon the current work schedule. This will lead to an increase in the number of Penalty Charge Notices issued leading an increase in savings/revenue |
| 2. How does this contribute to the council's corporate priorities?   | Increase in savings/revenue leading to an improvement in congestion and a reduction in pollution.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Residents/Visitors/businesses are the customers and will benefit as parking spaces are made available because of enforcement.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | None   |

Page 158



## 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).

Historically when ever a new CPZ is introduced, as a result of residents' requests, there is a need to enforce the parking regulations the level of enforcement carried based upon the PCN's issued as the number drops so compliance of the parking regulations improves and the number of resources allocated are reduced.

## 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 15

| Protected characteristic<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified<br>Parking enforcement generates parking spaces for groups of motorists<br>who are entitled to park |
|--|--------------------|----|------------------------------|----|--|
|  | Positive impact    |    | Potential<br>negative impact |    |  |
|  | Yes                | No | Yes                          | No |  |
| Age  | X                  |    |                              | X  |  |
| Disability                                   | X                  |    |                              | X  |  |
| Gender Reassignment                          | X                  |    |                              | X  |  |
| Marriage and Civil<br>Partnership            | X                  |    |                              | X  |  |
| Pregnancy and Maternity                      | X                  |    |                              | X  |  |
| Race   | X                  |    |                              | X  |  |
| Religion/ belief                             | X                  |    |                              | X  |  |
| Sex (Gender)                                 | X                  |    |                              | X  |  |
| Sexual orientation                           | X                  |    |                              | X  |  |
| Socio-economic status                        | X                  |    |                              | X  |  |

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 160

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Paul Walshe/Head of Parking and CCTV Services | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | John Hill Head of Public Protection           | Signature: | Date: |

# Equality Analysis

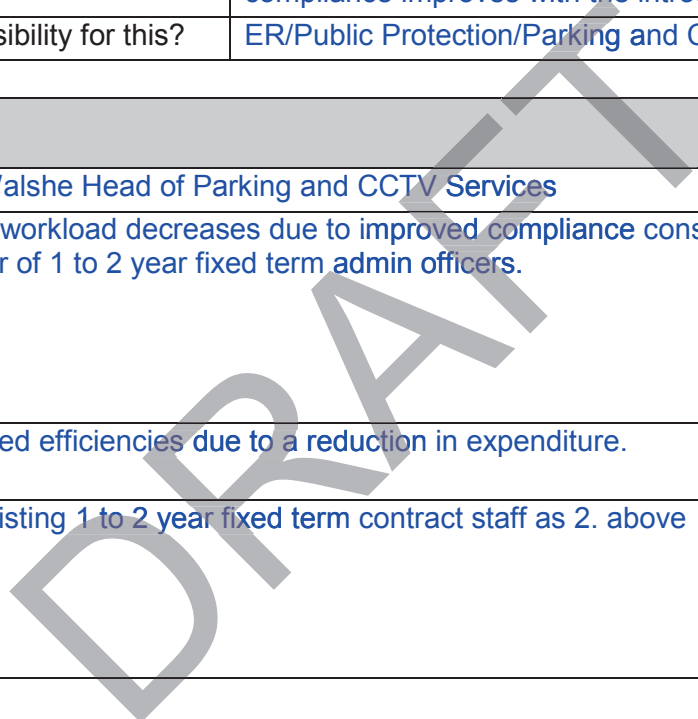


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
Text in blue is intended to provide guidance – you can delete this from your final version.

|   |  |
|---|--|
| What are the proposals being assessed?                      | Review the back office structure upon the anticipated tailing off the workload as compliance improves with the introduction of ANPR. ENV05 |
| Which Department/ Division has the responsibility for this? | ER/Public Protection/Parking and CCTV Services   |

## Stage 1: Overview

|  |  |
|--|--|
| Name and job title of lead officer   | Paul Walshe Head of Parking and CCTV 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) | As the workload decreases due to improved compliance consideration needs to given to a reduction in the number of 1 to 2 year fixed term admin officers. |
| 2. How does this contribute to the council's corporate priorities?   | Improved efficiencies due to a reduction in expenditure.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The existing 1 to 2 year fixed term contract staff as 2. above   |
| 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).

The reduction in PCN's issued will be the indicator for a reduction in resources. Any impact on staff will be managed in accordance with the Managing Workforce Change framework.

## Stage 3: Assessing impact and analysis

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

Page 102

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 163

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |  |            |       |
|---|--|------------|-------|
| Assessment completed by   | Paul Walshe Head of Parking and CCTV Service | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | John Hill Head of Public Protection          | Signature: | Date: |

# Equality Analysis



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

|   |  |
|---|--|
| What are the proposals being assessed?                      | Reduction in Transport related budgets ENV06   |
| Which Department/ Division has the responsibility for this? | ER/Public Protection/Parking and CCTV Services |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Walshe Head of Parking and CCTV 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) | Reduction in Transport Related Budgets        |
| 2. How does this contribute to the council's corporate priorities?   | Reduction in expenditure                      |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Unclear at the moment                         |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | Unclear at the moment                         |

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## Stage 2: Collecting evidence/ data

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

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

To be considered at a later date

## 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<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    | X  |                           | X  |  |
| Disability                                |                    | X  |                           | X  |  |
| Gender Reassignment                       |                    | X  |                           | X  |  |
| Marriage and Civil Partnership            |                    | X  |                           | X  |  |
| Pregnancy and Maternity                   |                    | X  |                           | X  |  |
| Race                                      |                    | X  |                           | X  |  |
| Religion/ belief                          |                    | X  |                           | X  |  |
| Sex (Gender)                              |                    | X  |                           | X  |  |
| Sexual orientation                        |                    | X  |                           | X  |  |
| Socio-economic status                     |                    | X  |                           | X  |  |

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 166

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Paul Walshe Head of Parking and CCTV Services | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | John Hill Head of Public Protection           | Signature: | Date: |



# Equality Analysis



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

|   |  |
|---|--|
| What are the proposals being assessed?                      | Reduction in Supplies and Services ENV07       |
| Which Department/ Division has the responsibility for this? | ER/Public Protection/Parking and CCTV Services |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Walshe Head of Parking and CCTV 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) | Reduction in supplies and services            |
| 2. How does this contribute to the council's corporate priorities?   | Reduces expenditure.                          |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Not known at this moment                      |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No  |

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).

Not known at this moment

## 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 168

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 169

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Paul Walshe Head of Parking and CCTV Services | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | John Hill Head of Public Protection           | Signature: | Date: |

# Equality Analysis



**ENV08 ENV09 ENV10. Replacement Saving ER10**

|   |  |
|---|--|
| What are the proposals being assessed?                      | <p><b>ENV08 Funding of EH FTE by Public Health Subsidy</b><br/>                 ENV09 Income Generation Opportunities within Regulatory Services<br/>                 ENV10 Efficiency reductions in Transport/Supplies and Services Budgets<br/>                 ER10 (Replacement element) Income budget increase to align with expectations</p> |
| Which Department/ Division has the responsibility for this? | Public Protection (Environment and Regeneration Dept)  |

**Stage 1: Overview**

|  |   |
|--|---|
| Name and job title of lead officer   | Paul Foster Head of Regulatory Services Partnership   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To introduce efficiency savings, utilise alternative funding sources and maximise income opportunities within the division. |
| 2. How does this contribute to the council's corporate priorities?   | Improved efficiency and income maximisation, the promotion of partnership working.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Customers of the Public Protection division (effects are not expected to be negative)                                       |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | The Regulatory Service operates as a partnership with the London Borough of Richmond.                                       |

Page 170

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 nature of the savings proposed – increasing commercial opportunities, efficiency savings and re-alignment of budgets means that extensive evidence gathering is not appropriate..

## 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 171

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 972

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Paul Foster (Head of Regulatory Services Partnership) | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | John Hill. Head of Public Protection                  | Signature: | Date: |

# Equality Analysis – ENV11



|   |   |
|---|---|
| What are the proposals being assessed?                      | Outsource leisure and sports activities – commissioning of the arts and sports development to an external organisation to replace the in-house provision. |
| Which Department/ Division has the responsibility for this? | Environment & Regeneration – Sustainable Communities Division   |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Christine Parsloe, Leisure & Culture Development Manager   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>Aims: To reduce expenditure and rationalise service provision, reducing number of direct employees in the process, commissioning out a reduced Leisure and Arts Development service in order to achieve savings</p> <p>Outcomes: To achieve savings<br/>                     To externalise Arts &amp; Leisure Development function<br/>                     Potential reduction in scope of services<br/>                     Loss of 3 ftes</p> |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to the council's saving plans.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | <p>These proposals are set to make savings for the council. Those affected will be:</p> <ul style="list-style-type: none"> <li>• Arts &amp; Leisure Development Officers</li> <li>• Local community partners, sports &amp; arts organisations, other service departments and teams, national governing bodies of sports; etc. will all be affected by these proposals.</li> </ul>  |
| 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).

It is intended to use the remaining budgets to commissioning arts and leisure development services whereby the equalities implications for the council will be maintained within the scope of the commissions.

## 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 174

| Protected characteristic (equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    |    |                           | X  |  |
| Disability                                |                    |    |                           | X  |  |
| Gender Reassignment                       |                    |    |                           | X  |  |
| Marriage and Civil Partnership            |                    |    |                           | X  |  |
| Pregnancy and Maternity                   |                    |    |                           | X  |  |
| Race                                      |                    |    | X                         |    | Some of the staff losses are from an ethnic minority background                |
| Religion/ belief                          |                    |    |                           | X  |  |
| Sex (Gender)                              |                    |    | X                         |    | Some of the staff losses will be women   |
| Sexual orientation                        |                    |    |                           | X  |  |
| Socio-economic status                     |                    |    | X                         |    | The staff losses will be those at lower pay grades – ME9                       |



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

Encourage staff to take up council training and development courses and support them through apply for jobs outside the organisation to give them the best chance of employment elsewhere.

### 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?                      |
|--|--|--|---------|-----------------------------------|--------------|---|
| Loss of staff some of whom could be from an ethnic minority background and/or be women and all on lower pay grades | Encourage staff to take up council training and development courses and support them through apply for jobs outside the organisation to give them the best chance of employment elsewhere. | Attendance on training courses and jobs obtained outside of this team / organisation | Mar 17  | Existing                          | CP           | Added to TOM and individual appraisal targets from May 2016 |

**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 176

#### 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 <a href="#">add</a> Assessment  |
| Key impacts on staff who are at risk of job losses:<br>These are negative from an equalities point of view as some of those affected may be women, may be from and ethnic minority background and all are on lower pay grades (ME9).<br>Mitigation is: Advising staff early and encouraging them to attend training and development courses to improve their chances of employment elsewhere. |

### Stage 7: Sign off by Director/ Head of Service

|  |   |                   |  |
|--|---|-------------------|--|
| <b>Assessment completed by</b>   | Christine Parsloe,<br>Leisure & Culture Development Manager | <b>Signature:</b> | <b>Date:</b> 12 <sup>th</sup> October 2015 |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | James McGinlay,<br>Head of Sustainable Communities          | <b>Signature:</b> | <b>Date:</b>                               |

# Equality Analysis – ENV12



|   |  |
|---|--|
| What are the proposals being assessed?                      | Loss of head of leisure & culture development section/amalgamated with head of Greenspaces |
| Which Department/ Division has the responsibility for this? | Environment & Regeneration – Sustainable Communities Division                              |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Christine Parsloe, Leisure & Culture Development Manager   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>Aims: To reduce expenditure and rationalise service provision to complement other service changes within Greenspaces and Leisure &amp; Culture Development</p> <p>Outcomes: To achieve savings<br/>To rationalise and suitably structure remaining services as part of service transformations<br/>Loss of 1 ftes</p> |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to the council's saving plans.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | <p>These proposals are set to make savings for the council. Those affected will be:</p> <ul style="list-style-type: none"> <li>Leisure &amp; Culture Development Manager and the Greenspaces Manager</li> </ul>  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No   |

## Stage 2: Collecting evidence/ data

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

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

None

## Stage 3: Assessing impact and analysis

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

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

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

Encourage staff to take up council training and development courses and support them through applying for jobs elsewhere.

## 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 179

## 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?                      |
|---|---|---|---------|-----------------------------------|--------------|---|
| Loss of staff some of whom could be female                              | Encourage staff to take up training and development courses and support them through job applications | Attendance on training courses and further employment obtained        | Mar 17  | Existing                          | JMcG         | Added to TOM and individual appraisal targets from May 2016 |

**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

Key impacts on staff who are at risk of job losses:

These are negative from an equalities point of view the affected person may be female

Mitigation is: Advising staff early and encouraging them to attend training and development courses to improve their chances of other employment

### Stage 7: Sign off by Director/ Head of Service

|   |   |            |                                     |
|---|---|------------|-------------------------------------|
| Assessment completed by   | Christine Parsloe,<br>Leisure & Culture Development Manager | Signature: | Date: 12 <sup>th</sup> October 2015 |
| Improvement action plan signed off by Director/ Head of Service | James McGinlay,<br>Head of Sustainable Communities          | Signature: | Date:                               |

# Equality Analysis – ENV13



|   |  |
|---|--|
| What are the proposals being assessed?                      | Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact. |
| Which Department/ Division has the responsibility for this? | Environment & Regeneration – Sustainable Communities Division  |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Christine Parsloe, Leisure & Culture Development Manager  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>Aims: The introduction of the customer contact centre will reduce the need for phone and face to face contact with customers, reducing the need for office based customer agents.</p> <p>Outcomes: To achieve savings<br/>                     To rationalise and suitably structure contact with customers through the customer contact centre as part of service transformations<br/>                     Loss of 3 ftes</p> |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to the council's saving plans and service transformations.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | <p>These proposals are set to make savings for the council. Those affected will be:</p> <ul style="list-style-type: none"> <li>Leisure Support Services Officers</li> </ul>   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No  |

## Stage 2: Collecting evidence/ data

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

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

None

## Stage 3: Assessing impact and analysis

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

| Protected characteristic<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|------------------------------|----|--|
|  | Positive impact    |    | Potential<br>negative impact |    |  |
|  | Yes                | No | Yes                          | No |  |
| Age  |                    |    |                              | X  |  |
| Disability                                   |                    |    |                              | X  |  |
| Gender Reassignment                          |                    |    |                              | X  |  |
| Marriage and Civil Partnership               |                    |    |                              | X  |  |
| Pregnancy and Maternity                      |                    |    |                              | X  |  |
| Race   |                    |    | X                            |    | Some of the staff losses are from an ethnic minority background                |
| Religion/ belief                             |                    |    |                              | X  |  |
| Sex (Gender)                                 |                    |    | X                            |    | Some of the staff losses will be women   |
| Sexual orientation                           |                    |    |                              | X  |  |
| Socio-economic status                        |                    |    | X                            |    | The staff losses will be those at lower pay grades – ME5 – ME7                 |



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

Encourage staff to take up council training and development courses and support them through applying for other jobs.

## 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 183

## 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?                      |
|---|---|---|---------|-----------------------------------|--------------|---|
| Loss of staff all of whom are female                                    | Encourage staff to take up training and development courses and support them through job applications | Attendance on training courses and further employment obtained        | Mar 17  | Existing                          | FM           | Added to TOM and individual appraisal targets from May 2016 |

**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

Key impacts on staff who are at risk of job losses:

These are negative from an equalities point of view as some of those affected may be women, may be from an ethnic minority background and all are on lower pay grades (ME5 – ME7).

Mitigation is: Advising staff early and encouraging them to attend training and development courses to improve their chances of employment elsewhere.

### Stage 7: Sign off by Director/ Head of Service

|  |   |                   |  |
|--|---|-------------------|--|
| <b>Assessment completed by</b>   | Christine Parsloe,<br>Leisure & Culture Development Manager | <b>Signature:</b> | <b>Date:</b> 12 <sup>th</sup> October 2015 |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | James McGinlay,<br>Head of Sustainable Communities          | <b>Signature:</b> | <b>Date:</b>                               |

# 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?                      | <b>ENV14</b> Proposal that a further £100,000 income is generated as a result of rent reviews on properties within the council's commercial portfolio. |
| Which Department/ Division has the responsibility for this? | Environment & Regeneration Dept. Sustainable Communities Division.   |

## Stage 1: Overview

|  |   |
|--|---|
| Name and job title of lead officer   | Howard Joy Property Management & Review Manager                     |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Increase in income from rent reviews of c60 properties.             |
| 2. How does this contribute to the council's corporate priorities?   | n/a   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The proposal will increase income to the council.                   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No other departments or partners will be affected by this proposal. |

Page 188

DRAFT

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Page 106

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 187

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |                 |
|---|---|------------|-----------------|
| Assessment completed by   | Jacque Denton Principal Estate Surveyor         | Signature: | Date:12.10.2015 |
| Improvement action plan signed off by Director/ Head of Service | James McGinlay. Head of Sustainable Communities | Signature: | Date:           |

# Equality Analysis

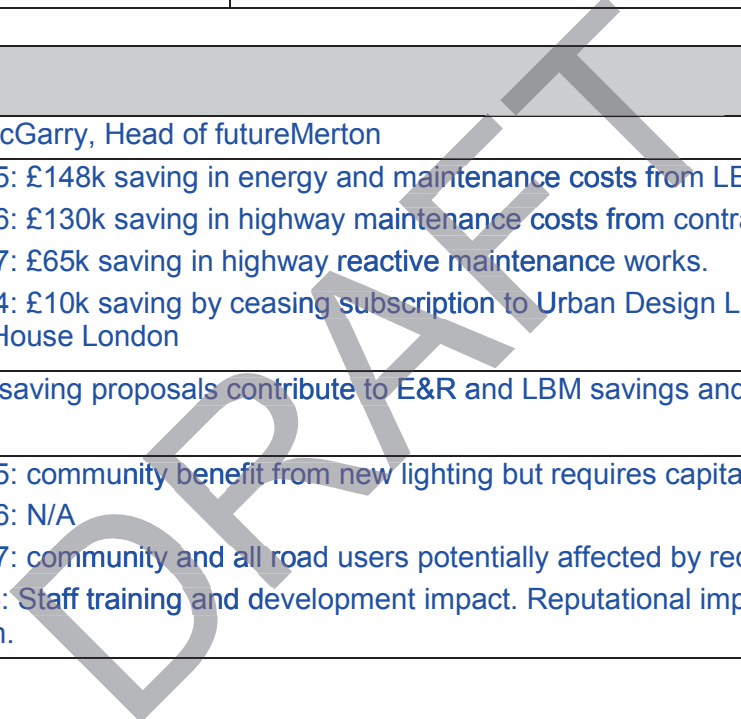


**ENV15 ENV16 ENV17 ENV24.**

|   |  |
|---|--|
| What are the proposals being assessed?                      | futureMerton savings proposals 2016-2019 |
| Which Department/ Division has the responsibility for this? | E&R, Sustainable Communities             |

| <b>Stage 1: Overview</b>   |  |
|--|--|
| 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) | ENV 15: £148k saving in energy and maintenance costs from LED street lighting roll out.<br>ENV 16: £130k saving in highway maintenance costs from contract re-procurement.<br>ENV 17: £65k saving in highway reactive maintenance works.<br>ENV 24: £10k saving by ceasing subscription to Urban Design London training and ceasing support to Open House London |
| 2. How does this contribute to the Council's corporate priorities?   | These saving proposals contribute to E&R and LBM savings and efficiencies to achieve a balanced budget.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | ENV 15: community benefit from new lighting but requires capital upfront (invest to save)<br>ENV 16: N/A<br>ENV 17: community and all road users potentially affected by reduced capacity for reactive maintenance.<br>ENV24: Staff training and development impact. Reputational impact on LBM of not supporting Open House London.                             |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No.  |

page 10 of 10



## Stage 2: Collecting evidence/ data

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

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

futureMerton has recently merged with the former traffic & highways team where savings were achieved in terms of staff resources. These additional savings are largely met through re-scoping of long term contracts which are due to be re-procured. There is no specific impact on equality groups.

## Stage 3: Assessing impact and analysis

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

Page 189

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 190

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |  |                 |               |
|---|--|-----------------|---------------|
| Assessment completed by   | Paul McGarry futureMerton Manager              | Signature: PMcG | Date:12/10/15 |
| Improvement action plan signed off by Director/ Head of Service | James McGinlay Head of Sustainable Communities | Signature:      | Date:         |



# Equality Analysis



ENV18 ENV19 ENV21 ENV 22.

|   |   |
|---|---|
| What are the proposals being assessed?                      | <p><b>ENV18</b> Increased Income from events in Parks</p> <p><b>ENV19</b> Offsetting costs running Council cemeteries with North East Surrey Crematorium funds.</p> <p><b>ENV21</b> Reduction in grant to Wandle Valley Parks Trust</p> <p><b>ENV22</b> Reduction in grant to Mitcham Common Conservators</p> |
| Which Department/ Division has the responsibility for this? | Sustainable Communities Division (Environment and Regeneration)   |

## Stage 1: Overview

|  |   |
|--|---|
| Name and job title of lead officer   | Doug Napier Leisure & Culture Greenspaces Manager   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To assist in meeting the savings targets of the Department by generating significant income from the Authority's assets, re-alignment of funding streams and making reductions in grants. |
| 2. How does this contribute to the council's corporate priorities?   | Improves efficiencies.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Merton's residents and other users of the Services affected.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | North East Surrey Crematorium, Wandle Vally Parks and Mitcham Common's Conservators work in Partnership with LBM.   |

Page 9

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 partners affected by proposals ENV19, ENV21 and ENV22 will be consulted re the proposals and meetings are being set up with them.

## 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 192

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 193

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |  |            |       |
|---|--|------------|-------|
| Assessment completed by   | Eamon Maher (Business Partner) - Doug Napier (Greenspaces Manager) | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | James McGinlay (Head of Sustainable Communities)                   | Signature: | Date: |

# Equality Analysis



|              |
|--------------|
| <b>ENV20</b> |
|--------------|

|   |  |
|---|--|
| What are the proposals being assessed?                      | ENV20 Increased income from Building Control services £35k |
| Which Department/ Division has the responsibility for this? | Sustainable Communities.                                   |

## Stage 1: Overview

|  |   |
|--|---|
| Name and job title of lead officer   | Neil Milligan. Building and Development Control Manager   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>ENV20 Increased income from Building Control Services</p> <p>It is proposed to enhance the service to generate this additional income by increasing the market share against the approved inspectors and to provide additional services on top of those already identified in the commercialisation plans.</p>           |
| 2. How does this contribute to the council's corporate priorities?   | Providing a better service for customers.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | All residents and businesses are potential users of the business. This also includes schools, hospitals libraries and other public service providing functions. The additional services will benefit the council by bolstering the existing services on offer to provide a more attractive and effective service provision. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.  |

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Page 195

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

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

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

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

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

Page 196

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis



ENV23.

|   |   |
|---|---|
| What are the proposals being assessed?                      | ENV23 Further Savings from the phase C procurement of Lot 2     |
| Which Department/ Division has the responsibility for this? | Sustainable Communities Division (Environment and Regeneration) |

## Stage 1: Overview

|  |   |
|--|---|
| Name and job title of lead officer   | Doug Napier Leisure & Culture Greenspaces Manager   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To assist in meeting the savings targets of the Department, whilst maintaining quality of Service, by selecting a service provider with partner boroughs. |
| 2. How does this contribute to the council's corporate priorities?   | Improves efficiencies.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Merton's residents and other users of the Services affected.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | Contracting arrangements will be made in partnership with the London Borough of Sutton..  |

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## Stage 2: Collecting evidence/ data

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

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

It will be some time before contracting arrangements are finalised. Additional, more detailed, Equality Assessments will be made later on in the process. Impact on staff will be managed in accordance with the Managing Workforce Change framework.

## Stage 3: Assessing impact and analysis

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

Page 158

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



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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 199

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Eamon Maher (Business Partner), Doug Napier (Greenspaces Manager) | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | James McGinlay (Head of Sustainable Communities)                  | Signature: | Date: |

# Equality Analysis



**ENV25 & ENV26.**

|   |  |
|---|--|
| What are the proposals being assessed?                      | <b>ENV25 &amp; ENV26</b> Post Phase C contract award - Restructure across all levels of staff within the wider waste and street cleansing support services. Rebalancing of Rounds. |
| Which Department/ Division has the responsibility for this? | E&R – Street Scene & Waste   |

**Stage 1: Overview**

|  |  |
|--|--|
| Name and job title of lead officer   | Cormac Stokes, Head of Street Scene & Waste  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>Following contract award in (Dec2016) To undertake a review of the administration services with the aim of moving from a support function towards a commercialized commissioning and clienting service post Phase C</p> <p>The areas in scope of Phase C procurement cover a number of environmental services as part of the South London Waste Partnership (SLWP) This will include</p> <ul style="list-style-type: none"> <li>Waste Collection and recycling</li> <li>Commercial waste</li> <li>Street Cleaning</li> <li>Winter Maintenance</li> <li>Vehicle Maintenance</li> </ul> |
| 2. How does this contribute to the council's corporate priorities?   | To provide robust commercial acumen and identify areas of further savings.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | <p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations</p> <p>The staff that remain with the council will be required to adapt to changing roles and responsibilities.</p>   |

Page 200

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

This project has a direct impact on two main areas.  
Street Scene / waste – Cormac Stokes  
There are indirect links to Parks and green spaces –James McGinlay

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## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Page 202

| Protected characteristic<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|------------------------------|----|--|
|  | Positive impact    |    | Potential<br>negative impact |    |  |
|  | Yes                | No | Yes                          | No |  |
| Age  |                    | ✓  |                              | ✓  |  |
| Disability                                   |                    | ✓  |                              | ✓  |  |
| Gender Reassignment                          |                    | ✓  |                              | ✓  |  |
| Marriage and Civil<br>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?

1. N/A

**Stage 4: Conclusion of the Equality Analysis**

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

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

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

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## Stage 5: Improvement Action Plan

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

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

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

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

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

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

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# Equality Analysis



|       |
|-------|
| ENV27 |
|-------|

|   |  |
|---|--|
| What are the proposals being assessed?                      | ENV27 Changes in waste collection arrangements |
| Which Department/ Division has the responsibility for this? | Street Scene and Waste                         |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Cormac Stokes   |
| 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) | 1) Removal of food waste liners   |
| 2. How does this contribute to the Council's corporate priorities?   | To deliver potential savings.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Potentially 81,000 Merton householders would be affected by withdrawal of food waste liners. It should be noted that only 52% of residents take part in this service. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No.   |

Page 206

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).

A more detailed EIA will be completed.

## 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified  |
|--|--------------------|----|---------------------------|----|---|
|  | Positive impact    |    | Potential negative impact |    |   |
|  | Yes                | No | Yes                       | No |   |
| Age  |                    | ✓  | ✓                         |    | Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation. |
| Disability                                   |                    | ✓  |                           | ✓  | Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation. |
| Gender Reassignment                          |                    | ✓  |                           | ✓  |   |
| Marriage and Civil Partnership               |                    | ✓  |                           | ✓  |   |
| Pregnancy and Maternity                      |                    | ✓  |                           | ✓  |   |
| Race   |                    | ✓  |                           | ✓  |   |
| Religion/ belief                             |                    | ✓  |                           | ✓  |   |
| Sex (Gender)                                 |                    | ✓  |                           | ✓  |   |
| Sexual orientation                           |                    | ✓  |                           | ✓  |   |
| Socio-economic status                        |                    | ✓  | ✓                         |    | Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation. |

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

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

| Negative impact/ gap in information identified in the Equality Analysis   | Action required to mitigate  | How will you know this is achieved?<br>e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|--|--|---------|-----------------------------------|--------------|--|
| Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation. | Ensure residents are made aware of alternative sources of caddy liners and food storage options prior to collection. | Disposal weights remain consistent                                       |         | Existing                          | CS           |  |
|   |  |  |         |                                   |              |  |
|   |  |  |         |                                   |              |  |

Page 208

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

| Stage 5: Sign off by Director/ Head of Service                  |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Brian McLoughlin, Waste Operations Manger     | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Cormac Stokes, Head of Street Scene and Waste | Signature: | Date: |

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# Equality Analysis



|       |
|-------|
| ENV28 |
|-------|

|   |  |
|---|--|
| What are the proposals being assessed?                      | ENV28 Changes in waste disposal arrangements |
| Which Department/ Division has the responsibility for this? | Street Scene and Waste                       |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Cormac Stokes   |
| 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) | 1) Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling |
| 2. How does this contribute to the Council's corporate priorities?   | To deliver potential savings.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | External disposal contractor  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No.   |

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).

N/A

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 2/12

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Brian McLoughlin, Waste Operations Manger   | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Cormac Stokes, Head of Street Scene & Waste | Signature: | Date: |

# Equality Analysis



|       |
|-------|
| ENV29 |
|-------|

|   |   |
|---|---|
| What are the proposals being assessed?                      | Changes in waste collection arrangements <b>ENV29</b> |
| Which Department/ Division has the responsibility for this? | Street Scene and Waste                                |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Cormac Stokes  |
| 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) | 1) Realign budget to reflect actual income achieved through sale of textiles |
| 2. How does this contribute to the Council's corporate priorities?   | To deliver potential savings.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | N/A  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No.  |

DRAFT

Page 2 of 3

## Stage 2: Collecting evidence/ data

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

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

N/A

## Stage 3: Assessing impact and analysis

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

Page 214

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



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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 215

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Brian McLoughlin, Waste Operations Manager  | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Cormac Stokes, Head of Street Scene & Waste | Signature: | Date: |

# Equality Analysis



|       |
|-------|
| ENV30 |
|-------|

|   |                                       |
|---|---------------------------------------|
| What are the proposals being assessed?                      | ENV30 Changes in Garden waste service |
| Which Department/ Division has the responsibility for this? | Street Scene and Waste                |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Cormac Stokes                                   |
| 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) | 1) Increase annual subscription fees by £5 p.a. |
| 2. How does this contribute to the Council's corporate priorities?   | To deliver potential savings.                   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Residents who join the garden waste service     |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No.   |

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).

A more detailed EIA will be completed.

## 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|---------------------------|----|--|
|  | Positive impact    |    | Potential negative impact |    |  |
|  | Yes                | No | Yes                       | No |  |
| Age  |                    | ✓  | ✓                         |    | May not be able to afford increase   |
| Disability                                   |                    | ✓  |                           |    | May not be able to afford increase   |
| Gender Reassignment                          |                    | ✓  |                           |    |  |
| Marriage and Civil Partnership               |                    | ✓  |                           |    |  |
| Pregnancy and Maternity                      |                    | ✓  |                           |    |  |
| Race   |                    | ✓  |                           |    |  |
| Religion/ belief                             |                    | ✓  |                           |    |  |
| Sex (Gender)                                 |                    | ✓  |                           |    |  |
| Sexual orientation                           |                    | ✓  |                           |    |  |
| Socio-economic status                        |                    | ✓  | ✓                         |    | May not be able to afford increase   |

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate                   | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|---|---|---------|-----------------------------------|--------------|--|
| May not be able to afford increase                                      | Consider further concession re additional fee | N/A   |         | Existing                          | CS           |  |
|   |   |   |         |                                   |              |  |
|   |   |   |         |                                   |              |  |

**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 218

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

**Stage 5: Sign off by Director/ Head of Service**

|                         |   |            |       |
|-------------------------|---|------------|-------|
| Assessment completed by | Brian McLoughlin, Waste Operations Manger | Signature: | Date: |
|-------------------------|---|------------|-------|

**Stage 5: Sign off by Director/ Head of Service**

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

Cormac Stokes, Head of Street Scene & Waste

**Signature:**

**Date:**

DRAFT

# Equality Analysis



|  |
|--|
|  |
|--|

|   |   |
|---|---|
| What are the proposals being assessed?                      | EN31 Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection |
| Which Department/ Division has the responsibility for this? | Street Scene and Waste  |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Cormac Stokes  |
| 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) | 1) Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection  |
| 2. How does this contribute to the council's corporate priorities?   | To deliver potential savings.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Merton schools would be affected by charging.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | The responsibility to arrange the collection of waste is for the individual school they are able to arrange collection via the Council, or directly via a private waste carrier. |

Page 220

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).

A more detailed EIA will be completed.

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 222

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |            |       |
|---|---|------------|-------|
| Assessment completed by   | Brian McLoughlin, Waste Operations Manger | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | Cormac Stokes, HOS                        | Signature: | Date: |



# Equality Analysis



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

|   |  |
|---|--|
| What are the proposals being assessed?                      | Review of Business Support Requirements (Transport) (ENV32). |
| Which Department/ Division has the responsibility for this? | Environment and Regeneration                                 |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Rachel Mawson   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To reduce the overheads of the organisation by reducing the back office support costs. This will be possible following the SLWP Phase 3 implementation. |
| 2. How does this contribute to the Council's corporate priorities?   | Improved efficiencies due to a reduction in expenditure and more cost effective ways of working..   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | The Business Support Staff within the Section (6 FTEs)  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No  |

DRAFT

Page 223

## Stage 2: Collecting evidence/ data

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

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

The impact on staff will be managed in accordance with the Managing Workforce Change framework. A more detailed analysis will be undertaken in the future to assess the impact on staff.

## 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 22/4

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 225

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

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

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# Equality Analysis



## ENV34 Property Management

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

### Stage 1: Overview

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

Page 2/27

## 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).

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

## Stage 3: Assessing impact and analysis

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

Page 228

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

page 229

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis



## ENV35 Waste Operations

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

### Stage 1: Overview

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

Page 230



## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Page 231

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 232

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis



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

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

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

Page 23 of 33

## Stage 2: Collecting evidence/ data

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

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

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

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

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

## Stage 3: Assessing impact and analysis

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

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



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

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

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

Page 236

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|                         |                                       |            |       |
|-------------------------|---------------------------------------|------------|-------|
| Assessment completed by | Charles Baker – Commissioning Manager | Signature: | Date: |
|-------------------------|---------------------------------------|------------|-------|

**Stage 5: Sign off by Director/ Head of Service**

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

[Add name/ job title](#)

**Signature:**

**Date:**

# Equality Analysis



## ENV37 Tacho Centre Business Opportunities.

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

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

Page 2/30



## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

Page 240

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis



|  |   |
|--|---|
| What are the proposals being assessed?                       | Proposed budget saving CH57 – staff reduction             |
| Which Department / Division has the responsibility for this? | Community and Housing, Housing Needs and Enabling Service |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Steve Langley, Head of Housing Needs and Strategy   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | The aim of the proposed reduction is to reduce the overall number of staff, whilst seeking to preserve a greater number of front-line staff, to ensure that the reductions have minimal adverse impact on customers.  |
| 2. How does this contribute to the council's corporate priorities?   | The Housing Needs Service plan and Target Operating Model contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | All of the savings will have some impact on customers both internally and externally. Reduction in posts may lead to the service received not being as efficient and with slippage in service standards.<br><br>The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | N/A   |

Page 241

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

Page 242

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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified  |
|--|--------------------|----|---------------------------|----|---|
|  | Positive impact    |    | Potential negative impact |    |   |
|  | Yes                | No | Yes                       | No |   |
| Age  |                    | ✓  | ✓                         |    | The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected. |
| Disability                                   |                    | ✓  | ✓                         |    | As above  |
| Gender Reassignment                          |                    | ✓  | ✓                         |    | As above  |
| Marriage and Civil Partnership               |                    | ✓  | ✓                         |    | As above  |
| Pregnancy and Maternity                      |                    | ✓  | ✓                         |    | As above  |
| Race   |                    | ✓  | ✓                         |    | As above  |
| Religion/ belief                             |                    | ✓  | ✓                         |    | As above  |
| Sex (Gender)                                 |                    | ✓  | ✓                         |    | As above  |

|                       |  |   |   |  |          |
|-----------------------|--|---|---|--|----------|
| Sexual orientation    |  | ✓ | ✓ |  | As above |
| Socio-economic status |  | ✓ | ✓ |  | As above |

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

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

|   |  |
|---|--|
| <b>Negative impact / gap in information identified in the Equality Analysis</b> | The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected.  |
| <b>Action required to mitigate</b>  | <p>There will be the need to undertake a comprehensive assessment on how the business is delivered. This would inform our future approach in ensuring that the council continues to deliver its statutory housing functions, including revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable staff to focus on priority cases.</p> <p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>An equalities analysis will be undertaken on the specific staffing reductions.</p> |
| <b>How will you know this is achieved? e.g. performance measure / target</b>    | Revised structure and self-help tools in place   |
| <b>By when</b>  | March 2017   |
| <b>Existing or additional resources?</b>  | Existing   |
| <b>Lead Officer</b>   | Steve Langley  |
| <b>Action added to divisional / team plan?</b>                                  | Included in the Housing Needs TOM  |

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

Page 2/4

**Stage 5: Sign off by Director/ Head of Service**

|   |   |                           |                |
|---|---|---------------------------|----------------|
| Assessment completed by   | Steve Langley, Head of Housing Needs and Strategy | Signature: Steve Langley  | Date: 12.10.15 |
| Improvement action plan signed off by Director/ Head of Service | Simon Williams, Director of Community and Housing | Signature: Simon Williams | Date: 12.10.15 |

# Equality Analysis



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

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

Page 245

## Stage 2: Collecting evidence/ data

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

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

## Stage 3: Assessing impact and analysis

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

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

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



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

Page 247

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

#### Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

The EA has not identified any

OUTCOME 2

The EA has identified adjustments

OUTCOME 3

The EA has identified some

OUTCOME 4

The EA shows actual or potential

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

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

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

unlawful discrimination. Stop and rethink your proposals.

**Stage 5: Sign off by Director/ Head of Service**

|  |   |                                   |                       |
|--|---|-----------------------------------|-----------------------|
| <b>Assessment completed by</b>   | Anthony Hopkins, Head of Library & Heritage Service | <b>Signature: Anthony Hopkins</b> | <b>Date: 10.11.15</b> |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | Simon Williams, Director of Community and Housing   | <b>Signature: Simon Williams</b>  | <b>Date: 10.11.15</b> |

# Equality Analysis



|  |   |
|--|---|
| What are the proposals being assessed?                       | Proposed budget saving CH52 – review of remaining Supporting People expenditure |
| Which Department / Division has the responsibility for this? | Community and Housing, Adult Social Care  |

## Stage 1: Overview

|  |  |
|--|--|
| Name and job title of lead officer   | Rahat Ahmed-Man, Head of Assessment and Commissioning  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing the housing options to vulnerable people.</p> <p>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this using an approach which promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. It also supports the commitment in the Adult Social Care Target Operating Model (TOM) to review the spectrum of the accommodation offer for all types of supported living including shared lives for all age groups.</p> |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Service users – people with mental health, learning disabilities, physical disabilities, older people, single homeless people, young people at risk, teenage parents, ex-offenders and people affected by domestic violence.   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall  | Although the responsibility is not shared with another department, the consequences of this proposed budget saving is that it may increase financial pressure and an increased workload on the Housing Needs and Enabling service and the Children, Schools and Families department.   |

Page 249

## Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

There are currently 79 service users who are adults with learning disabilities, aged between 21 – 54 years of age. The ethnicity data shows 66% White British (52) and the rest of the service users from Asian / British – Indian (1), Black / British – African (3), Black / British – Caribbean (5), Black / British – other black (2), Mixed other (1), Mixed – White / Black Caribbean (1), Other ethnic group (4) and White other (2), White Irish (4) backgrounds and there were Declined to say or not recorded (4).

On an operational level the evidence considered has been to:

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

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the 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<br>Briefly explain what positive or negative impact has been identified  |
|---|--------------------|----|---------------------------|----|---|
|   | Positive impact    |    | Potential negative impact |    |   |
|   | Yes                | No | Yes                       | No |   |
| Age                                       |                    | ✓  | ✓                         |    | The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.                                |
| Disability                                |                    | ✓  | ✓                         |    | The proposal will affect the housing related support for vulnerable disabled people, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.                       |
| Gender Reassignment                       |                    | ✓  |                           | ✓  | N/A   |
| Marriage and Civil Partnership            |                    | ✓  |                           | ✓  | N/A   |
| Pregnancy and Maternity                   |                    | ✓  | ✓                         |    | The proposal will affect the housing related support for vulnerable mothers, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.                               |
| Race                                      |                    | ✓  | ✓                         |    | The proposal will affect the housing related support for vulnerable people from a BME background, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options           |
| Religion/ belief                          |                    | ✓  |                           | ✓  | N/A   |
| Sex (Gender)                              |                    | ✓  |                           | ✓  | N/A   |
| Sexual orientation                        |                    | ✓  |                           | ✓  | N/A   |
| Socio-economic status                     |                    | ✓  | ✓                         |    | The proposal will affect the housing related support for vulnerable people in lower socio-economic groups, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options. |

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

Page 252

|   |  |
|---|--|
| <b>Negative impact / gap in information identified in the Equality Analysis</b> | The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing the housing options to vulnerable people.  |
| <b>Action required to mitigate</b>  | <p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with other council teams and the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved integrated working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer's quality of life.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p> |
| <b>How will you know this is achieved? e.g. performance measure / target</b>    | National performance indicators (ASCOF) and local performance monitoring.  |
| <b>By when</b>  | March 2017   |
| <b>Existing or additional resources?</b>  | Existing   |
| <b>Lead Officer</b>   | Rahat Ahmed-Man  |

Action added to divisional / team plan?

Included in the Adult Social Care re-design programme.

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

**Stage 4: Conclusion of the Equality Analysis**

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

Older

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Page 25

**Stage 5: Sign off by Director/ Head of Service**

|   |   |                            |                |
|---|---|----------------------------|----------------|
| Assessment completed by   | Rahat Ahmed-Man, Head of Assessment and Commissioning | Signature: Rahat Ahmed-Man | Date: 12.10.15 |
| Improvement action plan signed off by Director/ Head of Service | Simon Williams, Director of Community and Housing     | Signature: Simon Williams  | Date: 12.10.15 |

# Equality Analysis



|   |   |
|---|---|
| What are the proposals being assessed?                      | Budget saving CH53 – use funds from Public Health to fund the prevention strategy which is currently funded from grants |
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care  |

## Stage 1: Overview

|  |  |
|--|--|
| Name and job title of lead officer   | Rahat Ahmed-Man, Head of Assessment and Commissioning  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | The aim and desired outcome of the proposal is to continue to provide prevention activity but for it to be funded from a different source and provided by Adult Social Care. It also supports the commitment in the Adult Social Care Target Operating Model (TOM) to continue the Ageing Well Prevention programme, but with less funding from the council. However, this may mean that some Public Health activities may not be available in the future as there will be reduced funding available to the Public Health team.  |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | It is not currently known who will be affected or what future funding issues Public Health may face. When these details are known, Public Health will undertake any necessary equalities analysis.   |
| 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 the prevention activity will be moved from Public Health to Adult Social Care.  |

## Stage 2: Collecting evidence/ data

Page 254



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

The Use of Resources Framework, which takes a value based approach to investment (value is defined as value to the customer and the taxpayer) and promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.

It is not currently known who will be affected or what future funding issues Public Health may face. When these details are known, Public Health will undertake any necessary equalities analysis.

### 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<br>Briefly explain what positive or negative impact has been identified                                    |
|---|--------------------|----|---------------------------|----|---|
|   | Positive impact    |    | Potential negative impact |    |   |
|   | Yes                | No | Yes                       | No |   |
| Age                                       | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Disability                                | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Gender Reassignment                       | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Marriage and Civil Partnership            | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Pregnancy and Maternity                   | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Race                                      | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Religion/ belief                          | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Sex (Gender)                              | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Sexual orientation                        | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Socio-economic status                     | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

Page 256

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

|   |   |                            |                |
|---|---|----------------------------|----------------|
| Assessment completed by   | Rahat Ahmed-Man, Head of Assessment and Commissioning | Signature: Rahat Ahmed-Man | Date: 12.10.15 |
| Improvement action plan signed off by Director/ Head of Service | Simon Williams, Director of Community and Housing     | Signature: Simon Williams  | Date: 12.10.15 |

# Equality Analysis



|   |   |
|---|---|
| What are the proposals being assessed?                      | Proposed budget saving CH55 – Less 3 <sup>rd</sup> party payments through Promoting Independence throughout the assessment, support, planning and review process and across all client groups |
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care  |

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Rahat Ahmed-Man, Head of Assessment and Commissioning   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. This proposal supports the Target Operating Model (TOM) commitment to use review processes to promote an explicit hierarchy of support offered in order to promote self-support and independence. It is intended to do this using an approach which promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.  |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Service users   |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | N/A   |

Page 257

## Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

At the end of 2014/15 there were 4,095 service users receiving long term support with other service users receiving temporary support.

On an operational level the evidence considered has been to:

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

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the 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<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|------------------------------|----|--|
|  | Positive impact    |    | Potential<br>negative impact |    |  |
|  | Yes                | No | Yes                          | No |  |
| Age  |                    | ✓  | ✓                            |    | Reduced access to services relating to residential and domiciliary care        |
| Disability                                   |                    | ✓  | ✓                            |    | Reduced access to services relating to residential and domiciliary care        |
| Gender Reassignment                          |                    | ✓  |                              | ✓  | N/A  |
| Marriage and Civil Partnership               |                    | ✓  |                              | ✓  | N/A  |
| Pregnancy and Maternity                      |                    | ✓  | ✓                            |    | Reduced access to services relating to residential and domiciliary care        |
| Race   |                    | ✓  | ✓                            |    | Reduced access to services relating to residential and domiciliary care        |
| Religion/ belief                             |                    | ✓  |                              | ✓  | N/A  |
| Sex (Gender)                                 |                    | ✓  |                              | ✓  | N/A  |
| Sexual orientation                           |                    | ✓  |                              | ✓  | N/A  |
| Socio-economic status                        |                    | ✓  | ✓                            |    | Reduced access to services relating to residential and domiciliary care        |

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

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

Page 260

|   |  |
|---|--|
| <b>Negative impact / gap in information identified in the Equality Analysis</b> | Reduced access to services relating to residential and domiciliary care.   |
| <b>Action required to mitigate</b>  | <p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with both the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer's quality of life.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p> |
| <b>How will you know this is achieved? e.g. performance measure / target</b>    | National performance indicators (ASCOF) and local performance monitoring.  |
| <b>By when</b>  | March 2018   |
| <b>Existing or additional</b>   | Existing   |

|   |  |
|---|--|
| resources?                              |  |
| Lead Officer                            | Rahat Ahmed-Man  |
| Action added to divisional / team plan? | Included in the Adult Social care re-design programme. |

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

**Stage 4: Conclusion of the Equality Analysis**

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Page 261

**Stage 5: Sign off by Director/ Head of Service**

|   |   |                            |                |
|---|---|----------------------------|----------------|
| Assessment completed by   | Rahat Ahmed-Man, Head of Assessment and Commissioning | Signature: Rahat Ahmed-Man | Date: 12.10.15 |
| Improvement action plan signed off by Director/ Head of Service | Simon Williams, Director of Community and Housing     | Signature: Simon Williams  | Date: 12.10.15 |

# Equality Analysis



|   |   |
|---|---|
| What are the proposals being assessed?                      | Budget saving CH62 – Cease the supported accommodation provision from Family Mosaic |
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care  |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Rahat Ahmed-Man, Head of Assessment and Commissioning  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | The aim and desired outcome is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users. It is intended to do this using an approach which promotes independence and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. This proposal supports the Adult Social Care commissioning and procurement plan and the Target Operating Model (TOM) commitment of service transformation, by providing an alternative service through domiciliary care services, Direct payments and commissioned holistic carers and support from the voluntary sector. |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Service users  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | N/A  |

Page 262



## 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).

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

There are currently two adults with mental health issues at this facility.

This specific saving is due to Family Mosaic ceasing providing this specific service within Merton.

## Stage 3: Assessing impact and analysis

Page 263

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

| Protected characteristic<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified                   |
|--|--------------------|----|---------------------------|----|--|
|  | Positive impact    |    | Potential negative impact |    |  |
|  | Yes                | No | Yes                       | No |  |
| Age  |                    | ✓  |                           | ✓  |  |
| Disability                                   |                    | ✓  | ✓                         |    | There may be a delay in accessing suitable accommodation when this service ceases to be provided |
| Gender Reassignment                          |                    | ✓  |                           | ✓  | N/A  |
| Marriage and Civil Partnership               |                    | ✓  |                           | ✓  | N/A  |
| Pregnancy and Maternity                      |                    | ✓  |                           | ✓  | N/A  |
| Race   |                    | ✓  |                           | ✓  | N/A  |
| Religion/ belief                             |                    | ✓  |                           | ✓  | N/A  |
| Sex (Gender)                                 |                    | ✓  |                           | ✓  | N/A  |
| Sexual orientation                           |                    | ✓  |                           | ✓  | N/A  |

|                       |  |   |  |   |     |
|-----------------------|--|---|--|---|-----|
| Socio-economic status |  | ✓ |  | ✓ | N/A |
|-----------------------|--|---|--|---|-----|

## 7. 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).

|   |   |
|---|---|
| <b>Negative impact / gap in information identified in the Equality Analysis</b> | There may be a delay in accessing suitable accommodation when this service ceases to be provided.   |
| <b>Action required to mitigate</b>  | The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.<br><br>We will work closely with service providers to ensure suitable alternative accommodation is available. |
| <b>How will you know this is achieved? e.g. performance measure / target</b>    | Contract will cease.  |
| <b>By when</b>  | March 2016  |
| <b>Existing or additional resources?</b>  | Existing  |
| <b>Lead Officer</b>   | Rahat Ahmed-Man   |
| <b>Action added to divisional / team plan?</b>                                  | Included in the Adult Social care re-design programme   |

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

### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4



| Stage 5: Sign off by Director/ Head of Service                  |   |                            |                |
|---|---|----------------------------|----------------|
| Assessment completed by   | Rahat Ahmed-Man, Head of Assessment and Commissioning | Signature: Rahat Ahmed-Man | Date: 12.10.15 |
| Improvement action plan signed off by Director/ Head of Service | Simon Williams, Director of Community and Housing     | Signature: Simon Williams  | Date: 12.10.15 |

# Equality Analysis



|   |   |
|---|---|
| What are the proposals being assessed?                      | Budget saving CH64 – position now funded by Public Health |
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care                  |

## Stage 1: Overview

|  |  |
|--|--|
| Name and job title of lead officer   | Simon Williams, Director of Community and Housing  |
| 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) | For the post to be funded by Public Health.  |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | N/A  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | N/A  |

## Stage 2: Collecting evidence/ data

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

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

N/A – the post is now funded by Public Health.

**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<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    | ✓  |                           | ✓  | N/A  |
| Disability                                |                    | ✓  |                           | ✓  | N/A  |
| Gender Reassignment                       |                    | ✓  |                           | ✓  | N/A  |
| Marriage and Civil Partnership            |                    | ✓  |                           | ✓  | N/A  |
| Pregnancy and Maternity                   |                    | ✓  |                           | ✓  | N/A  |
| Race                                      |                    | ✓  |                           | ✓  | N/A  |
| Religion/ belief                          |                    | ✓  |                           | ✓  | N/A  |
| Sex (Gender)                              |                    | ✓  |                           | ✓  | N/A  |
| Sexual orientation                        |                    | ✓  |                           | ✓  | N/A  |
| Socio-economic status                     |                    | ✓  |                           | ✓  | N/A  |

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

#### 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 269

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

### Stage 5: Sign off by Director/ Head of Service

|   |   |                           |                |
|---|---|---------------------------|----------------|
| Assessment completed by   | Karin Lane, Business Partner                      | Signature: Karin Lane     | Date: 12.10.15 |
| Improvement action plan signed off by Director/ Head of Service | Simon Williams, Director of Community and Housing | Signature: Simon Williams | Date: 12.10.15 |

# Equality Analysis



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

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

Page 270



## Stage 2: Collecting evidence/ data

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

On an operational level the evidence considered has been to:

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

Consultation with staff will be undertaken.

Page 271

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

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

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

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

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

## Stage 4: Conclusion of the Equality Analysis

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

### OUTCOME 1

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

### OUTCOME 2

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

### OUTCOME 3

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

### OUTCOME 4

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

Page 273

## Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis



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

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

Page 274

## Stage 2: Collecting evidence/ data

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

On an operational level the evidence considered has been to:

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

Consultation with staff will be undertaken.

Page 275

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

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

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

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

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

## Stage 4: Conclusion of the Equality Analysis

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

**OUTCOME 1**

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

**OUTCOME 2**

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

**OUTCOME 3**

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

**OUTCOME 4**

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

Page 277

## Stage 5: Sign off by Director/ Head of Service

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

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## Second Draft Service Plans

Attached are our 27 Second Draft Service Plans, in departmental order.

It should be noted that as these are Second Draft Service Plans they are subject to being revised as the Service Planning process continues.

Capital information is compiled based on October Financial Monitoring information and the 2016-20 Capital Programme as presented to Cabinet on 7 December 2015

Overheads will be updated for the Final Service Plans.

Final plans will be completed on the 30 January 2016 and these plans will form part of our 2016/20 Business Plan.

### Index of Departmental Service Plans

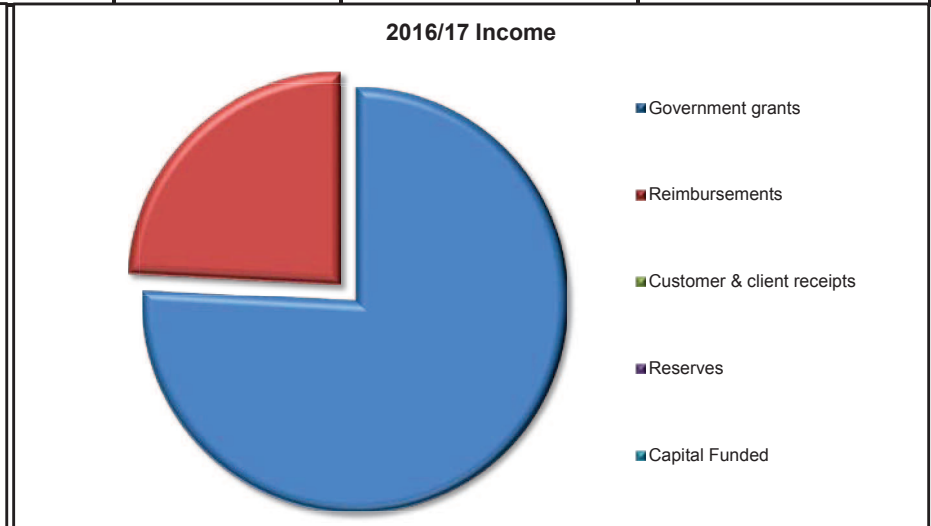
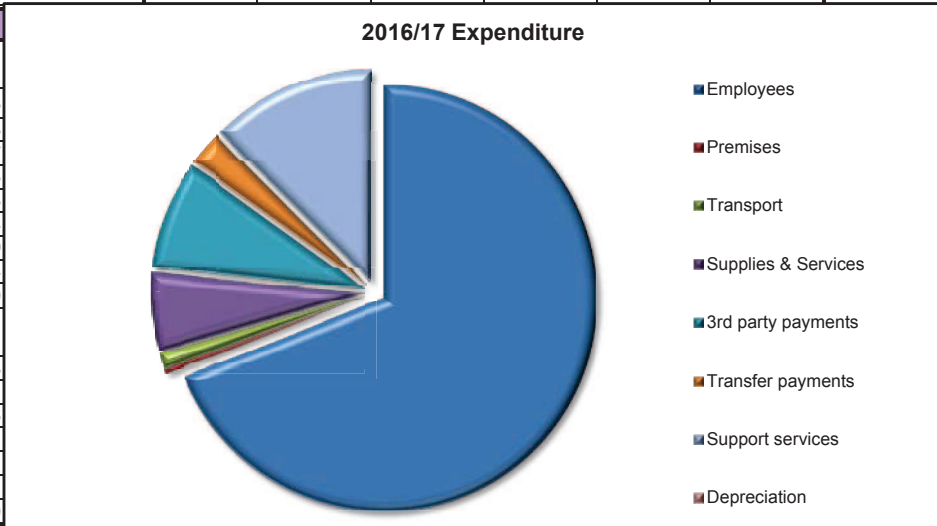
| Children, Schools and Families        | Community and Housing    | Corporate Services            | Environment and Regeneration   |
|---------------------------------------|--------------------------|-------------------------------|--------------------------------|
| Children's Social Care                | Adult Social Care        | Business Improvement          | Commercial Services (Waste)    |
| Commissioning, Strategy & Performance | Housing Needs & Enabling | Corporate Governance          | Development & Building Control |
| Education                             | Libraries                | Customer Services             | Future Merton                  |
|                                       | Public Health            | Human Resources               | Leisure & Culture Development  |
|                                       |                          | Infrastructure & Transactions | Parking                        |
|                                       |                          | Resources                     | Parks & Green Spaces           |
|                                       |                          | Shared Legal Services         | Property                       |
|                                       |                          |                               | Regulatory Service Partnership |
|                                       |                          |                               | Safer Merton                   |
|                                       |                          |                               | Street Cleaning                |
|                                       |                          |                               | Traffic & Highways             |
|                                       |                          |                               | Transport                      |
|                                       |                          |                               | Waste Management               |



# Children Schools & Families

| Children's Social Care<br>Cllr Maxi Martin, Cabinet Members for Children Services & Education  | Planning Assumptions   |                |   |                |                |                | The Corporate strategies your service contributes to |                             |                   |                                  |
|--|--|----------------|---|----------------|----------------|----------------|--|-----------------------------|-------------------|----------------------------------|
|  | Anticipated demand   | 2014/15        | 2015/16   | 2016/17        | 2017/18        | 2018/19        |  | 2019/20                     |                   |                                  |
| Enter a brief description of your main activities and objectives below<br><br>Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children. Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF. | Population growth - looked after children  |                | 15-30   |                |                |                | Children & Young person's Plan                       |                             |                   |                                  |
|  | Population growth - Child Protection Plans   |                | 30-60   |                |                |                | Anti Social Behaviour                                |                             |                   |                                  |
|  | Increase in 0-19 population  |                | 3180  |                |                |                | Health & Wellbeing                                   |                             |                   |                                  |
|  | Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty. |                | Reduced EIP activity may lead to increased need for statutory interventions at a later stage. |                |                |                |  | Social Inclusion Strategy   |                   |                                  |
|  | <b>Anticipated non financial resources</b>   | <b>2014/15</b> | <b>2015/16</b>  | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b>                                       | Community Plan              |                   |                                  |
|  | Staff (FTE) - reflects transfer of YS to Ed.   | 207            | 215   | 208            | 203            | 190            |  | Corp Equality Scheme        |                   |                                  |
|  | Adoption & fostering   |                | More children to be placed for permanency in shorter time                                     |                |                |                |  | Family Poverty              |                   |                                  |
|  |  |                |   |                |                |                |  | LAC Strategy & Care Leavers |                   |                                  |
|  |  |                |   |                |                |                |  | Youth Crime                 |                   |                                  |
|  |  |                |   |                |                |                |  |                             |                   |                                  |
| Performance indicator  | Performance Targets (T) & Provisional Performance Targets (P)  |                |   |                |                |                | Polarity   | Reporting cycle             | Indicator type    | Main impact if indicator not met |
|  | 2014/15(T)   | 2015/16(T)     | 2016/17(P)  | 2017/18(P)     | 2018/19(P)     | 2019/20(P)     |  |                             |                   |                                  |
| % single assessments completed within agreed timescales  | 92   | 82             | 85  | 85             |                |                | High   | Monthly                     | Business critical | Safeguarding issues              |
| Care application average duration (national target 26 weeks)   | 35   | 37             | 35  | 33             |                |                | Low  | Monthly                     | Quality           | Safeguarding issues              |
| Children in care adopted or receiving a Special Guardianship Order   | 13   | 13             | 13  | 13             |                |                | High   | Monthly                     | Outcome           | Reduced customer service         |
| % CYP on Child Protection Plan for 2nd or subsequent time  | 10   | 13             | 16  | 16             |                |                | Low  | Monthly                     | Quality           | Safeguarding issues              |
| % NEET aged 16-19  | 6  | 5              | 4.7   | 4.7            |                |                | Low  | Monthly                     | Outcome           | Social exclusion                 |
| Number YJS first time entrants   | 80   | 80             | 70  | 70             |                |                | Low  | Monthly                     | Outcome           | Social exclusion                 |
| % LAC (2.5 years or more) in same placement for 2 years  | n/a  | n/a            | 66  | 66             |                |                | High   | Monthly                     | Outcome           | Social exclusion                 |
| % LAC experiencing 3 or more placements moves  | n/a  | n/a            | 12  | 12             |                |                | Low  | Monthly                     | Outcome           | Social exclusion                 |

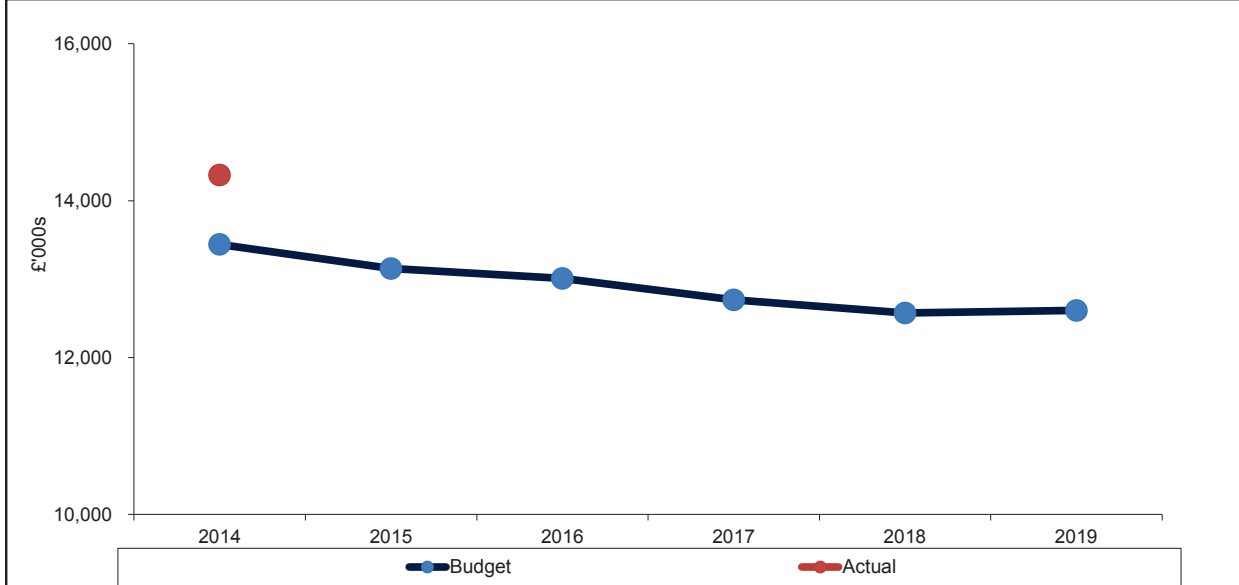
| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Final Budget 2014/15        | Actual 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        | Budget 2019/20        |
| <b>Expenditure</b>                | <b>15,023</b>               | <b>16,095</b>         | <b>14,544</b>         | <b>13,987</b>         | <b>13,714</b>         | <b>13,546</b>         | <b>13,578</b>         |
| Employees                         | 10,243                      | 10,633                | 9,841                 | 9,661                 | 9,357                 | 9,157                 | 9,158                 |
| Premises                          | 103                         | 108                   | 93                    | 53                    | 55                    | 56                    | 57                    |
| Transport                         | 201                         | 181                   | 188                   | 165                   | 168                   | 171                   | 173                   |
| Supplies & Services               | 1,376                       | 1,489                 | 1,084                 | 833                   | 843                   | 853                   | 863                   |
| 3rd party payments                | 954                         | 1,323                 | 1,242                 | 1,161                 | 1,179                 | 1,196                 | 1,214                 |
| Transfer payments                 | 398                         | 510                   | 341                   | 369                   | 369                   | 369                   | 369                   |
| Support services                  | 1,738                       | 1,841                 | 1,744                 | 1,744                 | 1,744                 | 1,744                 | 1,744                 |
| Depreciation                      | 11                          | 11                    | 11                    | 0                     | 0                     | 0                     | 0                     |
| <b>Revenue £'000s</b>             | <b>Final Budget 2014/15</b> | <b>Actual 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> |
| <b>Income</b>                     | <b>1,580</b>                | <b>1,769</b>          | <b>1,408</b>          | <b>978</b>            | <b>978</b>            | <b>978</b>            | <b>978</b>            |
| Government grants                 | 1,021                       | 1,062                 | 881                   | 741                   | 741                   | 741                   | 741                   |
| Reimbursements                    | 559                         | 707                   | 526                   | 236                   | 236                   | 236                   | 236                   |
| Customer & client receipts        |                             |                       |                       |                       |                       |                       |                       |
| Reserves                          |                             |                       |                       |                       |                       |                       |                       |
| Capital Funded                    |                             |                       |                       |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>13,444</b>               | <b>14,326</b>         | <b>13,137</b>         | <b>13,009</b>         | <b>12,737</b>         | <b>12,568</b>         | <b>12,600</b>         |



| Capital Budget £'000s | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|-----------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       | 0                    | 0              | 0              | 0              | 0              | 0              | 0              |

**2016/17**

Staff reductions in Family and Adolescent Services stream: £100,000  
 Serious case reviews: £70,000  
 Service manager review across the CSF dept: £23,000



**2017/18**

Review of CSF staffing structure beneath management level: £189,000

**2018/19**

Review of CSF staffing structure beneath management level: £201,000

**2019/20**

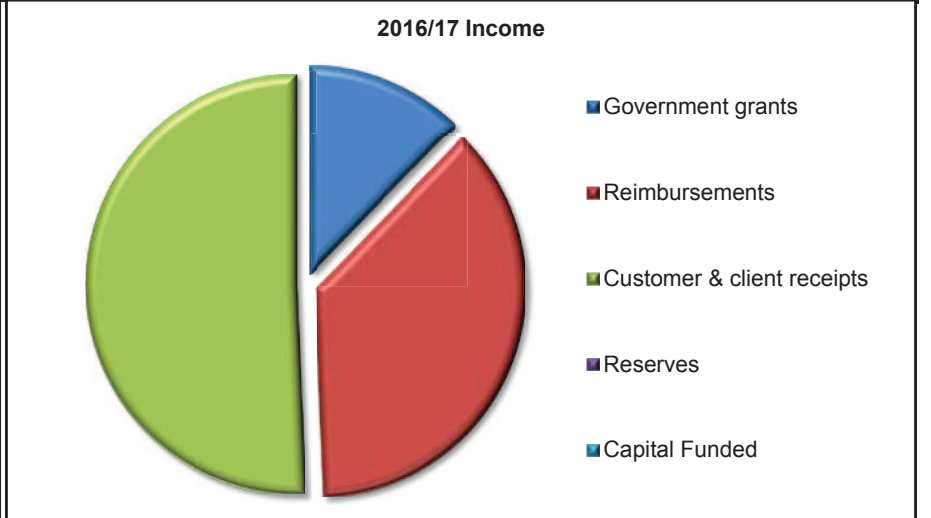
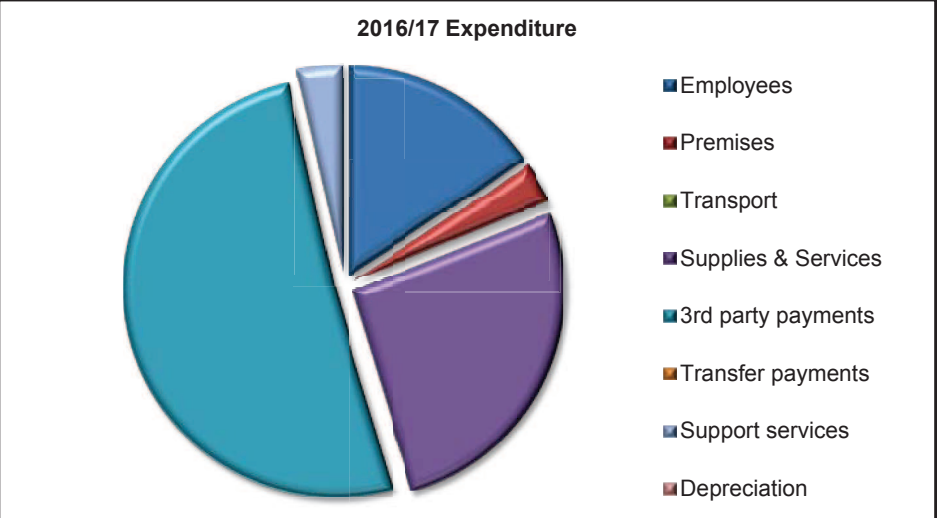
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Children's Social Care**

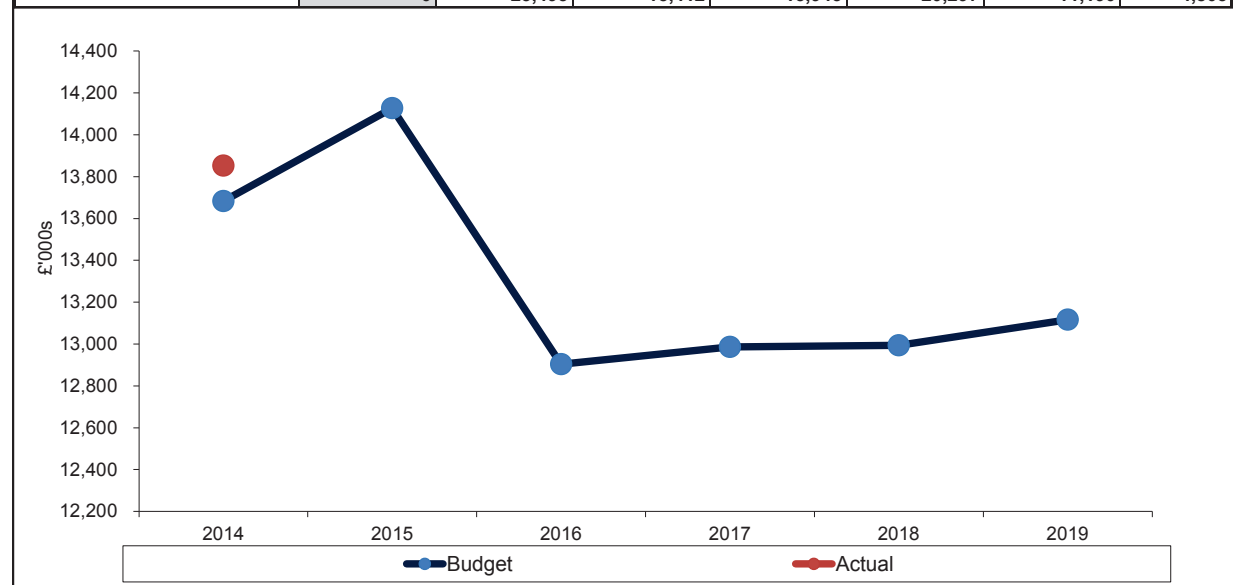
|                   |         | PROJECT DESCRIPTION |  | MAJOR PROJECT BENEFITS   |  | Risk       |        |       |
|-------------------|---------|---------------------|--|--------------------------|--|------------|--------|-------|
|                   |         |                     |  |                          |  | Likelihood | Impact | Score |
| <b>Project 1</b>  |         | Project Title:      | <b>Deliver transforming families year 2 &amp; year 3 programme (CYPWB &amp; TOM)</b>   | Select one major benefit |  |            |        |       |
| Start date        | 2013-14 | Project Details:    | Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.  |                          |  | 2          | 3      | 6     |
| End date          | 2016-17 |                     |  |                          |  |            |        |       |
| <b>Project 2</b>  |         | Project Title:      | <b>MOSAIC (CYPWB &amp; TOM)</b>  | Select one major benefit |  |            |        |       |
| Start date        | 2013-14 | Project Details:    | Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP. |                          |  | 3          | 3      | 9     |
| End date          | 2016-17 |                     |  |                          |  |            |        |       |
| <b>Project 3</b>  |         | Project Title:      | <b>Preparation for new inspection regime</b>   | Select one major benefit |  |            |        |       |
| Start date        | 2013-14 | Project Details:    | To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division. Includes Joint Targeted Inspection Preparation.  |                          |  | 4          | 3      | 12    |
| End date          | 2017-18 |                     |  |                          |  |            |        |       |
| <b>Project 4</b>  |         | Project Title:      | <b>Youth Justice</b>   | Select one major benefit |  |            |        |       |
| Start date        | 2014-15 | Project Details:    | Development of policy framework in response to regulation and likely funding changes.  |                          |  | 3          | 2      | 6     |
| End date          | 2016-17 |                     |  |                          |  |            |        |       |
| <b>Project 5</b>  |         | Project Title:      | <b>Joint work with Housing (CYPWB &amp; TOM)</b>   | Select one major benefit |  |            |        |       |
| Start date        | 2014-15 | Project Details:    | To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.  |                          |  | 4          | 2      | 8     |
| End date          | 2015-16 |                     |  |                          |  |            |        |       |
| <b>Project 6</b>  |         | Project Title:      | <b>CSC &amp; CYPWB/TOM</b>   | Select one major benefit |  |            |        |       |
| Start date        | 2013-14 | Project Details:    | To deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; implementation of QA framework; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.  |                          |  | 4          | 3      | 12    |
| End date          | 2019-20 |                     |  |                          |  |            |        |       |
| <b>Project 7</b>  |         | Project Title:      | <b>CYPWB Model Workforce Strands</b>   | Select one major benefit |  |            |        |       |
| Start date        | 2015-16 | Project Details:    | Develop and deliver Signs of Safety, recruitment and retention and practice developments to support TOM delivery.  |                          |  | 4          | 3      | 12    |
| End date          | 2019-20 |                     |  |                          |  |            |        |       |
| <b>Project 8</b>  |         | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |         | Project Details:    |  |                          |  |            |        | 0     |
| End date          |         |                     |  |                          |  |            |        |       |
| <b>Project 10</b> |         | Project Title:      |  | Select one major benefit |  |            |        |       |
| Start date        |         | Project Details:    |  |                          |  |            |        | 0     |
| End date          |         |                     |  |                          |  |            |        |       |

| Commissioning, Strategy and Performance<br>Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education<br>Enter a brief description of your main activities and objectives below  | Planning Assumptions                       |  |            |            |                    |                              | The Corporate strategies your service contributes to |                                  |                   |                             |
|--|--|--|------------|------------|--------------------|------------------------------|--|----------------------------------|-------------------|-----------------------------|
|  | Anticipated demand                         | 2014/15  | 2015/16    | 2016/17    | 2017/18            | 2018/19                      |  | 2019/20                          |                   |                             |
| <p>The Commissioning, Strategy &amp; Performance Division provides strategic services for the Children, Schools &amp; Families Department (CSF):</p> <ul style="list-style-type: none"> <li>· policy, planning &amp; performance management;</li> <li>· commissioning, procurement &amp; contract management;</li> <li>· access to resources for looked after children/pupils with SEN;</li> <li>· pupil place planning;</li> <li>· school admissions;</li> <li>· school expansion &amp; overall CSF capital programme management;</li> <li>· some departmental business support.</li> </ul> <p>Main activities include:</p> <ol style="list-style-type: none"> <li>leading on strategic &amp; operational planning for CSF;</li> <li>leading on local Children's Trust &amp; partnership development;</li> <li>production of management information for internal performance management &amp; external reporting inc. statutory returns;</li> <li>production of policy documents &amp; procedural guidance for professional staff;</li> <li>commissioning operational services &amp; leading on joint commissioning with partners;</li> <li>managing schools' Private Finance Initiative contract &amp; other service contracts;</li> <li>procuring placements for looked after children/pupils with SEN;</li> <li>planning sufficient school places;</li> <li>co-ordination of pupil admissions to Merton schools;</li> <li>project managing school expansions &amp; other capital schemes.</li> </ol> | Increased demand for primary school        | 2fe  | 1fe        |            |                    |                              | Capital Programme                                    |                                  |                   |                             |
|  | Increased demand for secondary school      |  | 0-1fe      | 1-3fe      | 4-6fe (cumulative) | 10-14fe (cumulative)         | Children & Young person's Plan                       |                                  |                   |                             |
|  | Increased demand for special school places |  |            |            |                    | 100 more SEN places by 18-19 | Community Plan                                       |                                  |                   |                             |
|  | Overall demographic                        | Impact of birth rate - increase of 40% in births between 2002 & 2011 |            |            |                    |                              |  | Core Planning Strategy           |                   |                             |
|  | Anticipated non financial resources        | 2014/15  | 2015/16    | 2016/17    | 2017/18            | 2018/19                      | 2019/20  | Corp Equality Scheme             |                   |                             |
|  | Staff (FTE)                                | 54   | 45         | 46         | 42                 | 38                           |  | Corp Procurement Strategy        |                   |                             |
|  | Contractors                                | Commissioning of a range of services to support CSF functions        |            |            |                    |                              |  | Local Development Framework      |                   |                             |
|  |  |  |            |            |                    |                              |  | Performance Management Framework |                   |                             |
|  |  |  |            |            |                    |                              |  | Social Inclusion Strategy        |                   |                             |
|  | Performance indicator                      | Performance Targets (T) & Provisional Performance Targets (P)        |            |            |                    |                              |  | Polarity                         | Reporting cycle   | Indicator type              |
| 2014/15(T)   |  | 2015/16(T)   | 2016/17(T) | 2017/18(P) | 2018/19(P)         | 2019/20(P)                   |  |                                  |                   |                             |
| % reception year surplus places  | 2  | 5  | 5.5        | 6          | 8                  |                              | Low  | Annual                           | Business critical | parental choice             |
| % secondary school Yr7 surplus places Inc. Academies   | 8  | 5  | 5          | 5          | 5                  |                              | Low  | Annual                           | Business critical | parental choice             |
| % major capital projects green/amber to time   | 90   | 90   | 90         | 90         | 90                 |                              | High   | Quarterly                        | Business critical | Increased costs             |
| % spend on approved capital programme  |  | 80   | 80         | 80         | 80                 |                              | High   | Quarterly                        | Business critical | Increased costs             |
| % fostered LAC in external agency foster care placements   | 36   | 46   | 42         | 42         |                    |                              | High   | Quarterly                        | Business critical | Increased costs             |
| Numbers of in-house foster carers recruited  | 20   | 20   | 15         | 15         | 15                 |                              | High   | Quarterly                        | Quality           | Increased costs             |
| % completion rates for parenting programmes  | 80   | 80   | 70         | 70         |                    |                              | High   | Quarterly                        | Business critical | outcomes not improved       |
| % commissioned services quarterly monitoring completed   | 100  | 100  | 100        | 100        | 100                |                              | High   | Quarterly                        | Business critical | reduced contract compliance |
| % statutory returns to government on time  | 100  | 100  | 100        | 100        | 100                |                              | High   | Quarterly                        | Business critical | Reputational risk           |

| DEPARTMENTAL BUDGET AND RESOURCES |                      |                |                |                |                |                |                |
|-----------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Revenue £'000s                    | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
| <b>Expenditure</b>                | <b>16,440</b>        | <b>17,594</b>  | <b>14,713</b>  | <b>13,460</b>  | <b>13,543</b>  | <b>13,550</b>  | <b>13,673</b>  |
| Employees                         | 2,240                | 2,048          | 2,208          | 2,113          | 2,073          | 1,958          | 1,958          |
| Premises                          | 603                  | 503            | 418            | 420            | 426            | 432            | 438            |
| Transport                         | 84                   | 55             | 36             | 35             | 35             | 36             | 36             |
| Supplies & Services               | 6,442                | 7,511          | 4,317          | 3,554          | 3,617          | 3,681          | 3,744          |
| 3rd party payments                | 6,495                | 6,877          | 7,262          | 6,862          | 6,915          | 6,967          | 7,020          |
| Transfer payments                 | 0                    | 0              | 0              | 0              | 0              | 0              | 0              |
| Support services                  | 576                  | 601            | 472            | 477            | 477            | 477            | 477            |
| Depreciation                      |                      |                |                |                |                |                |                |
| Revenue £'000s                    | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
| <b>Income</b>                     | <b>2,756</b>         | <b>3,742</b>   | <b>585</b>     | <b>557</b>     | <b>557</b>     | <b>557</b>     | <b>557</b>     |
| Government grants                 | 284                  | 309            | 77             | 68             | 68             | 68             | 68             |
| Reimbursements                    | 394                  | 426            | 283            | 206            | 206            | 206            | 206            |
| Customer & client receipts        | 2,078                | 3,007          | 225            | 282            | 282            | 282            | 282            |
| Reserves                          |                      |                |                |                |                |                |                |
| Capital Funded                    |                      |                |                |                |                |                |                |
| <b>Council Funded Net Budget</b>  | <b>13,684</b>        | <b>13,853</b>  | <b>14,127</b>  | <b>12,904</b>  | <b>12,986</b>  | <b>12,994</b>  | <b>13,116</b>  |



| Capital Budget £'000s        | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Primary Schools Expansions   |                      | 21,760         | 10,777         | 2,852          |                |                |                |
| Secondary School Expansions  |                      |                | 430            | 8,467          | 13,549         | 9,690          | 3,200          |
| SEN Expansions               |                      | 391            | 2,350          | 1,870          | 5,994          | 850            | 850            |
| Inflation                    |                      |                |                |                |                |                |                |
| Devolved Formula Capital/FSM |                      | 767            | 569            |                |                |                |                |
| Schools Capital Maintenance  |                      | 577            | 879            | 650            | 650            | 650            | 650            |
| Other                        |                      |                | 407            | 104            | 104            |                | 105            |
|                              | <b>0</b>             | <b>23,495</b>  | <b>15,412</b>  | <b>13,943</b>  | <b>20,297</b>  | <b>11,190</b>  | <b>4,805</b>   |



**2016/17**

Reduce expenditure on LAC and SEN placements: £50,000  
 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000  
 Reduce early intervention commissioning budgets: £340,000  
 Commissioning part of youth saving: £279,730  
 Increased income from schools and/or reduced LA service offer to schools: £56,630

**2017/18**

Data review & centralisation: £40,000

**2018/19**

Commissioning rationalisation: £60,000  
 Property and contracts: £55,000

**2019/20**

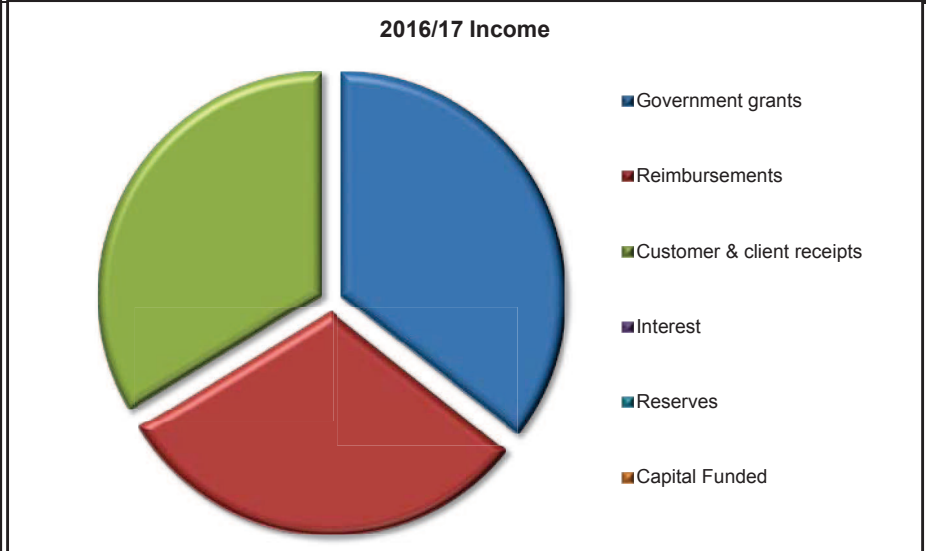
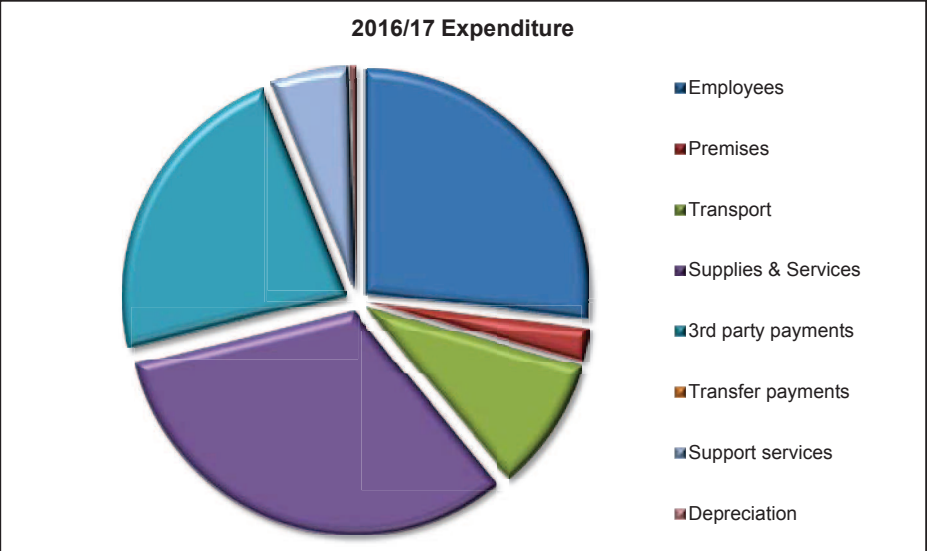
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Commissioning, Strategy and Performance**

| PROJECT DESCRIPTION |                | MAJOR PROJECT BENEFITS |  | Risk                          |        |       |
|---------------------|----------------|------------------------|--|-------------------------------|--------|-------|
|                     |                |                        |  | Likelihood                    | Impact | Score |
| <b>Project 1</b>    |                | Project Title:         | <b>Commissioning (Departmental TOM)</b>  | Improved effectiveness        |        |       |
| Start date          | <b>2015-16</b> | Project Details:       | Further development of joint commissioning with Public Health and Merton CCG. Ensure effective mobilisation of new community health contract from April 2016. Drive implementation of new CAMHs strategy. Progress work with PH and CCG to explore and implement more integrated models for the future commissioning of services for CYP & families. | 3                             | 2      | 6     |
| End date            | <b>2017-18</b> |                        |  |                               |        |       |
| <b>Project 2</b>    |                | Project Title:         | <b>Children's Home Procurement (Departmental TOM)</b>  | Improved effectiveness        |        |       |
| Start date          | <b>2015-16</b> | Project Details:       | Secure mandate from MIB and Procurement Board to tender for provision of a small children's home in Merton for adolescent LAC. Progress procurement during 2016-17.  | 3                             | 2      | 6     |
| End date            | <b>2016-17</b> |                        |  |                               |        |       |
| <b>Project 3</b>    |                | Project Title:         | <b>Implementation of Secondary School Places Strategy (EducationTOM)</b>   | Infrastructure renewal        |        |       |
| Start date          | <b>2014-15</b> | Project Details:       | Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts.                 | 4                             | 2      | 8     |
| End date            | <b>2018-19</b> |                        |  |                               |        |       |
| <b>Project 4</b>    |                | Project Title:         | <b>Implementation of Special School (SEN) Places Strategy (Education TOM)</b>  | Infrastructure renewal        |        |       |
| Start date          | <b>2015-16</b> | Project Details:       | Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.   | 3                             | 2      | 6     |
| End date            | <b>2018-19</b> |                        |  |                               |        |       |
| <b>Project 5</b>    |                | Project Title:         | <b>Release of Assets (Departmental TOM)</b>  | Improved efficiency (savings) |        |       |
| Start date          | <b>2015-16</b> | Project Details:       | Implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc CSF current delivery sites and school caretakers' houses.   | 3                             | 1      | 3     |
| End date            | <b>2016-17</b> |                        |  |                               |        |       |
| <b>Project 6</b>    |                | Project Title:         | <b>Departmental Restructure (Departmental TOM)</b>   | Improved efficiency (savings) |        |       |
| Start date          | <b>2015-16</b> | Project Details:       | Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of CSP Division services.   | 2                             | 2      | 4     |
| End date            | <b>2017-18</b> |                        |  |                               |        |       |
| <b>Project 7</b>    |                | Project Title:         | <b>Frameworki/MOSAIC (Departmental TOM)</b>  | Improved effectiveness        |        |       |
| Start date          | <b>2015-16</b> | Project Details:       | Continue to support implementation of new system across CSF. Ensure capability to deliver statutory returns post implementation and support further development of internal performance reporting from new system.   | 2                             | 2      | 4     |
| End date            | <b>2016-17</b> |                        |  |                               |        |       |
| <b>Project 8</b>    |                | Project Title:         | <b>Personal Budgets (Education TOM/C+F Act)</b>  | Improved customer experience  |        |       |
| Start date          | <b>2014-15</b> | Project Details:       | Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging PBs for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.  | 3                             | 2      | 6     |
| End date            | <b>2016-17</b> |                        |  |                               |        |       |

| Education  | Planning Assumptions                        |   |            |            |            |            | The Corporate strategies your service contributes to |                                  |                 |                       |
|--|---|---|------------|------------|------------|------------|--|----------------------------------|-----------------|-----------------------|
|  | Anticipated demand                          | 2014/15   | 2015/16    | 2016/17    | 2017/18    | 2018/19    |  | 2019/20                          |                 |                       |
| <p><b>Cllrs Maxi Martin &amp; Martin Whelton, Cabinet Members for Children's Services &amp; Education</b></p> <p><b>Enter a brief description of your main activities and objectives below</b></p> <p><b>Merton School Improvement (MSI)</b> will improve outcomes for all pupils in Merton Schools by:</p> <ul style="list-style-type: none"> <li>· monitoring, analysing &amp; evaluating pupil &amp; school performance</li> <li>· developing skills in planning, teaching, assessment, leadership &amp; management</li> <li>· working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> </ul> <p>strengthening partnership working and school to school support</p> <p>· <b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> will improve outcomes for CYP with SEND by:</p> <ul style="list-style-type: none"> <li>· building early help capacity in schools &amp; settings, families &amp; the community</li> <li>· focus on safeguarding, early intervention &amp; prevention as well as direct support for families</li> <li>· implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service</li> </ul> <p><b>Early Years Services</b> will improve outcomes for all children aged 0-5 by:</p> <ul style="list-style-type: none"> <li>· managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties</li> <li>· delivering Children's Centre services through a locality model with a focus on early help &amp; targeted services for vulnerable families</li> <li>· using the CASA to inform robust planning and case work for identified families</li> <li>· working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families</li> <li>· developing the work force to work more holistically with vulnerable families and young children</li> </ul> <p>introducing a more robust performance management framework</p> <p><b>Youth Inclusion</b> will improve outcomes for Young People by:</p> <ul style="list-style-type: none"> <li>· providing universal &amp; targeted in house &amp; commissioned services for YP &amp; schools</li> <li>· providing support to prevent bullying, substance misuse &amp; teenage pregnancy, to improve attendance &amp; to encourage emotional &amp; social development</li> <li>· developing alternative education offerings to enable YP to stay in education, training &amp; employment</li> <li>· leading on the council's partnership with the police &amp; CAMHS for education</li> <li>· improving attendance and reduce PA in Merton schools</li> </ul> | Forecast increase in population 5-19        |   |            |            |            | 2400       | Children & Young person's Plan                       |                                  |                 |                       |
|  | Increase in compulsory education to 18      |   |            |            |            |            | Community Plan                                       |                                  |                 |                       |
|  | Forecast increase in targeted SEND services |   |            |            |            |            | 200 - 400  | Corp Equality Scheme             |                 |                       |
|  | Forecast increase in population 0 - 4       |   |            |            |            |            | 780  | Performance Management Framework |                 |                       |
|  | Anticipated non financial resources         | 2014/15   | 2015/16    | 2016/17    | 2017/18    | 2018/19    | 2019/20  | Social Inclusion Strategy        |                 |                       |
|  | Staff (FTE)                                 | 253   | 270        | 269        | 257        | 251        |  | LAC & Care Leavers               |                 |                       |
|  | School to school support                    |   |            |            |            |            |  | Youth crime                      |                 |                       |
|  | Voluntary Services                          |   |            |            |            |            |  | Family poverty                   |                 |                       |
|  | Voluntary Services                          |   |            |            |            |            |  | Health & wellbeing               |                 |                       |
|  | Performance indicator                       | Performance Targets (T) & Provisional Performance Targets (P) |            |            |            |            |  | Polarity                         | Reporting cycle | Indicator type        |
| 2014/15(T)   |   | 2015/16(T)  | 2016/17(P) | 2017/18(P) | 2018/19(P) | 2019/20(P) |  |                                  |                 |                       |
| % 5 or more GCSE graded A*-C including English & maths   | 65  | 64  | 61         | 61         |            |            | High   | Annual                           | Outcome         | Reputational risk     |
| % outcome of Ofsted school inspections good or outstanding   | 85  | 86  | 86         | 86         |            |            | High   | Monthly                          | Outcome         | Inspection outcomes   |
| % Level 4 and above in reading, writing and maths  | 82  | 79  | 79         | 80         |            |            | High   | Annual                           | Outcome         | Reputational risk     |
| % secondary school attendance (LA only)  | 94.5  | 94  | 94         | 94         |            |            | High   | Quarterly                        | Outcome         | Increased costs       |
| % primary school attendance (LA only)  | 95  | 95  | 95         | 95         |            |            | High   | Quarterly                        | Outcome         | Breach statutory duty |
| % of new EHCP requests completed within 20 weeks   | 85  | 85  | 85         | 85         |            |            | High   | Annual                           | Outcome         | Reputational risk     |
| % achieving a good level of development in the Early Years f   | 65  | 60  | 60         | 60         |            |            | High   | Annual                           | Outcome         | Increased costs       |
| % Good or Outstanding children's centres per Ofsted  | 100   | 100   | 100        | 100        |            |            | High   | monthly                          | Outcome         | Inspection outcomes   |

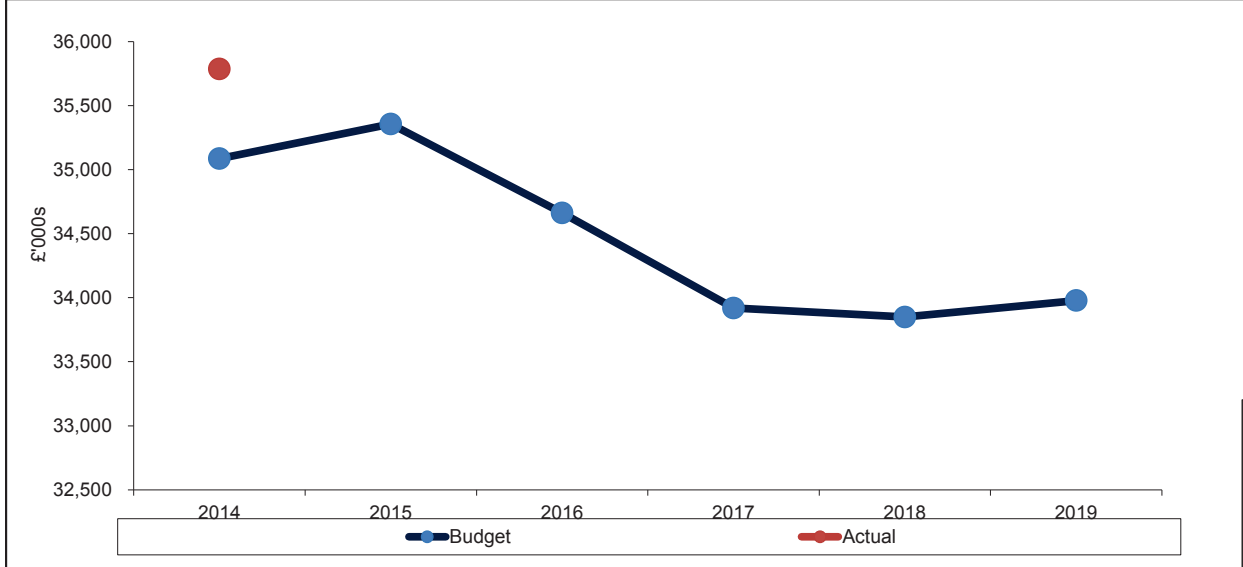
| DEPARTMENTAL BUDGET AND RESOURCES |                      |                |                |                |                |                |                |
|-----------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Revenue £'000s                    | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
| <b>Expenditure</b>                | <b>41,514</b>        | <b>43,290</b>  | <b>44,692</b>  | <b>42,355</b>  | <b>41,762</b>  | <b>41,866</b>  | <b>41,995</b>  |
| Employees                         | 10,815               | 10,698         | 10,955         | 11,355         | 10,709         | 10,709         | 10,710         |
| Premises                          | 851                  | 804            | 908            | 1,028          | 1,031          | 1,035          | 1,038          |
| Transport                         | 3,091                | 4,226          | 3,150          | 4,101          | 4,147          | 4,193          | 4,240          |
| Supplies & Services               | 14,602               | 13,544         | 15,369         | 13,696         | 13,681         | 13,740         | 13,799         |
| 3rd party payments                | 9,743                | 11,536         | 11,761         | 9,591          | 9,611          | 9,606          | 9,626          |
| Transfer payments                 | 19                   | 7              | 19             | 19             | 19             | 19             | 19             |
| Support services                  | 2,175                | 2,257          | 2,358          | 2,388          | 2,388          | 2,388          | 2,388          |
| Depreciation                      | 218                  | 218            | 172            | 176            | 176            | 176            | 176            |
| Revenue £'000s                    | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
| <b>Income</b>                     | <b>6,427</b>         | <b>7,503</b>   | <b>9,335</b>   | <b>7,692</b>   | <b>7,842</b>   | <b>8,017</b>   | <b>8,017</b>   |
| Government grants                 | 951                  | 991            | 3,243          | 2,740          | 2,740          | 2,740          | 2,740          |
| Reimbursements                    | 3,160                | 3,864          | 3,292          | 2,369          | 2,369          | 2,369          | 2,369          |
| Customer & client receipts        | 2,316                | 2,648          | 2,800          | 2,583          | 2,733          | 2,908          | 2,908          |
| Interest                          |                      |                |                |                |                |                |                |
| Reserves                          |                      |                |                |                |                |                |                |
| Capital Funded                    |                      |                |                |                |                |                |                |
| <b>Council Funded Net Budget</b>  | <b>35,086</b>        | <b>35,787</b>  | <b>35,356</b>  | <b>34,662</b>  | <b>33,920</b>  | <b>33,849</b>  | <b>33,978</b>  |



| Capital Budget £'000s | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|-----------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       | 0                    | 0              | 0              | 0              | 0              | 0              | 0              |

**2016/17**

Reduce Early Years service to pais-for childcare with very limited targeted service for highly vulnerable families: £271,000  
 Reduced youth service to VCS provision: £200,270  
 Public Health: £400,000  
 Increased income from schools/ reduced LA service offer: £343,370



**2017/18**

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000  
 Reduced service offer from school improvement: £75,000  
 Increased income from schools/ reduced LA service offer: £200,000

**2018/19**

Increased income from schools/ reduced LA service offer: £200,000

**2019/20**



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Education**

| PROJECT DESCRIPTION |                   | MAJOR PROJECTS BENEFITS |   |                          | Risk       |        |          |          |           |
|---------------------|-------------------|-------------------------|---|--------------------------|------------|--------|----------|----------|-----------|
|                     |                   |                         |   |                          | Likelihood | Impact | Score    |          |           |
| <b>Project 1</b>    |                   | Project Title:          | <b>Improving pupil outcomes at KS2 &amp; KS4 (Edn TOM)</b>  | Select one major benefit |            |        |          |          |           |
| Start date          | <b>2013-14</b>    | Project Details:        | Rigorous support and challenge for schools in RI or vulnerable to RI including maintenance of Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.   |                          |            |        | <b>2</b> | <b>3</b> | <b>6</b>  |
| End date            | <b>2017-18</b>    |                         |   |                          |            |        |          |          |           |
| <b>Project 2</b>    |                   | Project Title:          | <b>School Improvement through partnership (Edn TOM)</b>   | Select one major benefit |            |        |          |          |           |
| Start date          | <b>2013-14</b>    | Project Details:        | Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.   |                          |            |        | <b>3</b> | <b>2</b> | <b>6</b>  |
| End date            | <b>2019-20</b>    |                         |   |                          |            |        |          |          |           |
| <b>Project 3</b>    |                   | Project Title:          | <b>Transforming Early Years (EY's TOM)</b>  | Select one major benefit |            |        |          |          |           |
| Start date          | <b>2013-14</b>    | Project Details:        | Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers. |                          |            |        | <b>3</b> | <b>2</b> | <b>6</b>  |
| End date            | <b>2019-20</b>    |                         |   |                          |            |        |          |          |           |
| <b>Project 4</b>    |                   | Project Title:          | <b>Implementation of requirements of Children &amp; Families Act (Edn TOM &amp; CYPWB)</b>  | Select one major benefit |            |        |          |          |           |
| Start date          | <b>2013-14</b>    | Project Details:        | Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.   |                          |            |        | <b>4</b> | <b>3</b> | <b>12</b> |
| End date            | <b>2019-20</b>    |                         |   |                          |            |        |          |          |           |
| <b>Project 5</b>    |                   | Project Title:          | <b>Development of AltEd &amp; linked provision</b>  | Select one major benefit |            |        |          |          |           |
| Start date          | <b>2013-14</b>    | Project Details:        | Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.   |                          |            |        | <b>3</b> | <b>2</b> | <b>6</b>  |
| End date            | <b>2016-17</b>    |                         |   |                          |            |        |          |          |           |
| <b>Project 6</b>    |                   | Project Title:          | <b>Youth transformation phases 3 &amp; 4 (Edn TOM)</b>  | Select one major benefit |            |        |          |          |           |
| Start date          | <b>2013-14</b>    | Project Details:        | Implementation of new funding models for PB & PH.   |                          |            |        | <b>4</b> | <b>3</b> | <b>12</b> |
| End date            | <b>2017-18</b>    |                         |   |                          |            |        |          |          |           |
| <b>Project 7</b>    |                   | Project Title:          | <b>Education TOM/CYPWB Model</b>  | Select one major benefit |            |        |          |          |           |
| Start date          | <b>2015 -2016</b> | Project Details:        | Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including implementation of MOSAIC phases 1 & 2  |                          |            |        | <b>4</b> | <b>3</b> | <b>12</b> |
| End date            | <b>2019 -2020</b> |                         |   |                          |            |        |          |          |           |



# Community & Housing



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Adult Social Care**

| PROJECT DESCRIPTION |            | MAJOR PROJECTS BENEFITS |  |                               | Risk       |        |       |   |    |
|---------------------|------------|-------------------------|--|-------------------------------|------------|--------|-------|---|----|
|                     |            |                         |  |                               | Likelihood | Impact | Score |   |    |
| <b>Project 1</b>    |            | Project Title:          | <b>Service redesign</b>  | Improved efficiency (savings) |            |        | 2     | 3 | 6  |
| Start date          | 01/04/2016 | Project Details:        | The proposed structural changes will support the focus on the customer, the customer journey and the customer experience. It will also complement the Merton Agile approach for social care. The approach represents a change from current service delivery models and structures, requiring a move from defined job roles to skills based flexible working, with wider and deeper partnership working with other parts of the Council, the Voluntary sector and the Private Sector. |                               |            |        |       |   |    |
| End date            | 01/06/2016 |                         |  |                               |            |        |       |   |    |
| <b>Project 2</b>    |            | Project Title:          | <b>Grant Funded Prevention Programme</b>   | Improved effectiveness        |            |        | 1     | 2 | 2  |
| Start date          | 01/06/2015 | Project Details:        | Older people supported to live behind their own front doors for as long as possible, in a way that is inclusive, personalized, inter generational as far as possible locality based, and enables them to make whatever contribution they can.  |                               |            |        |       |   |    |
| End date            | 2017-18    |                         |  |                               |            |        |       |   |    |
| <b>Project 3</b>    |            | Project Title:          | <b>Reablement</b>  | Improved effectiveness        |            |        | 4     | 2 | 8  |
| Start date          | 2015-16    | Project Details:        | Review of the new Reablement Service to optimise its cost effectiveness.   |                               |            |        |       |   |    |
| End date            | 2017-18    |                         |  |                               |            |        |       |   |    |
| <b>Project 4</b>    |            | Project Title:          | <b>Equipment and Adaptations</b>   | Improved customer experience  |            |        | 3     | 2 | 6  |
| Start date          | 2015-16    | Project Details:        | Review of equipment and adaptation pathways to promote/maximise independence within available resources.   |                               |            |        |       |   |    |
| End date            | 2017-18    |                         |  |                               |            |        |       |   |    |
| <b>Project 5</b>    |            | Project Title:          | <b>Transition</b>  | Improved customer experience  |            |        | 3     | 2 | 6  |
| Start date          | 2015-16    | Project Details:        | Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood   |                               |            |        |       |   |    |
| End date            | 2017-18    |                         |  |                               |            |        |       |   |    |
| <b>Project 6</b>    |            | Project Title:          | <b>Challenging Behaviour Offer</b>   | Improved customer experience  |            |        | 3     | 3 | 9  |
| Start date          | 01/11/2015 | Project Details:        | Review, redesign and deliver an improved local offer to meet the needs of adults with behaviour that challenges services.  |                               |            |        |       |   |    |
| End date            | 2016-17    |                         |  |                               |            |        |       |   |    |
| <b>Project 7</b>    |            | Project Title:          | <b>LD Day Activities</b>   | Improved effectiveness        |            |        | 4     | 2 | 8  |
| Start date          | 01/06/2015 | Project Details:        | Review and continuous improvement of LD day/evening activities and associated transport  |                               |            |        |       |   |    |
| End date            | 2016-17    |                         |  |                               |            |        |       |   |    |
| <b>Project 8</b>    |            | Project Title:          | <b>MH Accommodation and Support</b>  | Improved efficiency (savings) |            |        | 4     | 2 | 8  |
| Start date          | 2015-16    | Project Details:        | Option appraisals of the possible accommodation and support offer identified in review of MH Accommodation and Support by Alder.   |                               |            |        |       |   |    |
| End date            | 2016-17    |                         |  |                               |            |        |       |   |    |
| <b>Project 9</b>    |            | Project Title:          | <b>Social capital / Access to Universal Services</b>   | Improved effectiveness        |            |        | 4     | 3 | 12 |
| Start date          | 2016-17    | Project Details:        | Increased use of social capital to meet eligible needs as opposed to funded specialist support services  |                               |            |        |       |   |    |
| End date            | 2016-17    |                         |  |                               |            |        |       |   |    |
| <b>Project 10</b>   |            | Project Title:          | <b>Good Neighbours/Volunteers Review</b>   | Improved effectiveness        |            |        | 2     | 3 | 6  |
| Start date          | 2016-17    | Project Details:        | Redesign and deliver a plan to promote "good neighbours" whereby neighbours/ volunteer's increasingly help to support each other rather than being dependent on formal support services.   |                               |            |        |       |   |    |
| End date            | 2017-18    |                         |  |                               |            |        |       |   |    |

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Adult Social Care**

| PROJECT DESCRIPTION |            | MAJOR PROJECTS BENEFITS  |                               |  | Risk       |        |       |    |
|---------------------|------------|--|-------------------------------|--|------------|--------|-------|----|
|                     |            |  |                               |  | Likelihood | Impact | Score |    |
| Start date          | 01/08/2015 | Project Title: <b>Dementia Friendly Community</b><br><br>Project Details: Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.   | Improved customer experience  |  |            | 4      | 2     | 8  |
| End date            | 2018-19    |  |                               |  |            |        |       |    |
| Start date          | 2015-16    | Project Title: <b>Information Portal</b><br><br>Project Details: Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.   | Improved customer experience  |  |            | 3      | 3     | 9  |
| End date            | 2016-17    |  |                               |  |            |        |       |    |
| Start date          | 2015-16    | Project Title: <b>Face to Face/Telephone Contact</b><br><br>Project Details: Review, redesign and deliver a plan to ensure people seeking 1 to 1 advice are consistently provided with relevant, accurate and up to date information.  | Improved customer experience  |  |            | 3      | 3     | 9  |
| End date            | 2016-17    |  |                               |  |            |        |       |    |
| Start date          | 2015-16    | Project Title: <b>Developing a workforce fit for the future</b><br><br>Project Details: Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to close each gap identified.   | Improved effectiveness        |  |            | 4      | 3     | 12 |
| End date            | 2016-17    |  |                               |  |            |        |       |    |
| Start date          | 30/11/2015 | Project Title: <b>Income Generation</b><br><br>Project Details: Identify current and potential new income sources and maximise income levels. Productivity and Efficiency  | Economic outcomes             |  |            | 4      | 3     | 12 |
| End date            | 2016-17    |  |                               |  |            |        |       |    |
| Start date          | 01/07/2015 | Project Title: <b>Assessment &amp; Care Management Processes</b><br><br>Project Details: Review, redesign and deliver a plan to ensure that all assessment and care management processes including those related to safeguarding, the Mental Capacity Act and DOLS are efficient, effective, consistently promote independence and adequately resourced.   | Improved effectiveness        |  |            | 2      | 3     | 6  |
| End date            | 2016-17    |  |                               |  |            |        |       |    |
| Start date          | 30/06/2015 | Project Title: <b>Financial Assessment and Debt Minimisation</b><br><br>Project Details: Review, redesign and deliver a plan to ensure that processes for financial assessment, invoicing services users and debt collection are efficient, effective and contribute to maximising income levels.  | Improved effectiveness        |  |            | 4      | 3     | 12 |
| End date            | 2016-17    |  |                               |  |            |        |       |    |
| Start date          | 2016-17    | Project Title: <b>Shared Services</b><br><br>Project Details: Generate and evaluate options for a shared service with a neighbouring local authority or NHS organisation   | Improved efficiency (savings) |  |            | 4      | 3     | 12 |
| End date            | 2017-18    |  |                               |  |            |        |       |    |
| Start date          | 2016-17    | Project Title: <b>In-House Organisational Structures</b><br><br>Project Details: Generate/evaluate options to outsource in-house services into a non-profit making organisational form such as a community trust, LA trading company etc.  | Improved efficiency (savings) |  |            | 5      | 2     | 10 |
| End date            | 2017-18    |  |                               |  |            |        |       |    |
| Start date          | 2014-15    | Project Title: <b>SCIS</b><br><br>Project Details: Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that the needs of adult social care are fully in scope when decisions are made and by having oversight of its implementation for adult social care. | Improved effectiveness        |  |            | 3      | 4     | 12 |
| End date            | 2016-17    |  |                               |  |            |        |       |    |

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Adult Social Care**

| PROJECT DESCRIPTION |         | MAJOR PROJECTS BENEFITS   |                               |  | Risk       |        |       |    |
|---------------------|---------|---|-------------------------------|--|------------|--------|-------|----|
|                     |         |   |                               |  | Likelihood | Impact | Score |    |
| Start date          | 2015-16 | Project Title:<br><b>Customer Profiling</b><br><br>Project Details:<br>Use data about the population in Merton and about service users and carers to ensure the right resources are in the right place at the right time and that customers can more easily be matched (or match themselves) to services or service providers in an open/transparent market.  | Improved effectiveness        |  |            | 4      | 3     | 12 |
| End date            | 2017-18 |   |                               |  |            |        |       |    |
| Start date          | 2015-16 | Project Title:<br><b>Carers Support</b><br><br>Project Details:<br>Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.  | Improved customer experience  |  |            | 3      | 4     | 12 |
| End date            | 2016-17 |   |                               |  |            |        |       |    |
| Start date          | 2015-16 | Project Title:<br><b>Rebalanced Homecare Services Portfolio</b><br><br>Project Details:<br>Shift of emphasis to outcomes based services, Pay-for-Results, and Restorative Care for agency delivered services. More shared data & systems to enable an optimised Agile Social Care System. More coordinated and integrated end-to-end hospital to home system with predictive analytics.                             | Improved efficiency (savings) |  |            | 3      | 3     | 9  |
| End date            | 2017-18 |   |                               |  |            |        |       |    |
| Start date          | 2016-17 | Project Title:<br><b>Micro-Direct Commissioning System</b><br><br>Project Details:<br>Micro-direct commissioning allows service users to commission their own services. It is a cashless system connecting people needing care with people who can provide it. Providers may be individuals, working full or part time, agencies, voluntary and other orgs. The system electronically matches users and providers.  | Improved efficiency (savings) |  |            | 3      | 4     | 12 |
| End date            | 2017-18 |   |                               |  |            |        |       |    |
| Start date          | 2016-17 | Project Title:<br><b>Bed based care</b><br><br>Project Details:<br>Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look at potential for hybrid capitalisation, 3rd party management /operator business model.  | Improved efficiency (savings) |  |            | 3      | 4     | 12 |
| End date            | 2017-18 |   |                               |  |            |        |       |    |
| Start date          | 2016-17 | Project Title:<br><b>Senior 'AIR BNB' System</b><br><br>Project Details:<br>For matching homeowners needing care and individuals who can provide it in exchange for accommodation.  | Improved efficiency (savings) |  |            | 3      | 4     | 12 |
| End date            | 2017-18 |   |                               |  |            |        |       |    |
| Start date          | 2015-16 | Project Title:<br><b>Shared data/systems/metrics</b><br><br>Project Details:<br>With market providers for quality, value and performance. Quality as an integral part of the value equation together with customer feedback.  | Improved effectiveness        |  |            | 3      | 4     | 12 |
| End date            | 2016-17 |   |                               |  |            |        |       |    |
| Start date          | 2015-16 | Project Title:<br><b>Procurement Efficiencies &amp; Savings:</b><br><br>Project Details:<br>More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider range of data for performance, value and quality.   | Improved efficiency (savings) |  |            | 3      | 4     | 12 |
| End date            | 2016-17 |   |                               |  |            |        |       |    |
| Start date          | 2015-16 | Project Title:<br><b>Integration</b><br><br>Project Details:<br>Merton Integration Board (BCF Project) has the following key interfaces with ASC Redesign:<br>- Improving reactive provider response services incl. the reablement restructure<br>- Establishing 7 day working and proactive case management e.g. by locality teams including Home from Hospital<br>- Increasing the use of Telecare and Telehealth | Improved effectiveness        |  |            | 3      | 4     | 12 |
| End date            | 2016-17 |   |                               |  |            |        |       |    |
| Start date          |         | Project Title:<br><br><br>Project Details:  | Select one major benefit      |  |            | 3      | 4     | 12 |
| End date            |         |   |                               |  |            |        |       |    |





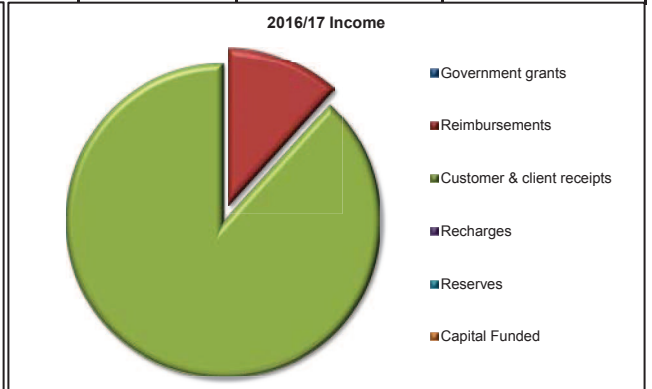
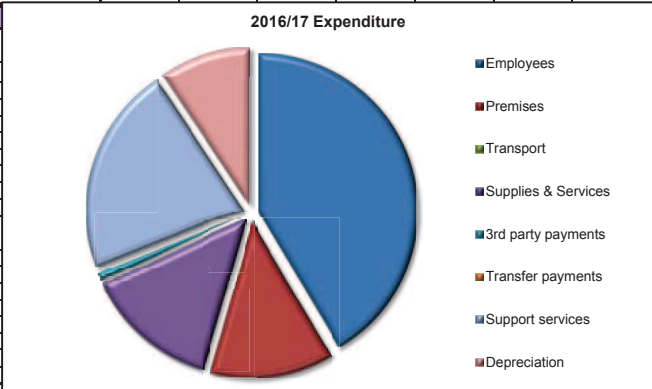
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Housing Needs and Enabling Services**

| PROJECT DESCRIPTION |                | MAJOR PROJECTS BENEFITS |   |                               | Risk       |        |          |          |          |
|---------------------|----------------|-------------------------|---|-------------------------------|------------|--------|----------|----------|----------|
|                     |                |                         |   |                               | Likelihood | Impact | Score    |          |          |
| <b>Project 1</b>    |                | Project Title:          | <b>Deliver on-line self-assessment tools</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2016-17</b> | Project Details:        | Implement on-line Housing Register pre-application assessment tool.   |                               |            |        | <b>3</b> | <b>1</b> | <b>3</b> |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 2</b>    |                | Project Title:          | <b>Homeless Placement Policy</b>  | Risk reduction and compliance |            |        |          |          |          |
| Start date          | <b>2016-17</b> | Project Details:        | Implement and monitor the Homeless Placement policy   |                               |            |        | <b>2</b> | <b>2</b> | <b>4</b> |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 3</b>    |                | Project Title:          | <b>CHMP Regeneration</b>  | Improved reputation           |            |        |          |          |          |
| Start date          | <b>2014-15</b> | Project Details:        | Input to CHMP regeneration with Future Merton.  |                               |            |        | <b>1</b> | <b>2</b> | <b>2</b> |
| End date            | <b>2018-19</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 4</b>    |                | Project Title:          | <b>Housing Service Review</b>   | Economic outcomes             |            |        |          |          |          |
| Start date          | <b>2015-16</b> | Project Details:        | Consider any actions arising from the review on whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).                               |                               |            |        | <b>3</b> | <b>1</b> | <b>3</b> |
| End date            | <b>2016-17</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 5</b>    |                | Project Title:          | <b>Shared Lives Development</b>   | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2015-16</b> | Project Details:        | Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary |                               |            |        | <b>3</b> | <b>1</b> | <b>3</b> |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 6</b>    |                | Project Title:          | <b>Technology Review</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2016-17</b> | Project Details:        | Review whether to retain Capita Housing and Home Connections in light of any procurement rules and operating environment. Work with IT / E&R on re-procurement / replacement of M3PP.   |                               |            |        | <b>2</b> | <b>1</b> | <b>2</b> |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 7</b>    |                | Project Title:          | <b>Selective Licencing</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2015-16</b> | Project Details:        | Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.   |                               |            |        | <b>2</b> | <b>1</b> | <b>2</b> |
| End date            | <b>2016-17</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 8</b>    |                | Project Title:          | <b>EDRMS Workflow</b>   | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2015-16</b> | Project Details:        | Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly  |                               |            |        | <b>2</b> | <b>2</b> | <b>4</b> |
| End date            | <b>2016-17</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 9</b>    |                | Project Title:          | <b>Service re-structure</b>   | Improved efficiency (savings) |            |        |          |          |          |
| Start date          | <b>2016-17</b> | Project Details:        | Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.   |                               |            |        | <b>2</b> | <b>3</b> | <b>6</b> |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |          |          |          |
| <b>Project 10</b>   |                | Project Title:          |   | Select one major benefit      |            |        |          |          |          |
| Start date          |                | Project Details:        |   |                               |            |        |          |          | <b>0</b> |
| End date            |                |                         |   |                               |            |        |          |          |          |

| Libraries<br>Cllr Nick Draper Cabinet Member for Community & Culture<br>Enter a brief description of your main activities and objectives below | Planning Assumptions   |                |                |                |                |                | The Corporate strategies your service contributes to |                        |                       |   |
|--|--|----------------|----------------|----------------|----------------|----------------|--|------------------------|-----------------------|---|
|  | Anticipated demand   | 2014/15        | 2015/16        | 2016/17        | 2017/18        | 2018/19        |  | 2019/20                |                       |   |
|  | Active users   | 54,500         | 55,000         | 56,000         | 56,000         | 56,000         |  | 56,000                 | Community Plan        |   |
| Stock issues   | 1,000,000  | 1,000,000      | 950,000        | 950,000        | 900,000        | 900,000        | Corp Equality Scheme                                 |                        |                       |   |
| Registered members   | 130,000  | 135,000        | 135,000        | 135,000        | 135,000        | 135,000        | Customer Services Strategy                           |                        |                       |   |
| Visitor figures  | 1,150,000  | 1,200,000      | 1,200,000      | 1,210,000      | 1,210,000      | 1,210,000      | Voluntary Sector Strategy                            |                        |                       |   |
| <b>Anticipated non financial resources</b>   | <b>2014/15</b>   | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b> | Performance Management Framework                     |                        |                       |   |
| Staff (FTE)  | 47   | 45.71          | 43.56          | 40.56          | 39.56          | 39.56          | ICT Policy   |                        |                       |   |
| Accommodation (Libraries)  | 7  | 7              | 7              | 7              | 7              | 7              | Performance Management Framework                     |                        |                       |   |
| Equipment (PC's)   | 144  | 144            | 144            | 144            | 144            | 144            | Workforce Development Plan                           |                        |                       |   |
|  |  |                |                |                |                |                | Asset Management Plan                                |                        |                       |   |
| <b>Performance indicator</b>   | <b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b> |                |                |                |                |                | <b>Polarity</b>                                      | <b>Reporting cycle</b> | <b>Indicator type</b> | <b>Main impact if indicator not met</b> |
|  | 2014/15(T)   | 2015/16(T)     | 2016/17(P)     | 2017/18(P)     | 2018/19(P)     | 2019/20(P)     |  |                        |                       |   |
| Number of visitors accessing the library service online  | 115,000  | 170,000        | 200,000        | 210,000        | 220,000        | 230,000        | High   | Monthly                | Business critical     | Reduced uptake of service               |
| Active users - peoples network terminal  | 54,500   | 55,000         | 56,000         | 56,000         | 56,000         | 56,000         | High   | Monthly                | Business critical     | Reduced uptake of service               |
| % self service usage for stock transactions  | 95   | 95             | 96             | 97             | 97             | 97             | High   | Monthly                | Outcome               | Increased costs                         |
| Active volunteers in libraries   | 180  | 200            | 210            | 220            | 230            | 230            | High   | Monthly                | Business critical     | Customer hardship                       |
| Maintain income  | £327,000   | £316,000       | £316,000       | £346,000       | £346,000       | £346,000       | High   | Monthly                | Unit cost             | Increased costs                         |
| Partnership numbers  | 30   | 30             | 30             | 30             | 30             | 30             | High   | Monthly                | Quality               | Customer hardship                       |
| % customer satisfaction (ARS)  | 78   | 78             | 78             | 78             | 78             | 78             | High   | Annual                 | Outcome               | Reduced customer service                |

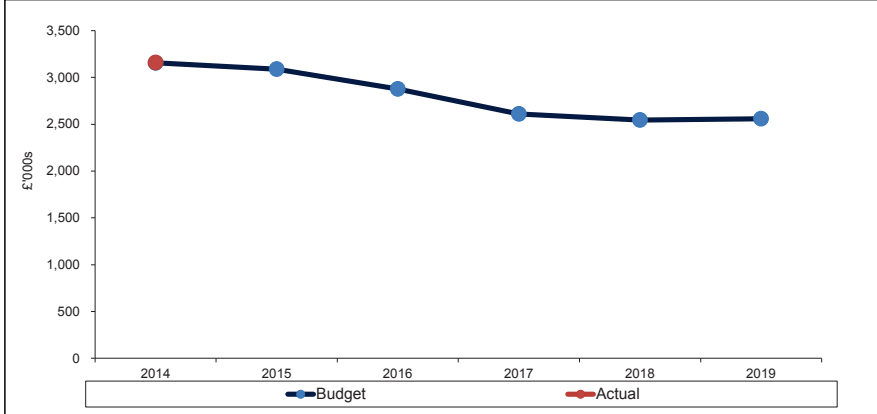
| DEPARTMENTAL BUDGET AND RESOURCES |                      |                |                |                |                |                |                |
|-----------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Revenue £'000s                    | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
| Expenditure                       | 3,568                | 3,523          | 3,405          | 3,235          | 2,969          | 2,934          | 2,947          |
| Employees                         | 1,329                | 1,261          | 1,325          | 1,348          | 1,068          | 1,020          | 1,020          |
| Premises                          | 452                  | 463            | 397            | 408            | 414            | 421            | 426            |
| Transport                         | 4                    | 4              | 4              | 4              | 4              | 4              | 4              |
| Supplies & Services               | 576                  | 588            | 465            | 449            | 455            | 460            | 468            |
| 3rd party payments                | 38                   | 38             | 28             | 27             | 29             | 30             | 30             |
| Transfer payments                 |                      |                |                | 0              | 0              | 0              | 0              |
| Support services                  | 689                  | 689            | 696            | 696            | 696            | 696            | 696            |
| Depreciation                      | 480                  | 480            | 490            | 303            | 303            | 303            | 303            |
| Income                            | 413                  | 364            | 316            | 358            | 358            | 388            | 388            |
| Government grants                 |                      |                |                |                |                |                | 0              |
| Reimbursements                    | 86                   | 84             |                | 42             | 42             | 42             | 42             |
| Customer & client receipts        | 327                  | 280            | 316            | 316            | 316            | 346            | 346            |
| Recharges                         |                      |                |                |                |                |                | 0              |
| Reserves                          |                      |                |                |                |                |                | 0              |
| Capital Funded                    |                      |                |                |                |                |                | 0              |
| <b>Council Funded Net Budget</b>  | <b>3,155</b>         | <b>3,159</b>   | <b>3,089</b>   | <b>2,877</b>   | <b>2,611</b>   | <b>2,546</b>   | <b>2,559</b>   |



| Capital Budget £'000s        | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Colliers Wood Library Re-Fit |                      |                |                | 200            |                |                |                |
| Library Self Service         |                      |                | 350            |                |                |                |                |
| West Barnes Library Re-fit   |                      |                |                |                | 200            |                |                |
| Library Management System    |                      |                |                |                | 100            |                |                |
|                              |                      |                |                |                |                |                |                |
|                              |                      |                |                |                |                |                |                |
|                              |                      |                |                |                |                |                |                |
|                              |                      |                |                |                |                |                |                |
|                              | 0                    | 0              | 350            | 200            | 300            | 0              | 0              |

**Summary of major budget etc. changes 2016/17**

Savings - Activities - £2k  
Savings - Staffing - £26k  
Savings - PLUS Consultation - £3k  
Savings - Volunteer Contract - £20k  
Savings - Reduction in Media Fund - £45k



**2017/18**

Savings - Introduce self-serve Libraries at off peak times - £90k  
Savings - Staffing - £60k  
Savings Proposal - Shared Management Structure - £130k(CH67)

**2018/19**

Savings - Letting of space for coffee shop franchise in libraries - £30k  
Completion of Shared Library & Heritage Service Management Structure with another borough - £25k (CH68)  
Full rationalisation of staffing structures and building usage with another borough (phase 2) - £23k (CH69)

**2019/20**

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Libraries**

| PROJECT DESCRIPTION |                | MAJOR PROJECTS BENEFITS |   |                               | Risk       |        |       |   |   |
|---------------------|----------------|-------------------------|---|-------------------------------|------------|--------|-------|---|---|
|                     |                |                         |   |                               | Likelihood | Impact | Score |   |   |
| <b>Project 1</b>    |                | Project Title:          | <b>E-communications</b>   | Improved customer experience  |            |        |       |   |   |
| Start date          | <b>2015-16</b> | Project Details         | Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Develop social networking tools and replace current e-newsletter structure; 3. Continue to develop library website; 4. Support with channel shift as part of the Customer Contact project |                               |            |        | 2     | 1 | 2 |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 2</b>    |                | Project Title:          | <b>Heritage Strategy</b>  | Improved effectiveness        |            |        |       |   |   |
| Start date          | <b>2015-16</b> | Project Details         | Promote the new Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.   |                               |            |        | 3     | 1 | 3 |
| End date            | <b>2019-20</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 3</b>    |                | Project Title:          | <b>Stock efficiency program</b>   | Improved efficiency (savings) |            |        |       |   |   |
| Start date          | <b>2015-16</b> | Project Details         | Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2016/17 and consolidate team structure. Maximise usage of e-resources.  |                               |            |        | 3     | 1 | 3 |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 4</b>    |                | Project Title:          | <b>Children &amp; Young People's projects</b>   | Improved customer experience  |            |        |       |   |   |
| Start date          | <b>2013-14</b> | Project Details         | Complete the rollout of the universal library membership scheme for all school children and students in Merton.   |                               |            |        | 3     | 1 | 3 |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 5</b>    |                | Project Title:          | <b>Outreach and Community Engagement plan</b>   | Improved customer experience  |            |        |       |   |   |
| Start date          | <b>2013-14</b> | Project Details         | Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.   |                               |            |        | 2     | 1 | 2 |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 6</b>    |                | Project Title:          | <b>IT Projects</b>  | Improved efficiency (savings) |            |        |       |   |   |
| Start date          | <b>2013-14</b> | Project Details         | Implement new self-service technology and develop payment services online. Rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.  |                               |            |        | 3     | 2 | 6 |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 7</b>    |                | Project Title:          | <b>Assisted digital support</b>   | Improved customer experience  |            |        |       |   |   |
| Start date          | <b>2013-14</b> | Project Details         | Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.  |                               |            |        | 2     | 1 | 2 |
| End date            | <b>2016-17</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 8</b>    |                | Project Title:          | <b>Security services contract</b>   | Improved efficiency (savings) |            |        |       |   |   |
| Start date          | <b>2015-16</b> | Project Details         | Re-tender of contract and on-going monitoring of performance.   |                               |            |        | 3     | 2 | 6 |
| End date            | <b>2018-19</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 9</b>    |                | Project Title:          | <b>Library redevelopments</b>   | Improved customer experience  |            |        |       |   |   |
| Start date          | <b>2013-14</b> | Project Details         | Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.   |                               |            |        | 3     | 2 | 6 |
| End date            | <b>2017-18</b> |                         |   |                               |            |        |       |   |   |
| <b>Project 10</b>   |                | Project Title:          | <b>London Libraries Consortium</b>  | Improved efficiency (savings) |            |        |       |   |   |
| Start date          | <b>2015-16</b> | Project Details         | Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy and procure new solution.  |                               |            |        | 3     | 2 | 6 |
| Projects            | <b>2018-19</b> |                         |   |                               |            |        |       |   |   |



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Public Health**

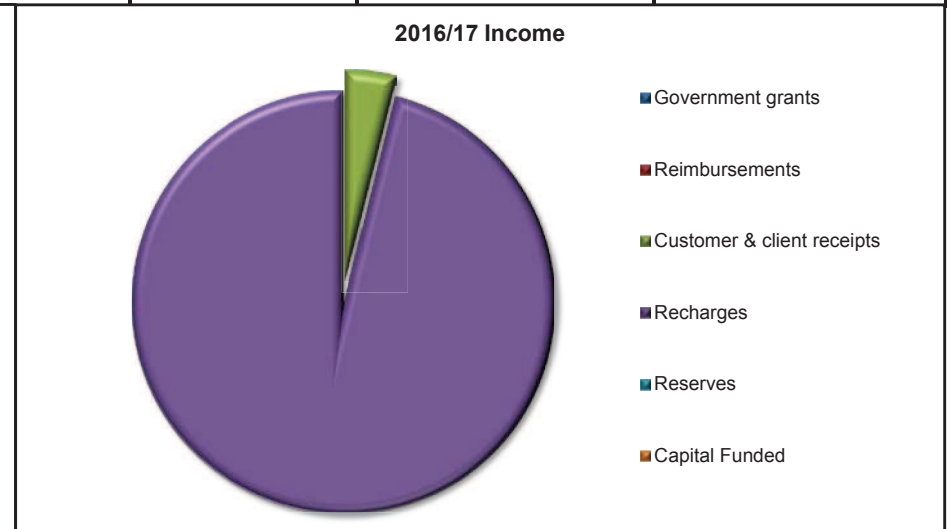
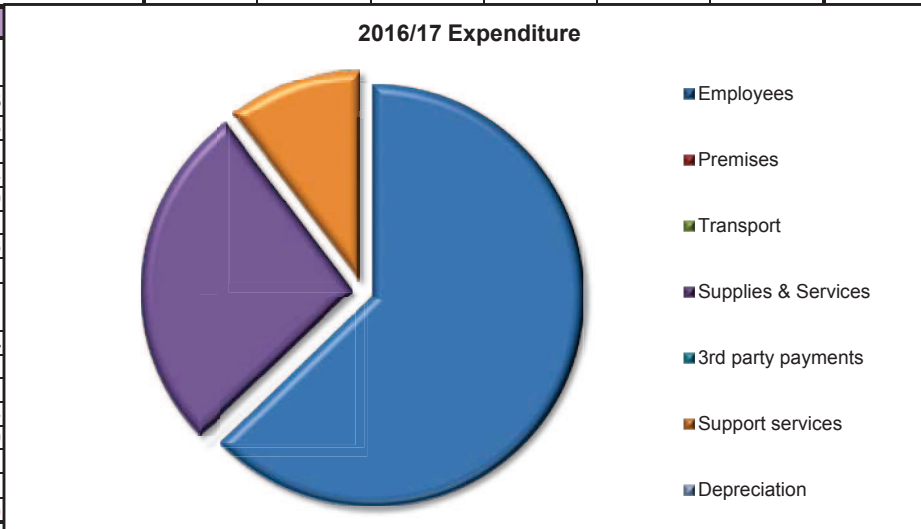
| PROJECT DESCRIPTION |                  | MAJOR PROJECTS BENEFITS |  |                               | Risk       |        |          |          |          |
|---------------------|------------------|-------------------------|--|-------------------------------|------------|--------|----------|----------|----------|
|                     |                  |                         |  |                               | Likelihood | Impact | Score    |          |          |
| <b>Project 1</b>    |                  | Project Title:          | <b>Integrated sexual health service</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2014-15</b>   | Project Details:        | Commissioning an integrated tier 2 sexual health service which incorporates existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.  |                               |            |        | <b>3</b> | <b>3</b> | <b>9</b> |
| End date            | <b>2016-17</b>   |                         |  |                               |            |        |          |          |          |
| <b>Project 2</b>    |                  | Project Title:          | <b>Embedding Chlamydia screening programme</b>   | Improved efficiency (savings) |            |        |          |          |          |
| Start date          | <b>2014-15</b>   | Project Details:        | To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.  |                               |            |        | <b>3</b> | <b>2</b> | <b>6</b> |
| End date            | <b>2015-16</b>   |                         |  |                               |            |        |          |          |          |
| <b>Project 3</b>    |                  | Project Title:          | <b>Review of local HIV services</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2014-15</b>   | Project Details:        | Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis.   |                               |            |        | <b>3</b> | <b>3</b> | <b>9</b> |
| End date            | <b>2015-16</b>   |                         |  |                               |            |        |          |          |          |
| <b>Project 4</b>    |                  | Project Title:          | <b>Integrated Health Improvement service (LiveWell)</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2015-2016</b> | Project Details:        | This evidence based service covers health improvement, stop smoking, tier 2 weight management for adults, tier 3 weight management for adults, tier 2 weight management for children and training for front line workers. It is currently being procured and will start mobilisation in early 2016.  |                               |            |        | <b>2</b> | <b>1</b> | <b>2</b> |
| End date            | <b>2017-2018</b> |                         |  |                               |            |        |          |          |          |
| <b>Project 5</b>    |                  | Project Title:          | <b>Prevention</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2014-15</b>   | Project Details:        | Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes (e.g. LiveWell, Healthy Workplace Outreach) to the influencing of local policy to create an environment that supports healthy choices (e.g. alcohol licensing policy). Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the health inequalities between east and west Merton. |                               |            |        | <b>2</b> | <b>1</b> | <b>2</b> |
| End date            | <b>2017-18</b>   |                         |  |                               |            |        |          |          |          |
| <b>Project 6</b>    |                  | Project Title:          | <b>Transition of responsibility for Health Visiting Service to Local Authority</b>   | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2015-16</b>   | Project Details:        | Responsibility for Health Visiting Services transferred from NHS England to LB Merton in October 2015. Project required to manage transition (including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme) and work with Merton CCG to recommission and mobilise Community Health Services (including Health Visiting) from April 2016.   |                               |            |        | <b>3</b> | <b>3</b> | <b>9</b> |
| End date            | <b>2016-17</b>   |                         |  |                               |            |        |          |          |          |
| <b>Project 7</b>    |                  | Project Title:          | <b>National Child Measurement Programme</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2015-16</b>   | Project Details:        | Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families. This is undertaken by the School Nursing Service, which is part of the recommissioning of Community Health Services.  |                               |            |        | <b>2</b> | <b>2</b> | <b>4</b> |
| End date            | <b>2017-18</b>   |                         |  |                               |            |        |          |          |          |
| <b>Project 8</b>    |                  | Project Title:          | <b>NHS Health Checks</b>   | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2013/14</b>   | Project Details:        | People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.  |                               |            |        | <b>2</b> | <b>2</b> | <b>4</b> |
| End date            | <b>2017/18</b>   |                         |  |                               |            |        |          |          |          |
| <b>Project 9</b>    |                  | Project Title:          | <b>Substance Misuse Prevention and Treatment</b>   | Improved efficiency (savings) |            |        |          |          |          |
| Start date          | <b>2015/16</b>   | Project Details:        | The substance misuse service is being redesigned in partnership with Merton CCG to cover the entire pathway from prevention to treatment. The service will include a component of shared care that, over time, will provide a more cost effective and local service to residents.  |                               |            |        | <b>3</b> | <b>3</b> | <b>9</b> |
| End date            | <b>2017/2018</b> |                         |  |                               |            |        |          |          |          |
| <b>Project 10</b>   |                  | Project Title:          | <b>Support to Merton Clinical Commissioning Group</b>  | Improved effectiveness        |            |        |          |          |          |
| Start date          | <b>2015/16</b>   | Project Details:        | Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.   |                               |            |        | <b>2</b> | <b>2</b> | <b>4</b> |
| End date            | <b>2017/18</b>   |                         |  |                               |            |        |          |          |          |



# Corporate Services

| Business Improvement<br>Cllr Mark Allison Cabinet Member for Finance<br>Enter a brief description of your main activities and objectives below   | Planning Assumptions  |            |            |            |            |            |          | The Corporate strategies your service contributes to |                   |                                  |
|--|---|------------|------------|------------|------------|------------|----------|--|-------------------|----------------------------------|
|  | Anticipated demand  | 2014/15    | 2015/16    | 2016/17    | 2017/18    | 2018/19    | 2019/20  |  |                   |                                  |
| <p>- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.</p> <p>- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.</p> <p>- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.</p> <p>- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives (especially LBC 2020) are realised.</p> <p>- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.</p> <p>- Work with businesses and I&amp;T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.</p> <p>- Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.</p> <p>- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.</p> <p>- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.</p> | Core service request (days)                                   | 4493       | 4023       | 3555       | 3355       | 3355       | 3355     | Customer Services Strategy                           |                   |                                  |
|  | Non Core service requests (days)                              | 1800       | 1620       | 1450       | 1450       | 1350       | 1350     | ICT Policy   |                   |                                  |
|  | Support for continuous/business improvement (days)            | 880        | 880        | 880        | 880        | 880        | 880      | Capital Programme                                    |                   |                                  |
|  | Project/Programmes  | 11 FTE     | 21 FTE     | 19 FTE     | 0 FTE      | 0 FTE      | 0 FTE    | Children & Young person's Plan                       |                   |                                  |
|  |   |            |            |            |            |            |          | Information Governance Policy                        |                   |                                  |
|  | Anticipated non financial resources                           | 2014/15    | 2015/16    | 2016/17    | 2017/18    | 2018/19    | 2019/20  |  |                   |                                  |
|  | Staff -Magt & Programme Office (FTE)                          | 4          | 6.46       | 6          | 3.5        | 2.5        | 2.5      |  |                   |                                  |
|  | Staff - Business Systems Team (FTE)                           | 26         | 25         | 23         | 21         | 21         | 21       |  |                   |                                  |
|  | Staff - Programmes and projects (fixed term)                  | 11         | 21         | 20         | 0          | 0          | 0        |  |                   |                                  |
|  | Apprentices   | 2          | 0          | 0          | 0          | 0          | 0        |  |                   |                                  |
| Performance indicator  | Performance Targets (T) & Provisional Performance Targets (P) |            |            |            |            |            | Polarity | Reporting cycle                                      | Indicator type    | Main impact if indicator not met |
|  | 2014/15(T)  | 2015/16(T) | 2016/17(P) | 2017/18(P) | 2018/19(P) | 2019/20(P) |          |  |                   |                                  |
| Systems availability   | 95%   | 97%        | 98%        | 99%        | 99%        | 99%        | High     | Monthly  | Business critical | Reduced service delivery         |
|  |   |            |            |            |            |            |          |  |                   |                                  |
|  |   |            |            |            |            |            |          |  |                   |                                  |
|  |   |            |            |            |            |            |          |  |                   |                                  |
|  |   |            |            |            |            |            |          |  |                   |                                  |
|  |   |            |            |            |            |            |          |  |                   |                                  |
|  |   |            |            |            |            |            |          |  |                   |                                  |

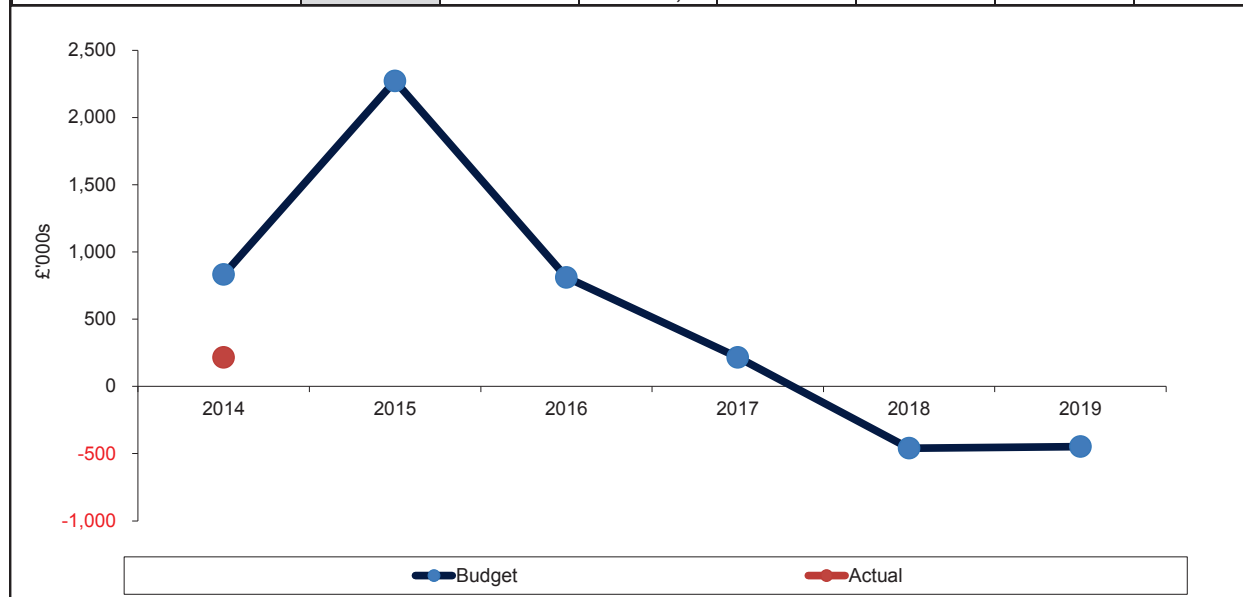
| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Final Budget 2014/15        | Actual 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        | Budget 2019/20        |
| <b>Expenditure</b>                | <b>3,554</b>                | <b>3,649</b>          | <b>5,196</b>          | <b>3,763</b>          | <b>3,170</b>          | <b>2,495</b>          | <b>2,505</b>          |
| Employees                         | 2,368                       | 2,380                 | 3,576                 | 2,363                 | 1,759                 | 1,076                 | 1,076                 |
| Premises                          |                             |                       |                       | 0                     |                       |                       |                       |
| Transport                         | 3                           | 1                     | 3                     | 3                     | 3                     | 4                     | 4                     |
| Supplies & Services               | 860                         | 791                   | 1,230                 | 1,011                 | 1,022                 | 1,029                 | 1,040                 |
| 3rd party payments                |                             |                       |                       | 0                     |                       |                       |                       |
| Support services                  | 323                         | 476                   | 386                   | 386                   | 386                   | 386                   | 386                   |
| Depreciation                      |                             |                       |                       |                       |                       |                       |                       |
| <b>Revenue £'000s</b>             | <b>Final Budget 2014/15</b> | <b>Actual 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> |
| <b>Income</b>                     | <b>2,722</b>                | <b>3,433</b>          | <b>2,924</b>          | <b>2,954</b>          | <b>2,954</b>          | <b>2,954</b>          | <b>2,954</b>          |
| Government grants                 |                             | 8                     |                       |                       |                       |                       |                       |
| Reimbursements                    |                             | 12                    |                       |                       |                       |                       |                       |
| Customer & client receipts        | 84                          | 133                   | 84                    | 114                   | 114                   | 114                   | 114                   |
| Recharges                         | 2,638                       | 3,280                 | 2,840                 | 2,840                 | 2,840                 | 2,840                 | 2,840                 |
| Reserves                          |                             |                       |                       |                       |                       |                       |                       |
| Capital Funded                    |                             |                       |                       |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>832</b>                  | <b>215</b>            | <b>2,272</b>          | <b>810</b>            | <b>216</b>            | <b>(459)</b>          | <b>(448)</b>          |



| Capital Budget £'000s         | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|-------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Document management system    |                      |                | 799            |                |                |                |                |
| Plan Web/Capita Housing       |                      |                | 42             |                | 100            | 42             |                |
| Customer contact programme    |                      |                | 785            |                | Outstanding    |                |                |
| Data Labeling                 |                      | 124            | 170            |                |                |                |                |
| Replace Social Care System    |                      | 226            | 686            |                | Outstanding    |                |                |
| Electronic Asset Management   |                      |                | 190            |                |                |                | 190            |
| M3 LP and PP related Projects |                      |                |                | 550            | 75             |                |                |
| Revenues & Benefits           |                      |                |                |                |                | 400            |                |
|                               | <b>0</b>             | <b>350</b>     | <b>2,672</b>   | <b>550</b>     | <b>175</b>     | <b>442</b>     | <b>190</b>     |

**Summary of major budget etc changes 2016/17**

Reorganisation of systems development and support arrangements CS63 £88k.  
 CSD37 PO Restructure 64k  
 CSD38 Reduction in hardware/software costs 5k  
 CSD39 Phase 2 of Business Systems team restructure 50k  
 CSD40 Additional income from Gazetteer 30k  
 CSD41 Consolidation of systems support 20k



**2017/18**

Reorganisation of systems development and support arrangements CS63 £74k.  
 CSD42 Restructure functions, delete 1 AD and other elements of management 170k  
 CS2015-08 Staffing support savings 13k

**2018/19**

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k  
 CS2015-02 Expiration of salary protection 16k

**2019/20**



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Business Improvement**

| PROJECT DESCRIPTION |            | MAJOR PROJECT BENEFIT |  |   | Risk       |        |       |
|---------------------|------------|-----------------------|--|---|------------|--------|-------|
|                     |            |                       |  |   | Likelihood | Impact | Score |
| <b>Project 1</b>    |            | Project Title:        | <b>Customer Contact programme</b>  | The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services. | 2          | 2      | 4     |
| Start date          | 01/04/2013 | Project Details:      | Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.   |   |            |        |       |
| End date            | 31/09/2016 |                       |  |   |            |        |       |
| <b>Project 2</b>    |            | Project Title:        | <b>Electronic document and records management system</b>   | EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.  | 3          | 2      | 6     |
| Start date          | 01/04/2013 | Project Details:      | Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.  |   |            |        |       |
| End date            | 31/07/2016 |                       |  |   |            |        |       |
| <b>Project 3</b>    |            | Project Title:        | <b>Social Care Information System</b>  | A fit for purpose system that supports efficient business practices and care management now and into the future   | 1          | 3      | 3     |
| Start date          | 01/06/2014 | Project Details:      | Procure and implement a Social Care Information system to support adults social and children and families integrated care.   |   |            |        |       |
| End date            | 30/03/2016 |                       |  |   |            |        |       |
| <b>Project 4</b>    |            | Project Title:        | <b>Data Labelling System</b>   | Ensures compliance with legislative requirements on categorisation and storage of data and information.   | 2          | 1      | 2     |
| Start date          | 01/06/2014 | Project Details:      | Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward. |   |            |        |       |
| End date            | TBC        |                       |  |   |            |        |       |
| <b>Project 5</b>    |            | Project Title:        | <b>SCIS Phase 2</b>  | A fit for purpose system that supports efficient business practices and care management now and into the future   | 1          | 2      | 2     |
| Start date          | 01/04/2016 | Project Details:      | Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.  |   |            |        |       |
| End date            | TBC        |                       |  |   |            |        |       |
| <b>Project 6</b>    |            | Project Title:        | <b>EAMS</b>  | A fit for purpose system that supports channel shift and end-to-end process improvement   | 1          | 2      | 2     |
| Start date          | 01/01/2015 | Project Details:      | Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.   |   |            |        |       |
| End date            | TBC        |                       |  |   |            |        |       |
| <b>Project 7</b>    |            | Project Title:        | <b>MADI</b>  | Customers can access and interact with geospatial data to achieve online reporting.   | 1          | 2      | 2     |
| Start date          | 01/07/2015 | Project Details:      | Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.   |   |            |        |       |
| End date            | 31/09/16   |                       |  |   |            |        |       |
| <b>Project 8</b>    |            | Project Title:        |  | Select one major benefit  |            |        | 0     |
| Start date          |            | Project Details:      |  |   |            |        |       |
| End date            |            |                       |  |   |            |        |       |
| <b>Project 9</b>    |            | Project Title:        |  | Select one major benefit  |            |        | 0     |
| Start date          |            | Project Details:      |  |   |            |        |       |
| End date            |            |                       |  |   |            |        |       |
| <b>Project 10</b>   |            | Project Title:        |  | Select one major benefit  |            |        | 0     |
| Start date          |            | Project Details:      |  |   |            |        |       |
| End date            |            |                       |  |   |            |        |       |



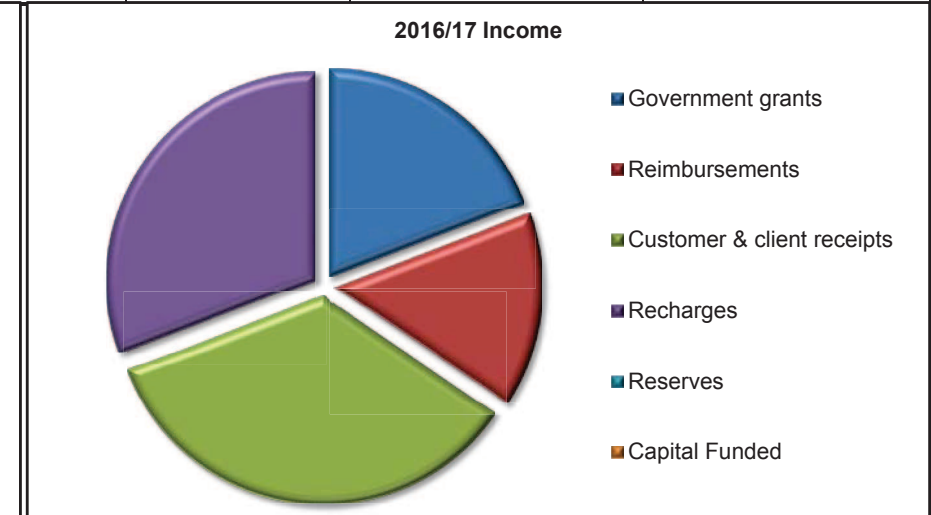
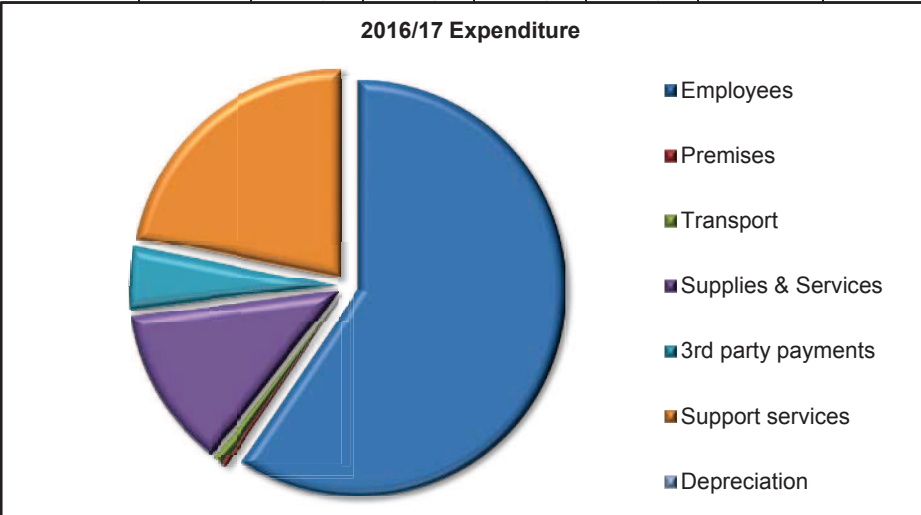
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Corporate Governance**

| PROJECT DESCRIPTION |                   | MAJOR PROJECTS BENEFITS |   |   | Risk                     |        |       |
|---------------------|-------------------|-------------------------|---|---|--------------------------|--------|-------|
|                     |                   |                         |   |   | Likelihood               | Impact | Score |
| <b>Project 1</b>    |                   | Project Title:          | <b>2013/17 Implement individual electoral registration</b>  |   | Select one major benefit |        |       |
| Start date          | <b>01/04/2013</b> | Project Details:        | Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.  | 3 | 3                        | 9      |       |
| End date            | <b>31/12/2016</b> |                         |   |   |                          |        |       |
| <b>Project 2</b>    |                   | Project Title:          | <b>2013/17 Administer statutory elections, referendums and ballots.</b>   |   | Select one major benefit |        |       |
| Start date          | <b>01/04/2013</b> | Project Details:        | Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.  | 3 | 3                        | 9      |       |
| End date            | <b>31/03/2017</b> |                         |   |   |                          |        |       |
| <b>Project 3</b>    |                   | Project Title:          | <b>Committee report workflow</b>  |   | Select one major benefit |        |       |
| Start date          | <b>01/06/2014</b> | Project Details:        | To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees. | 2 | 1                        | 2      |       |
| End date            | <b>01/10/2017</b> |                         |   |   |                          |        |       |
| <b>Project 4</b>    |                   | Project Title:          | <b>Scrutiny Improvement Programme</b>   |   | Select one major benefit |        |       |
| Start date          | <b>01/04/2014</b> | Project Details:        | To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.   | 2 | 1                        | 2      |       |
| End date            | <b>31/03/2018</b> |                         |   |   |                          |        |       |
| <b>Project 5</b>    |                   | Project Title:          | <b>LLC service delivery</b>   |   | Select one major benefit |        |       |
| Start date          | <b>01/04/2014</b> | Project Details:        | Review of LLC service delivery; dependent on national directive   | 3 | 1                        | 3      |       |
| End date            | <b>31/03/2016</b> |                         |   |   |                          |        |       |
| <b>Project 6</b>    |                   | Project Title:          |   |   | Select one major benefit |        |       |
| Start date          |                   | Project Details:        |   |   |                          | 0      |       |
| End date            |                   |                         |   |   |                          |        |       |
| <b>Project 7</b>    |                   | Project Title:          |   |   | Select one major benefit |        |       |
| Start date          |                   | Project Details:        |   |   |                          | 0      |       |
| End date            |                   |                         |   |   |                          |        |       |
| <b>Project 8</b>    |                   | Project Title:          |   |   | Select one major benefit |        |       |
| Start date          |                   | Project Details:        |   |   |                          | 0      |       |
| End date            |                   |                         |   |   |                          |        |       |

| Customer Services   |  | Planning Assumptions   |         |  |                |                |                | The Corporate strategies your service contributes to |                                |                        |                           |   |                   |
|---|--|--|---------|--|----------------|----------------|----------------|--|--------------------------------|------------------------|---------------------------|---|-------------------|
| Cllr Mark Allison Cabinet Member for Finance  |  | Anticipated demand   | 2014/15 | 2015/16  | 2016/17        | 2017/18        | 2018/19        | 2019/20  |                                |                        |                           |   |                   |
| Enter a brief description of your main activities and objectives below  |  | Benefit/Council Tax support claimants                            | 16,000  | 16,000   | 15,000         | 14,000         | 14,000         |  | Customer Services Strategy     |                        |                           |   |                   |
| <p>There are 5 core services:</p> <p><b>Local Taxation</b> - responsible for Council Tax &amp; Business Rates collection, Debt recovery &amp; Bailiff collection services; - this includes a shared bailiff service with Sutton Council</p> <p><b>Housing Benefit</b> - responsible for administering housing and council tax benefit schemes &amp; identification and prevention of fraud;</p> <p><b>Merton Link</b> - first point of contact for most council customers &amp; visitors, through either face to face or via telephone - also provide Translation Services &amp; Concessionary Travel Schemes;</p> <p><b>Registrars</b> - responsible for registration of births &amp; deaths, marriages &amp; civil partnerships, citizenship ceremonies &amp; nationality services;</p> <p><b>Communications</b> - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do.</p> <p><b>Front line service for Universal Credit</b> - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload</p> |  | Telephone callers  | 600,000 | 600,000  | 500,000        | 450,000        | 400,000        |  | Homelessness Strategy          |                        |                           |   |                   |
|   |  | Face to face customers   | 100,000 | 90,000   | 85,000         | 80,000         | 70,000         |  | Medium Term Financial Strategy |                        |                           |   |                   |
|   |  | Council tax properties   | 82,500  | 83,000   | 83,000         | 83,000         | 85,000         |  | Social Inclusion Strategy      |                        |                           |   |                   |
|   |  | <b>Anticipated non financial resources</b>                       |         | <b>2014/15</b>   | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b>                                       | <b>2019/20</b>                 |                        |                           |   |                   |
|   |  | Staff (FTE)  | 140.4   | 148.3  | 134            | 133            | 133            | 133  |                                |                        |                           |   |                   |
|   |  | Apprentices(FTE)   | 3       |  |                |                |                |  |                                |                        |                           |   |                   |
|   |  | <b>Performance indicator</b>                                     |         | <b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b> |                |                |                |  | <b>Polarity</b>                | <b>Reporting cycle</b> | <b>Indicator type</b>     | <b>Main impact if indicator not met</b> |                   |
|   |  |  |         | 2014/15(T)   | 2015/16(T)     | 2016/17(P)     | 2017/18(P)     | 2018/19(P)   | 2019/20(P)                     |                        |                           |   |                   |
|   |  | % of Merton Bailiff files paid in full (exc parking & misc debt) |         | 58%  | 58%            | 58%            | 58%            | 58%  |                                | High                   | Monthly                   | Outcome                                 | Loss of income    |
|   |  | % of positive and neutral coverage tone                          |         | 92%  | 92%            | 92%            | 92%            | 92%  |                                | High                   | Monthly                   | Perception                              | Reputational risk |
| Business Rates collected  |  | 97.25%   | 97.50%  | 97.50%   | 97.50%         | 97.50%         |                | High   | Monthly                        | Business critical      | Loss of income            |   |                   |
| Council Tax Collected   |  | 97%  | 97.25%  | 97.25%   | 97.25%         | 97.25%         |                | High   | Monthly                        | Business critical      | Loss of income            |   |                   |
| First contact resolution  |  | 60%  | 65%     | 70%  | 75%            | 75%            |                | High   | Monthly                        | Perception             | Reduced customer service  |   |                   |
| Event income (Marriages, Civil Partnerships etc)  |  | 415,000  | 400,000 | 415,000  | 425,000        | 450,000        |                | High   | Monthly                        | Business critical      | Loss of income            |   |                   |
| % of on-line transactions   |  | N/A  | N/A     | 30,000   | 45,000         | 60,000         |                | High   | Monthly                        | Business critical      | Reduced customer service  |   |                   |
| Customer satisfaction with website  |  | N/A  | N/A     | TBC  |                |                |                | High   | Monthly                        | Perception             | Reduced uptake of service |   |                   |
| Time taken to process Housing Benefit COC   |  | N/A  | 11 days | 11 days  | 11 days        | 11 days        |                | Low  | Monthly                        | Business critical      | Customer hardship         |   |                   |
| Time taken to process new Housing Benefit claims  |  | N/A  | 21 days | 21 days  | 21 days        | 21 days        |                | Low  | Monthly                        | Business critical      | Customer hardship         |   |                   |

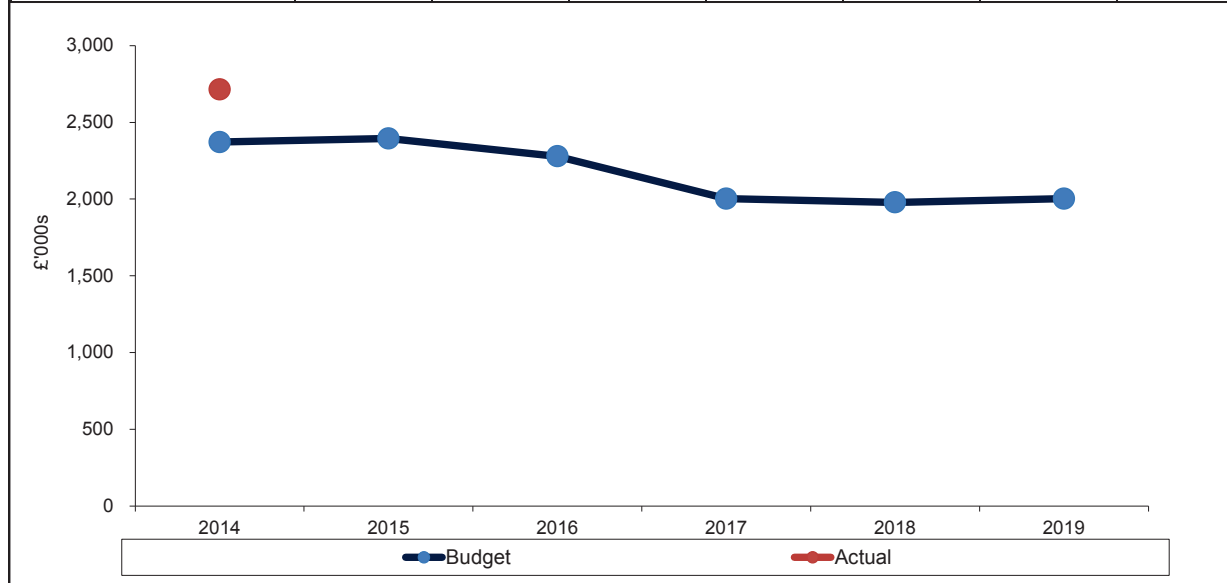
| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Final Budget 2014/15        | Actual 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        | Budget 2019/20        |
| <b>Expenditure</b>                | <b>9,289</b>                | <b>9,662</b>          | <b>8,991</b>          | <b>8,674</b>          | <b>8,421</b>          | <b>8,397</b>          | <b>8,422</b>          |
| Employees                         | 5,089                       | 5,433                 | 5,113                 | 5,151                 | 4,947                 | 4,947                 | 4,947                 |
| Premises                          | 22                          | 10                    | 20                    | 29                    | 29                    | 29                    | 29                    |
| Transport                         | 63                          | 65                    | 64                    | 70                    | 71                    | 72                    | 72                    |
| Supplies & Services               | 1,448                       | 1,592                 | 1,425                 | 1,089                 | 1,033                 | 1,002                 | 1,019                 |
| 3rd party payments                | 577                         | 449                   | 458                   | 425                   | 431                   | 438                   | 444                   |
| Support services                  | 2,089                       | 2,113                 | 1,910                 | 1,910                 | 1,910                 | 1,910                 | 1,910                 |
| Depreciation                      |                             |                       |                       |                       | 0                     | 0                     |                       |
| <b>Revenue £'000s</b>             | <b>Final Budget 2014/15</b> | <b>Actual 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> |
| <b>Income</b>                     | <b>6,917</b>                | <b>6,948</b>          | <b>6,597</b>          | <b>6,394</b>          | <b>6,419</b>          | <b>6,419</b>          | <b>6,419</b>          |
| Government grants                 | 1,743                       | 1,754                 | 1,519                 | 1,232                 | 1,232                 | 1,232                 | 1,232                 |
| Reimbursements                    | 930                         | 1,342                 | 930                   | 970                   | 970                   | 970                   | 970                   |
| Customer & client receipts        | 2,184                       | 1,937                 | 2,184                 | 2,228                 | 2,253                 | 2,253                 | 2,253                 |
| Recharges                         | 2,060                       | 1,914                 | 1,964                 | 1,964                 | 1,964                 | 1,964                 | 1,964                 |
| Reserves                          |                             |                       |                       |                       |                       |                       |                       |
| Capital Funded                    |                             |                       |                       |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>2,371</b>                | <b>2,715</b>          | <b>2,394</b>          | <b>2,279</b>          | <b>2,002</b>          | <b>1,978</b>          | <b>2,003</b>          |



| Capital Budget £'000s | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|-----------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       |                      |                |                |                |                |                |                |
|                       | 0                    | 0              | 0              | 0              | 0              | 0              | 0              |

**Summary of major budget etc changes 2016/17**

CS36 Re-tendering of cash collection services 10k  
 CS39 Impact of customer services review 30k  
 Reduction in discretionary relief payments 81k (to replace CS12 and CS13). CSD16 reduction in discretionary relief payments 231k  
 CSD9, 10 and 11 Savings from system savings (E-capture, Risk based verification, Experian) 41k  
 CSD14 Reduction in one Revenues Officer post 30k  
 CSD15 Increase in court costs 40k



**2017/18**

CS60 Deletion of Assistant Director post £109k  
 CSD17 Reduce marketing budget, increase self service and reduce designer costs 73k  
 CS2015-04 Increase in registrars' income 25k

**2018/19**

CSD19 My Merton savings 49k

**2019/20**

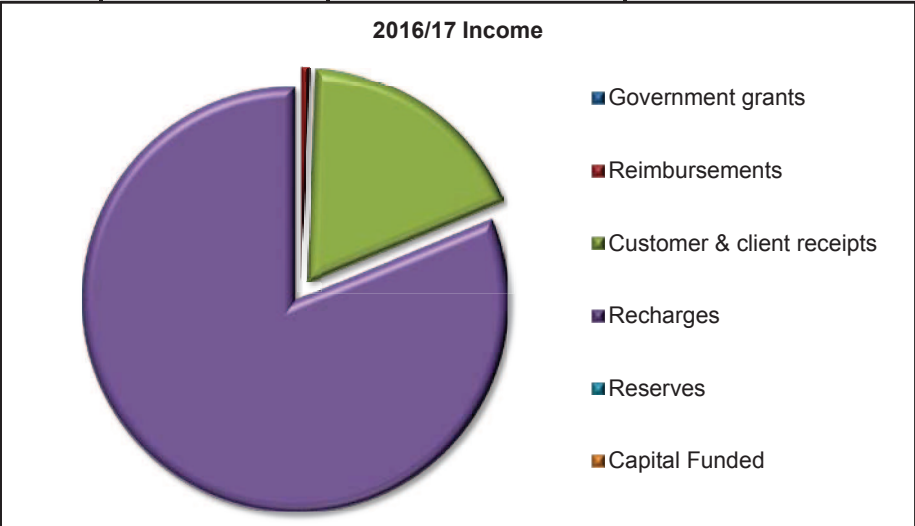
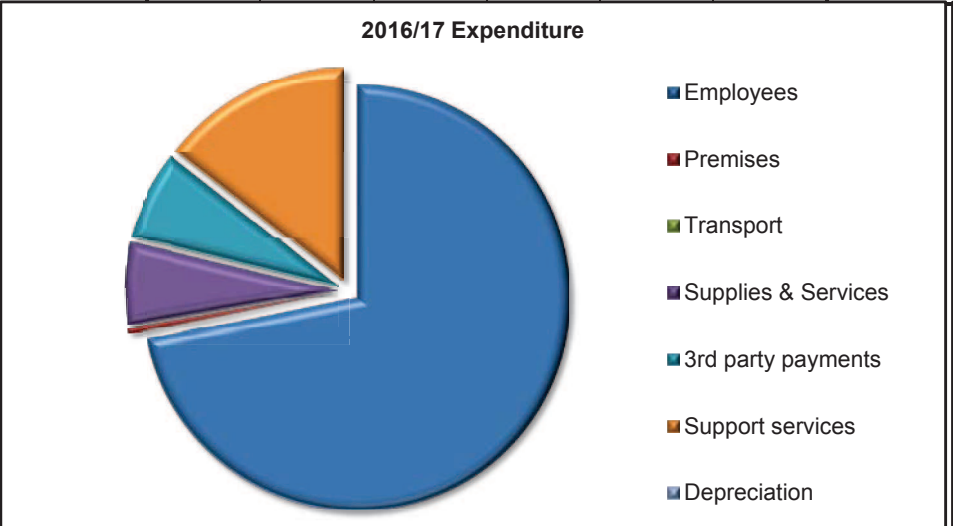
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Customer Services**

| PROJECT DESCRIPTION |                   | MAJOR PROJECT BENEFIT |  | Risk                          |        |       |
|---------------------|-------------------|-----------------------|--|-------------------------------|--------|-------|
|                     |                   |                       |  | Likelihood                    | Impact | Score |
| <b>Project 1</b>    |                   | Project Title:        | <b>Universal Credit Implementation</b>   | Economic outcomes             |        |       |
| Start date          | <b>01/01/2016</b> | Project Details:      | Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice   | 2                             | 1      | 2     |
| End date            | <b>31/03/2019</b> |                       |  |                               |        |       |
| <b>Project 2</b>    |                   | Project Title:        | <b>Implement an Outside Wedding Venue</b>  | Improved efficiency (savings) |        |       |
| Start date          | <b>01/04/2013</b> | Project Details:      | Seek planning permission and implement outside wedding venue at Morden Park House.   | 1                             | 1      | 1     |
| End date            | <b>31/03/2016</b> |                       |  |                               |        |       |
| <b>Project 3</b>    |                   | Project Title:        | <b>Council Tax support scheme</b>  | Economic outcomes             |        |       |
| Start date          | <b>01/04/2016</b> | Project Details:      | During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18  | 2                             | 1      | 2     |
| End date            | <b>31/03/2017</b> |                       |  |                               |        |       |
| <b>Project 4</b>    |                   | Project Title:        | <b>Review Debt Collection Processes</b>  | Improved effectiveness        |        |       |
| Start date          | <b>01/04/2015</b> | Project Details:      | With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation. | 2                             | 1      | 2     |
| End date            | <b>31/03/2017</b> |                       |  |                               |        |       |
| <b>Project 5</b>    |                   | Project Title:        | <b>Redesign of Merton Link</b>   | Improved customer experience  |        |       |
| Start date          | <b>01/10/2015</b> | Project Details:      | Implement the re-design of Merton Link area to improve the customer experience and increase self service   | 2                             | 1      | 2     |
| End date            | <b>31/03/2017</b> |                       |  |                               |        |       |
| <b>Project 6</b>    |                   | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |                   | Project Details:      |  |                               |        | 0     |
| End date            |                   |                       |  |                               |        |       |
| <b>Project 7</b>    |                   | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |                   | Project Details:      |  |                               |        | 0     |
| End date            |                   |                       |  |                               |        |       |
| <b>Project 8</b>    |                   | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |                   | Project Details:      |  |                               |        | 0     |
| End date            |                   |                       |  |                               |        |       |
| <b>Project 9</b>    |                   | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |                   | Project Details:      |  |                               |        | 0     |
| End date            |                   |                       |  |                               |        |       |
| <b>Project 10</b>   |                   | Project Title:        |  | Select one major benefit      |        |       |
| Start date          |                   | Project Details:      |  |                               |        | 0     |
| End date            |                   |                       |  |                               |        |       |

| Human Resources   | Planning Assumptions                                      |   |            |            |            |            | The Corporate strategies your service contributes to |                               |                 |                      |                                  |
|---|---|---|------------|------------|------------|------------|--|-------------------------------|-----------------|----------------------|----------------------------------|
| Cllr Mark Allison Cabinet Member for Finance  | Anticipated demand  | 2014/15   | 2015/16    | 2016/17    | 2017/18    | 2018/19    | 2019/20  |                               |                 |                      |                                  |
| Enter a brief description of your main activities and objectives below<br>1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer<br>2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development<br>3) Provide HR business partner support across the Council<br>4) Produce HR metrics, analyse people-related problems and take appropriate actions<br>5) Produce HR strategies, policy frameworks and systems to support effective people management<br>6) Support and develop capacity building in Members | Employees in Merton for HR, payroll, advice, L&D, EAP etc | 4,400   | 4,400      | 4,400      | 4,200      | 4,000      |  | Workforce Development Plan    |                 |                      |                                  |
|   | New recruits to be appointed                              | 160   | 160        | 160        | 150        | 140        |  | Economic Development Strategy |                 |                      |                                  |
|   | New Apprentices to be appointed                           |   |            | 33         | 33         | 33         |  | Workforce Development Plan    |                 |                      |                                  |
|   | Anticipated non financial resources                       | 2014/15   | 2015/16    | 2016/17    | 2017/18    | 2018/19    | 2019/20  |                               |                 |                      |                                  |
|   | Staff (FTE)   |   |            | 43.5       | TBC        | TBC        |  |                               |                 |                      |                                  |
|   |   |   |            |            |            |            |  |                               |                 |                      |                                  |
|   |   |   |            |            |            |            |  |                               |                 |                      |                                  |
|   | Performance indicator                                     | Performance Targets (T) & Provisional Performance Targets (P) |            |            |            |            |  | Polarity                      | Reporting cycle | Indicator type       | Main impact if indicator not met |
|   |   | 2014/15(T)  | 2015/16(T) | 2016/17(P) | 2017/18(P) | 2018/19(P) | 2019/20(P)   |                               |                 |                      |                                  |
|   | Time to hire  | 90  | 90         | 90         | 88         | 86         |  | Low                           | Monthly         | Outcome              | Increased costs                  |
| Average number of working days lost to sickness, excluding schools  | 8   | 8   | 8          | 7          | 7          |            | Low  | Monthly                       | Outcome         | Increased costs      |                                  |
| % Appraisals completed  | 98%   | 98%   | 98%        | 98%        | 98%        |            | High   | Annual                        | Outcome         | Poor decision making |                                  |
| % Members L&D satisfaction  | 82%   | 83%   | 83%        | 83%        | 83%        |            | High   | Quarterly                     | Outcome         | Poor decision making |                                  |
|   |   |   |            |            |            |            |  |                               |                 |                      |                                  |
|   |   |   |            |            |            |            |  |                               |                 |                      |                                  |
|   |   |   |            |            |            |            |  |                               |                 |                      |                                  |
|   |   |   |            |            |            |            |  |                               |                 |                      |                                  |

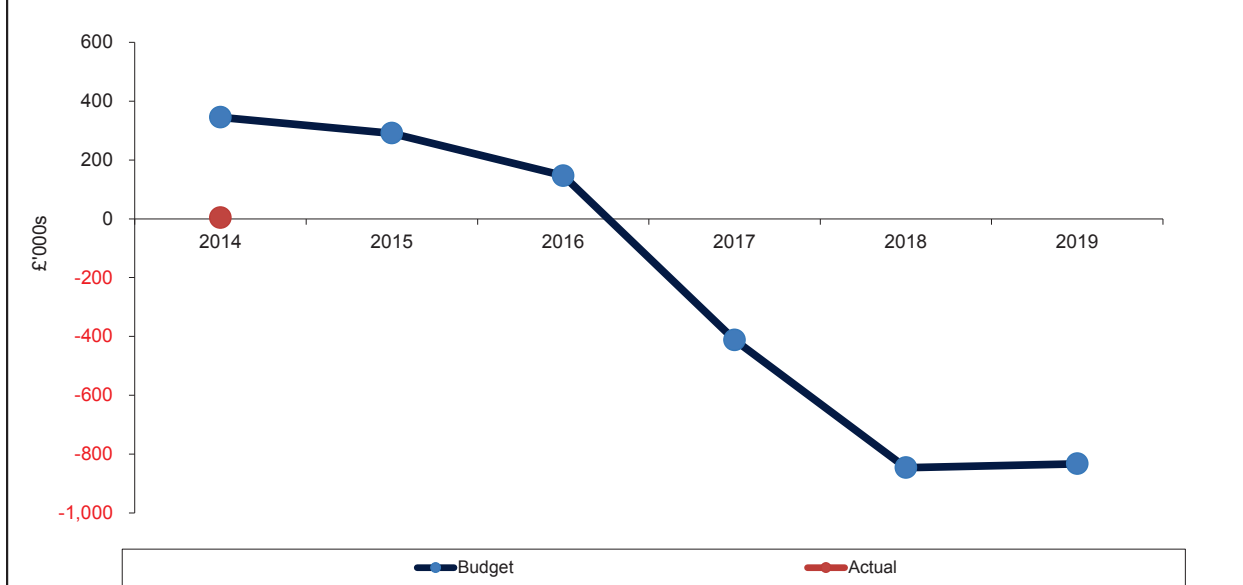
| DEPARTMENTAL BUDGET AND RESOURCES |                      |                |                |                |                |                |                |
|-----------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Revenue £'000s                    | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
| <b>Expenditure</b>                | <b>3,473</b>         | <b>3,472</b>   | <b>3,442</b>   | <b>3,297</b>   | <b>2,891</b>   | <b>2,457</b>   | <b>2,470</b>   |
| Employees                         | 2,455                | 2,431          | 2,463          | 2,372          | 1,958          | 1,516          | 1,522          |
| Premises                          | 15                   | 21             | 15             | 15             | 15             | 16             | 16             |
| Transport                         | 5                    | 4              | 5              | 0              | 0              | 0              | 0              |
| Supplies & Services               | 294                  | 292            | 216            | 207            | 211            | 214            | 217            |
| 3rd party payments                | 259                  | 347            | 263            | 224            | 228            | 232            | 236            |
| Support services                  | 447                  | 377            | 480            | 480            | 480            | 480            | 480            |
| Depreciation                      |                      |                |                |                |                |                |                |
| <b>Revenue £'000s</b>             | <b>3,128</b>         | <b>3,469</b>   | <b>3,151</b>   | <b>3,151</b>   | <b>3,303</b>   | <b>3,303</b>   | <b>3,303</b>   |
| Government grants                 |                      |                |                |                |                |                |                |
| Reimbursements                    |                      | 70             | 20             | 20             | 20             | 20             | 20             |
| Customer & client receipts        | 569                  | 560            | 569            | 569            | 721            | 721            | 721            |
| Recharges                         | 2,559                | 2,839          | 2,562          | 2,562          | 2,562          | 2,562          | 2,562          |
| Reserves                          |                      |                |                |                |                |                |                |
| Capital Funded                    |                      |                |                |                |                |                |                |
| <b>Council Funded Net Budget</b>  | <b>345</b>           | <b>3</b>       | <b>291</b>     | <b>146</b>     | <b>(412)</b>   | <b>(846)</b>   | <b>(833)</b>   |



| Capital Budget £'000s | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|-----------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                       | 0                    | 0              | 0              | 0              | 0              | 0              | 0              |

**Summary of major budget etc changes 2016/17**

CS49 Introduction of new application tracking system 10k  
 CS50 Occupational Health & Employee Assistance programme 40k  
 CS74 Review of L&D spend 69k  
 CSD32 Review of HR business support 5k,  
 CSD35 L&D Budget 18k  
 HR staffing savings deferred to 2018/19 due to HR redesign programme.



**2017/18**

CS75 Review of COT staffing 58k  
 CSD30 Schools COT support (delivery of schools buy-back service) £152k  
 CSD34 L&D Admin Support 18k  
 CSD35 L&D Budget 134k

**2018/19**

CS48 Further rationalisation of HR services 130k  
 CS51 HR Transactions including COT 90k  
 CS49 HR Business Partners - Further consolidation of HR advisory work 140k  
 CSD17 COT Review 38k  
 CSD29 Recruitment and DBS review 50k

**2019/20**

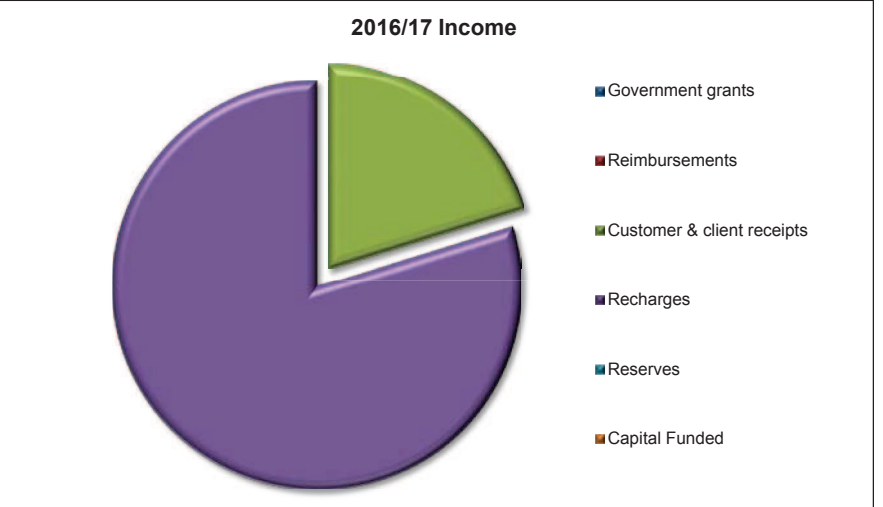
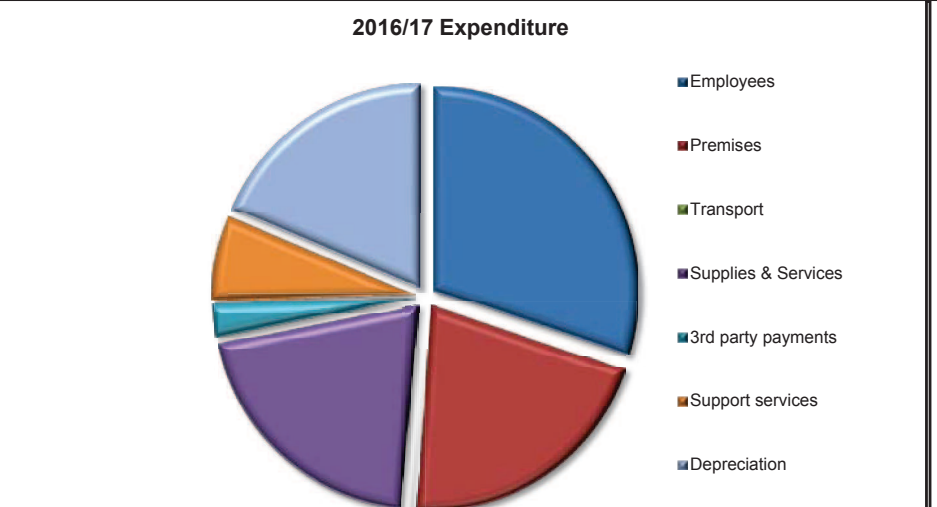
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Human Resources**

| PROJECT DESCRIPTION |            | MAJOR PROJECT BENEFIT |   |                                       | Risk       |        |       |    |  |
|---------------------|------------|-----------------------|---|---------------------------------------|------------|--------|-------|----|--|
|                     |            |                       |   |                                       | Likelihood | Impact | Score |    |  |
| <b>Project 1</b>    |            | Project Title:        | <b>Workforce Strategy</b>   | Improved staff skills and development |            |        |       |    |  |
| Start date          | 01/04/2014 | Project Details:      | Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change                            |                                       |            | 3      | 3     | 9  |  |
| End date            | 31/03/2017 |                       |   |                                       |            |        |       |    |  |
| <b>Project 2</b>    |            | Project Title:        | <b>Establishment and workforce</b>  | Improved staff skills and development |            |        |       |    |  |
| Start date          | 01/04/2015 | Project Details:      | Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff |                                       |            | 3      | 4     | 12 |  |
| End date            | 31/03/2017 |                       |   |                                       |            |        |       |    |  |
| <b>Project 3</b>    |            | Project Title:        | <b>Review HR policies</b>   | Improved effectiveness                |            |        |       |    |  |
| Start date          | 01/04/2015 | Project Details:      | Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development                                    |                                       |            | 3      | 3     | 9  |  |
| End date            | 31/09/2016 |                       |   |                                       |            |        |       |    |  |
| <b>Project 4</b>    |            | Project Title:        |   | Select one major benefit              |            |        |       |    |  |
| Start date          |            | Project Details:      |   |                                       |            |        |       | 0  |  |
| End date            |            |                       |   |                                       |            |        |       |    |  |
| <b>Project 5</b>    |            | Project Title:        |   | Select one major benefit              |            |        |       |    |  |
| Start date          |            | Project Details:      |   |                                       |            |        |       | 0  |  |
| End date            |            |                       |   |                                       |            |        |       |    |  |
| <b>Project 6</b>    |            | Project Title:        |   | Select one major benefit              |            |        |       |    |  |
| Start date          |            | Project Details:      |   |                                       |            |        |       | 0  |  |
| End date            |            |                       |   |                                       |            |        |       |    |  |
| <b>Project 7</b>    |            | Project Title:        |   | Select one major benefit              |            |        |       |    |  |
| Start date          |            | Project Details:      |   |                                       |            |        |       | 0  |  |
| End date            |            |                       |   |                                       |            |        |       |    |  |
| <b>Project 8</b>    |            | Project Title:        |   | Select one major benefit              |            |        |       |    |  |
| Start date          |            | Project Details:      |   |                                       |            |        |       | 0  |  |
| End date            |            |                       |   |                                       |            |        |       |    |  |
| <b>Project 9</b>    |            | Project Title:        |   | Select one major benefit              |            |        |       |    |  |
| Start date          |            | Project Details:      |   |                                       |            |        |       | 0  |  |
| End date            |            |                       |   |                                       |            |        |       |    |  |
| <b>Project 10</b>   |            | Project Title:        |   | Select one major benefit              |            |        |       |    |  |
| Start date          |            | Project Details:      |   |                                       |            |        |       | 0  |  |
| End date            |            |                       |   |                                       |            |        |       |    |  |

| Infrastructure and Transactions   | Planning Assumptions  |            |            |            |            |            |            | The Corporate strategies your service contributes to |                |                                  |                          |
|---|---|------------|------------|------------|------------|------------|------------|--|----------------|----------------------------------|--------------------------|
| Cllr Mark Allison Cabinet Member for Finance  | Anticipated demand  | 2014/15    | 2015/16    | 2016/17    | 2017/18    | 2018/19    | 2019/20    |  |                |                                  |                          |
| <b>Enter a brief description of your main activities and objectives below</b>   | Repairs & Maintenance of Corporate Buildings (Revenue)        | 800,00     | 780,000    | 740,000    | 740,000    | 700,00     | 700,00     | Asset Management Plan                                |                |                                  |                          |
|   | IT Service Calls  | 25,700     | 27,800     | 26,500     | 25,000     | 22,500     | 22,500     | Customer Services Strategy                           |                |                                  |                          |
|   | Health & Safety Statutory Inspections                         | 60         | 60         | 60         | 60         | 60         | 60         | Risk Management Strategy                             |                |                                  |                          |
|   | Transactions requested by departments                         | 130,000    | 120,000    | 115,000    | 110,00     | 105,00     | 105,00     | Customer Services Strategy                           |                |                                  |                          |
|   | Number of Client Affairs cases being managed                  | N/A        | 220        | 250        | 250        | 250        | 250        | Customer Services Strategy                           |                |                                  |                          |
| <b>Infrastructure &amp; Transactions Division (I&amp;T) is a support service made up of five functions which are:-</b>  | Anticipated non financial resources                           | 2014/15    | 2015/16    | 2016/17    | 2017/18    | 2018/19    | 2019/20    |  |                |                                  |                          |
|   | FM (FTE)  | 36.9       | 31.9       | 30.9       | 28.9       | 28.9       | 28.9       |  |                |                                  |                          |
|   | Transactional Services (FTE)                                  | 14.7       | 13.3       | 13.3       | 13.3       | 10.3       | 10.3       |  |                |                                  |                          |
|   | IT Service Delivery (FTE)                                     | 32.8       | 32         | 30         | 30         | 30         | 30         |  |                |                                  |                          |
|   | Safety Services (FTE)   | 5.5        | 5.5        | 5.5        | 4.5        | 3.5        | 3.5        |  |                |                                  |                          |
|   | Client Financial Affairs (FTE)                                | N/A        | 6          | 7          | 7          | 7          | 7          |  |                |                                  |                          |
| <b>IT Service Delivery</b> - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.  | Management  | 2          | 2          | 2          | 2          | 2          | 2          |  |                |                                  |                          |
| <b>Facilities Management</b> - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.  | Performance Targets (T) & Provisional Performance Targets (P) |            |            |            |            |            | Polarity   | Reporting cycle                                      | Indicator type | Main impact if indicator not met |                          |
| <b>Transactional Services</b> - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing | Performance indicator   | 2014/15(T) | 2015/16(T) | 2016/17(P) | 2017/18(P) | 2018/19(P) | 2019/20(P) |  |                |                                  |                          |
|   | CO2 emissions corporate buildings (tonnes)                    | 4,100      | 4,000      | 3,900      | 3,800      | 3,800      |            | Low  | Quarterly      | Output                           | Environmental issues     |
|   | Customer Satisfaction - IT incident resolution                | 90%        | 90%        | 90%        | 90%        | 90%        | 90%        | High   | Monthly        | Outcome                          | Reduced customer service |
|   | First time fix rate for IT Service Desk                       | 64%        | 68%        | 70%        | 72%        | 75%        | 75%        | High   | Monthly        | Outcome                          | Reduced service delivery |
|   | Health and Safety workplace inspections completed on time     | 60         | 60         | 60         | 60         | 60         | 60         | High   | Quarterly      | Outcome                          | Breach statutory duty    |
|   | Income - External Fees  | 225,000    | 235,000    | 285,000    | 320,000    | 320,000    | 320        | High   | Quarterly      | Output                           | Loss of income           |
|   | Invoices paid within 30 days from invoice date (Carefirst)    | 93%        | 95%        | 95%        | 95%        | 95%        | 95%        | High   | Monthly        | Business critical                | Increased costs          |
|   | Invoices paid within 30 days of receipt by LBM                | 93%        | 95%        | 95%        | 95%        | 95%        | 95%        | High   | Monthly        | Business critical                | Reduced service delivery |
|   | Number of staff working from Civic Centre                     | 1,275      | 1,400      | 1,400      | 1,400      | 1,400      | 1,400      | High   | Quarterly      | Outcome                          | Underused resource       |
|   | Repairs & Maintenance ratio of Reactive to Planned            | 40/60      | 30/70      | 30/70      | 30/70      | 30/70      | 30/70      | High   | Annual         | Outcome                          | Increased costs          |
|   | New referrals processed within 21 days                        | N/A        | 90%        | 92%        | 93%        | 94%        | 95%        | High   | Monthly        | Outcome                          | Reduced customer service |
|   | Client Post Office voucher acc't balance falls below £2.5K    | N/A        | 0          | 0          | 0          | 0          | 0          | Low  | Monthly        | Outcome                          | Customer hardship        |

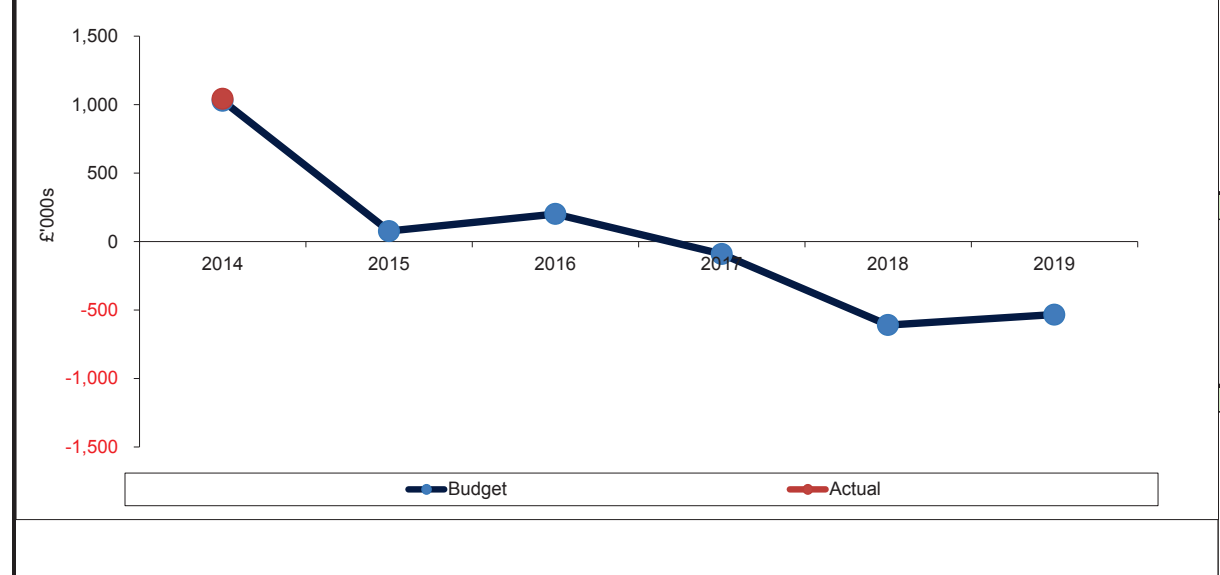
| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Final Budget 2014/15        | Actual 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        | Budget 2019/20        |
| <b>Expenditure</b>                | <b>12,858</b>               | <b>14,098</b>         | <b>12,238</b>         | <b>12,426</b>         | <b>12,134</b>         | <b>11,615</b>         | <b>11,691</b>         |
| Employees                         | 3,923                       | 4,344                 | 3,655                 | 3,738                 | 3,553                 | 3,423                 | 3,423                 |
| Premises                          | 2,669                       | 2,718                 | 2,645                 | 2,628                 | 2,512                 | 2,081                 | 2,115                 |
| Transport                         | 35                          | 30                    | 36                    | 29                    | 29                    | 29                    | 30                    |
| Supplies & Services               | 2,914                       | 3,098                 | 2,812                 | 2,547                 | 2,552                 | 2,590                 | 2,628                 |
| 3rd party payments                | 206                         | 40                    | 210                   | 326                   | 330                   | 333                   | 336                   |
| Support services                  | 875                         | 1,631                 | 837                   | 837                   | 837                   | 837                   | 837                   |
| Depreciation                      | 2,236                       | 2,236                 | 2,045                 | 2,322                 | 2,322                 | 2,322                 | 2,322                 |
| <b>Revenue £'000s</b>             | <b>Final Budget 2014/15</b> | <b>Actual 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> |
| <b>Income</b>                     | <b>11,829</b>               | <b>13,055</b>         | <b>12,161</b>         | <b>12,224</b>         | <b>12,224</b>         | <b>12,224</b>         | <b>12,224</b>         |
| Government grants                 |                             |                       |                       |                       |                       |                       |                       |
| Reimbursements                    |                             | 20                    |                       |                       |                       |                       |                       |
| Customer & client receipts        | 2,315                       | 2,810                 | 2,406                 | 2,469                 | 2,469                 | 2,469                 | 2,469                 |
| Recharges                         | 9,514                       | 10,225                | 9,755                 | 9,755                 | 9,755                 | 9,755                 | 9,755                 |
| Reserves                          |                             |                       |                       |                       |                       |                       |                       |
| Capital Funded                    |                             |                       |                       |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>1,029</b>                | <b>1,043</b>          | <b>77</b>             | <b>202</b>            | <b>(91)</b>           | <b>(609)</b>          | <b>(533)</b>          |



| Capital Budget £'000s  | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Information Technology |                      | 1,155          | 848            | 1,525          | 2,021          | 785            | 1230           |
| Facilities Management  |                      | 1,016          | 710            | 1,246          | 2,700          | 1,450          | 1075           |
| Invest to Save         |                      | 221            | 1,073          | 1,300          | 300            | 300            | 300            |
|                        |                      |                |                |                |                |                |                |
|                        |                      |                |                |                |                |                |                |
|                        |                      |                |                |                |                |                |                |
|                        |                      |                |                |                |                |                |                |
|                        |                      |                |                |                |                |                |                |
|                        |                      |                |                |                |                |                |                |
|                        | 0                    | 2,392          | 2,631          | 4,071          | 5,021          | 2,535          | 2,605          |

**Summary of major budget etc changes 2016/17**

CS5 Review procurement of support , maintenance & license contracts 50k, CS7 Re-procurement of mobile telephone contract 20k  
 CS8 Reduction of WAN costs 20k, CS10 Outsourcing of service 20k ,  
 CS12 Deletion of Information governance post 37k, CS16 (deferred from 14/15 )Surrender overtime budget 35k,  
 CS23 Outsourcing building services and security services 50k, CS28 Amalgamation of intruder alarm contract 20k,  
 CSD2 Energy Savings 150K, CSD3 Rationalise ITSD support and maintenance contracts 86k  
 CSD4 Rationalise FM buildings repair and maintenance budgets 15k, CSD5 Increase income generation at Chaucer Centre 40k  
 CSD6 Vehicle reduction 5k



**2017/18**

CS70 Apply admin charge to customer requesting hard copy paper invoice 35k  
 CS71 Deletion of two posts 85k  
 CS72 Consolidation of budgets 34k  
 CSD2 Energy savings 150k  
 CSD7 Restructure Print and Post service and delete two posts 47k  
 CS2015-09 Restructure of Safety Services and Emergency Planning 18k

**2018/19**

CS2015-03 Restructure of Transactional Services team 100k  
 CS2015-09 Restructure of Safety Services and Emergency Planning 30k  
 CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K

**2019/20**



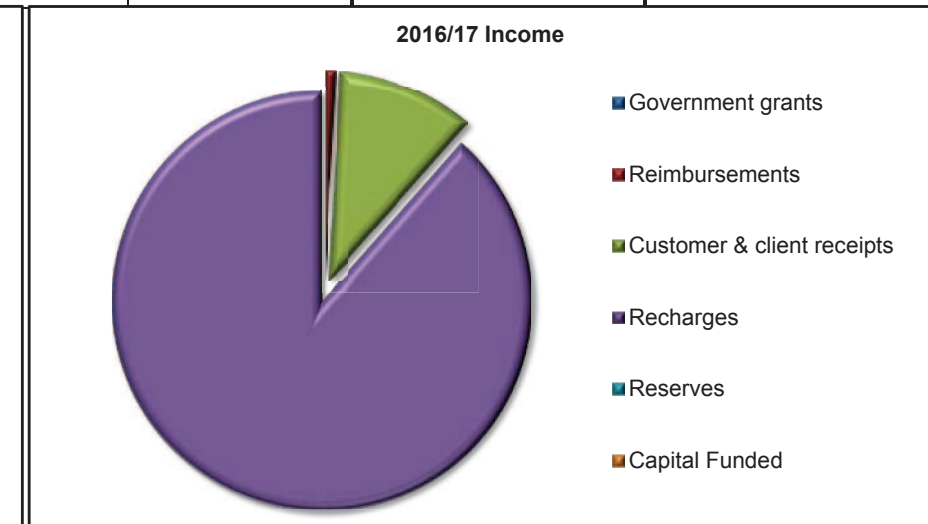
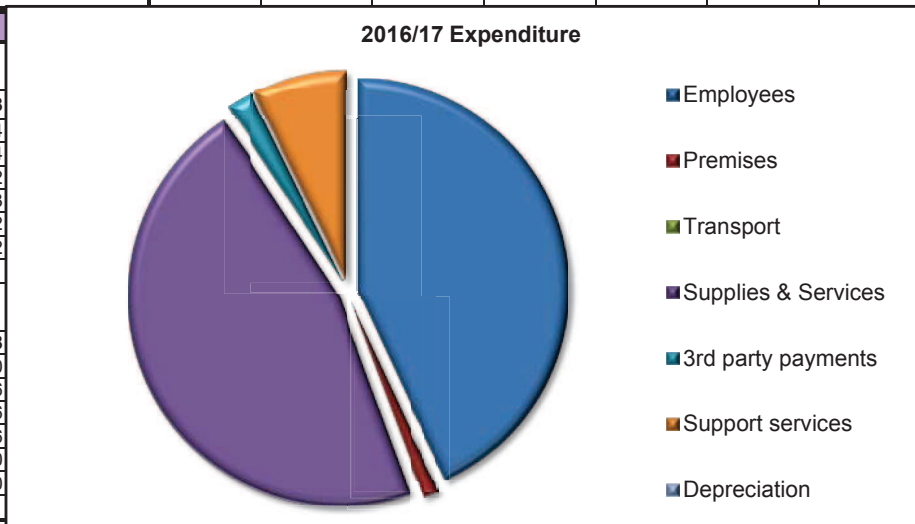
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Infrastructure and Transactions**

| PROJECT DESCRIPTION |            | MAJOR PROJECT BENEFIT |  | Risk                          |        |       |
|---------------------|------------|-----------------------|--|-------------------------------|--------|-------|
|                     |            |                       |  | Likelihood                    | Impact | Score |
| <b>Project 1</b>    |            | Project Title:        | <b>Implementation of IT Strategy &amp; Plan</b>  | Improved efficiency (savings) |        | 6     |
| Start date          | 01/11/2014 | Project Details:      | Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.   | 3                             | 2      |       |
| End date            | 31/03/2017 |                       |  |                               |        |       |
| <b>Project 2</b>    |            | Project Title:        | <b>Digital Archiving of existing paper records</b>   | Improved efficiency (savings) |        | 2     |
| Start date          | 01/06/2014 | Project Details:      | Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).                        | 1                             | 2      |       |
| End date            | 31/03/2018 |                       |  |                               |        |       |
| <b>Project 3</b>    |            | Project Title:        | <b>Upgrading of IT Disaster Recovery Arrangements</b>  | Risk reduction and compliance |        | 6     |
| Start date          | 01/12/2013 | Project Details:      | Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.   | 2                             | 3      |       |
| End date            | 31/03/2016 |                       |  |                               |        |       |
| <b>Project 4</b>    |            | Project Title:        | <b>Flexible Working Programme</b>  | Improved efficiency (savings) |        | 4     |
| Start date          | 01/04/2012 | Project Details:      | The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective manner possible.  | 2                             | 2      |       |
| End date            | 31/03/2016 |                       |  |                               |        |       |
| <b>Project 5</b>    |            | Project Title:        | <b>Refurbishment of 4 main passenger lifts at Civic Centre</b>   | Risk reduction and compliance |        | 2     |
| Start date          | 01/01/2014 | Project Details:      | Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements. | 1                             | 2      |       |
| End date            | 30/06/2016 |                       |  |                               |        |       |
| <b>Project 6</b>    |            | Project Title:        | <b>Energy "Invest to Save" Initiatives</b>   | Improved efficiency (savings) |        | 1     |
| Start date          | 01/04/2007 | Project Details:      | Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.   | 1                             | 1      |       |
| End date            | 01/04/2018 |                       |  |                               |        |       |
| <b>Project 7</b>    |            | Project Title:        | <b>Process review of Accounts Payable and Receivable functions</b>   | Improved efficiency (savings) |        | 2     |
| Start date          | 01/04/2015 | Project Details:      | Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the development and use of E-Billing and electronic invoicing.  | 1                             | 2      |       |
| End date            | 31/03/2017 |                       |  |                               |        |       |
| <b>Project 8</b>    |            | Project Title:        | <b>Continuation of work on the Locations Layer of the Corporate TOM</b>  | Risk reduction and compliance |        | 4     |
| Start date          | 01/10/2015 | Project Details:      | Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the longer term strategic management of property and assets across the authority.   | 2                             | 2      |       |
| End date            | 31/03/2016 |                       |  |                               |        |       |
| <b>Project 9</b>    |            | Project Title:        | <b>Online Safety Inspection system</b>   | Risk reduction and compliance |        | 4     |
| Start date          | 01/04/2016 | Project Details:      | Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data.   | 2                             | 2      |       |
| End date            | 31/03/2017 |                       |  |                               |        |       |
| <b>Project 10</b>   |            | Project Title:        |  | Select one major benefit      |        | 0     |
| Start date          |            | Project Details:      |  |                               |        |       |
| End date            |            |                       |  |                               |        |       |

| Resources  |  | Planning Assumptions  |  |                |                |                 |                        | The Corporate strategies your service contributes to |   |           |                   |                         |
|--|--|---|--|----------------|----------------|-----------------|------------------------|--|---|-----------|-------------------|-------------------------|
| Cllr Mark Allison Cabinet Member for Finance   |  | Anticipated demand  | 2014/15  | 2015/16        | 2016/17        | 2017/18         | 2018/19                | 2019/20  | service contributes to                  |           |                   |                         |
| <b>Enter a brief description of your main activities and objectives below</b>  |  | Revenue/Capital Budget Managers                             | 147/23   | 147/23         | 147/23         | 147/23          | 147/23                 | 147/23   | Asset Management Plan                   |           |                   |                         |
| Resources is made up of five major areas of activity:  |  | Voluntary Sector Organisations Supported                    | 150+   | 150+           | 150+           | 150+            | 150+                   | 150+   | Capital Programme                       |           |                   |                         |
| <b>Accountancy</b> - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.  |  | Budget, Service, Performance & Risk <b>Setting</b>          | 8 Reports  | 8 Reports      | 8 Reports      | 8 Reports       | 8 Reports              | 8 Reports  | Central Government                      |           |                   |                         |
| <b>Business planning</b> - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management |  | Budget, Service, Performance & Risk <b>Monitoring</b>       | 8 Reports  | 8 Reports      | 8 Reports      | 8 Reports       | 8 Reports              | 8 Reports  | Corp Equality Scheme                    |           |                   |                         |
| <b>Commercial &amp; procurement</b> - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.   |  | Budget, Service, Performance & Risk <b>Closing</b>          | 2 Reports  | 2 Reports      | 2 Reports      | 2 Reports       | 2 Reports              | 2 Reports  | Corp Procurement Strategy               |           |                   |                         |
| <b>Policy and strategy</b> - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.   |  | <b>Anticipated non financial resources</b>                  | <b>2014/15</b>   | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b>  | <b>2018/19</b>         | <b>2019/20</b>                                       | Medium Term Financial Strategy          |           |                   |                         |
| <b>Treasury and pensions</b> - to manage the Council's treasury (including the day to day cashflow, banking  |  | Staff (FTE)   | 64.2   | 63.3           | 54.6           | 51.6            | 45.6                   | 57.2   | Risk Management Strategy                |           |                   |                         |
|  |  | Staff (Trainees)  | 4  | 4              | 4              | 4               | 3                      | 4  | Treasury Management Strategy            |           |                   |                         |
|  |  | Staff (Apprentices)   | 2  | 2              | 0              | 0               | 0                      | 0  | Voluntary Sector Strategy               |           |                   |                         |
|  |  |   |  |                |                |                 |                        |  | Select Strategy delivery                |           |                   |                         |
|  |  | <b>Performance indicator</b>                                | <b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b> |                |                | <b>Polarity</b> | <b>Reporting cycle</b> | <b>Indicator type</b>                                | <b>Main impact if indicator not met</b> |           |                   |                         |
|  |  |   | 2014/15(T)   | 2015/16(T)     | 2016/17(P)     | 2017/18(P)      | 2018/19(P)             | 2019/20(P)   |   |           |                   |                         |
|  |  | Accuracy of P8 Revenue Forecast (compared to outturn)       | 90%  | 90%            | 90%            | 90%             |                        |  | High                                    | Annual    | Outcome           | Poor decision making    |
|  |  | Accuracy of P8 (P9 to 2013/14) Capital Forecast             | 90%  | 90%            | 90%            | 90%             |                        |  | High                                    | Annual    | Outcome           | Poor decision making    |
|  |  | Number of Adjustments to Draft Accounts                     | 0  | 0              | 0              | 0               |                        |  | Low                                     | Annual    | Business critical | Government intervention |
|  |  | % of contracts over threshold overseen by Procurement Board | 80%  | 80%            | 80%            | 80%             |                        |  | High                                    | Quarterly | Quality           | Poor decision making    |
|  |  | Action plans in place for 'red' risks                       | 90%  | 90%            | 90%            | 90%             |                        |  | High                                    | Quarterly | Outcome           | Poor decision making    |

| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Final Budget 2014/15        | Actual 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        | Budget 2019/20        |
| <b>Expenditure</b>                | <b>8,744</b>                | <b>8,916</b>          | <b>9,068</b>          | <b>8,426</b>          | <b>8,117</b>          | <b>7,840</b>          | <b>7,898</b>          |
| Employees                         | 3,821                       | 4,191                 | 4,071                 | 3,645                 | 3,390                 | 3,074                 | 3,074                 |
| Premises                          | 102                         | 102                   | 100                   | 100                   | 101                   | 103                   | 104                   |
| Transport                         | 4                           | 7                     | 4                     | 2                     | 2                     | 2                     | 2                     |
| Supplies & Services               | 4,032                       | 4,243                 | 4,110                 | 3,906                 | 3,850                 | 3,887                 | 3,943                 |
| 3rd party payments                | 178                         | 143                   | 180                   | 171                   | 171                   | 172                   | 172                   |
| Support services                  | 608                         | 230                   | 602                   | 602                   | 602                   | 602                   | 602                   |
| Depreciation                      |                             |                       | 0                     | 0                     | 0                     |                       |                       |
| <b>Revenue £'000s</b>             | <b>Final Budget 2014/15</b> | <b>Actual 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> |
| <b>Income</b>                     | <b>6,021</b>                | <b>6,448</b>          | <b>6,843</b>          | <b>6,816</b>          | <b>6,832</b>          | <b>6,848</b>          | <b>6,848</b>          |
| Government grants                 |                             | 9                     |                       | 0                     | 0                     | 0                     | 0                     |
| Reimbursements                    | 40                          | 82                    | 54                    | 54                    | 70                    | 86                    | 86                    |
| Customer & client receipts        | 753                         | 1,141                 | 753                   | 726                   | 726                   | 726                   | 726                   |
| Recharges                         | 5,227                       | 5,217                 | 6,036                 | 6,036                 | 6,036                 | 6,036                 | 6,036                 |
| Reserves                          | 0                           |                       | 0                     | 0                     | 0                     | 0                     | 0                     |
| Capital Funded                    | 0                           |                       | 0                     | 0                     | 0                     | 0                     | 0                     |
| <b>Council Funded Net Budget</b>  | <b>2,724</b>                | <b>2,468</b>          | <b>2,225</b>          | <b>1,610</b>          | <b>1,285</b>          | <b>992</b>            | <b>1,050</b>          |



| Capital Budget £'000s           | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|---------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Financial System re-engineering |                      |                | 454            | 108            |                |                |                |
| Civica Icon                     |                      |                | 125            |                |                |                |                |
| Acquisitions Budget             |                      |                | 1,497          | 500            |                |                |                |
| Transformation Budgets          |                      |                | 88             | 0              |                |                |                |
| Capital Bidding Fund            |                      |                | 1,357          | 482            |                |                |                |
|                                 | <b>0</b>             | <b>0</b>       | <b>3,521</b>   | <b>1,090</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       |

**Summary of major budget etc changes 2016/17**

**MTFS/Business Planning:** Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

**Financial System:** The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

**Savings:** Savings of 25k will be delivered by reduction of one posts (CS46) (£78k of the savings have been deferred), and non salary budgets savings 98k through improved processes, consolidation of budgets and review of recharges (CS64, 65 and 67). Further savings of 16k will come through increased income (CSD20), 42k from the rephasing of existing savings (CSD21) and 130k from reductions in running costs and consultancy budgets (CSD23 and 24). An increased charge to the Pension Fund £20k (CSD25) and the deletion of one post in Policy (CSD47) will bring a further 50k of savings.

**2017/18**

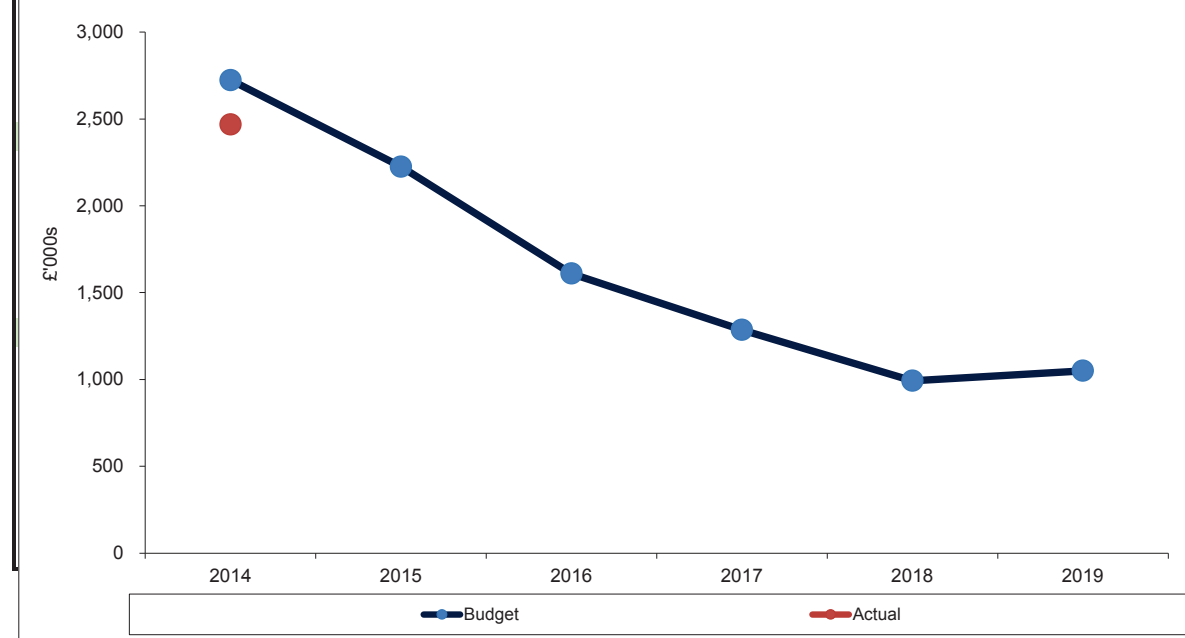
**MTFS/Business Planning:** Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

**Savings:** Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46)

**2018/19**

**Savings:** Savings of 100k will be made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)

**2019/20**



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Resources**

| PROJECT DESCRIPTION |            | MAJOR PROJECT BENEFIT |   | Risk   |        |       |   |
|---------------------|------------|-----------------------|---|--|--------|-------|---|
|                     |            |                       |   | Likelihood   | Impact | Score |   |
| <b>Project 1</b>    |            | Project Title:        | <b>Evaluation of future funding levels</b>  | Risk reduction and compliance  |        |       |   |
| Start date          | 01/04/2015 | Project Details:      | Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFs and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.     | Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.   | 2      | 2     | 4 |
| End date            | 31/03/2020 |                       |   |  |        |       |   |
| <b>Project 2</b>    |            | Project Title:        | <b>Financial systems re-engineering programme</b>   | Improved effectiveness   |        |       |   |
| Start date          | 01/08/2013 | Project Details:      | Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2016 - project length allows for post implementation review | Two performance indicators are likely to be developed around the time taken to produce reporting information compared to now and the system downtime compared to now   | 2      | 3     | 6 |
| End date            | 30/09/2016 |                       |   |  |        |       |   |
| <b>Project 3</b>    |            | Project Title:        | <b>Develop and implement whole life costing for capital projects</b>  | Improved effectiveness   |        |       |   |
| Start date          | 01/09/2014 | Project Details:      | This project will be undertaken in four stages<br>1) Develop a template to capture appropriate information<br>2) Pilot the template on two selected schemes<br>3) Amend the template<br>4) Apply the temple to selected schemes   |  | 3      | 2     | 6 |
| End date            | 31/03/2016 |                       |   |  |        |       |   |
| <b>Project 4</b>    |            | Project Title:        | <b>Improve joint finance and business planning</b>  | Improved effectiveness   |        |       |   |
| Start date          | 01/04/2016 | Project Details:      | The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system  |  | 2      | 2     | 4 |
| End date            | 31/03/2020 |                       |   |  |        |       |   |
| <b>Project 5</b>    |            | Project Title:        | <b>Evaluation of different models of funding the capital programme</b>  | Improved effectiveness   |        |       |   |
| Start date          | 01/07/2014 | Project Details:      | In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.   | A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that can easily be understood and increase the funding streams. The performance of this work will be judged directly by the AD Resources and Director of Corporate Services. | 2      | 2     | 4 |
| End date            | 31/03/2016 |                       |   |  |        |       |   |
| <b>Project 7</b>    |            | Project Title:        | <b>Capital Review</b>   | Improved effectiveness   |        |       |   |
| Start date          | 01/04/2014 | Project Details:      | In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.   |  | 2      | 2     | 4 |
| End date            | 31/03/2015 |                       |   |  |        |       |   |
| <b>Project 8</b>    |            | Project Title:        | <b>Recharge Review</b>  | Select one major benefit   |        |       |   |
| Start date          | 01/04/2015 | Project Details:      | Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2015/16 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.  |  | 3      | 2     | 6 |
| End date            | 31/03/2016 |                       |   |  |        |       |   |
| <b>Project 9</b>    |            | Project Title:        | <b>Infrastructure Assets Accounting</b>   | Improved effectiveness   |        |       |   |
| Start date          | 31/03/2014 | Project Details:      | Legislative requirement for asset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to work closely with technical staff within Environment and Regeneration to gather the required information for account closure and presentation.   | The computer systems used to record information will be reviewed by Internal Audit and assessed for the adequacy asap.   | 1      | 2     | 2 |
| End date            | 31/03/2016 |                       |   |  |        |       |   |
| <b>Project 10</b>   |            | Project Title:        | <b>Pilot Early closure of Accounts</b>  | Improved effectiveness   |        |       |   |
| Start date          | 01/07/2015 | Project Details:      | For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The authority is piloting earlier account closure over the next two financial years in preparation for 2017/18   | Current performance indicators will be adjusted for this.  | 1      | 3     | 3 |
| End date            | 31/07/2018 |                       |   |  |        |       |   |



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Legal Services**

| PROJECT DESCRIPTION |            | MAJOR PROJECTS BENEFITS |  |                               | Risk       |        |       |   |  |
|---------------------|------------|-------------------------|--|-------------------------------|------------|--------|-------|---|--|
|                     |            |                         |  |                               | Likelihood | Impact | Score |   |  |
| <b>Project 1</b>    |            | Project Title:          | <b>Shared service</b>  | Improved customer experience  |            |        |       |   |  |
| Start date          | 01/04/2014 | Project Details:        | To embed the expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings  |                               |            | 2      | 2     | 4 |  |
| End date            | 31/03/2016 |                         |  |                               |            |        |       |   |  |
| <b>Project 2</b>    |            | Project Title:          | <b>Smarter Working</b>   | Improved effectiveness        |            |        |       |   |  |
| Start date          | 01/04/2014 | Project Details:        | To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service  |                               |            | 2      | 1     | 2 |  |
| End date            | 31/03/2016 |                         |  |                               |            |        |       |   |  |
| <b>Project 3</b>    |            | Project Title:          | <b>Delivering Savings</b>  | Improved efficiency (savings) |            |        |       |   |  |
| Start date          | 01/04/2016 | Project Details:        | To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond  |                               |            | 2      | 2     | 4 |  |
| End date            | 31/03/2018 |                         |  |                               |            |        |       |   |  |
| <b>Project 4</b>    |            | Project Title:          | <b>Future Model</b>  | Economic outcomes             |            |        |       |   |  |
| Start date          | 01/02/2016 | Project Details:        | To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties. If so, to set up ABS.   |                               |            | 2      | 2     | 4 |  |
| End date            | 31/03/2017 |                         |  |                               |            |        |       |   |  |
| <b>Project 5</b>    |            | Project Title:          | <b>Future Model</b>  | Improved effectiveness        |            |        |       |   |  |
| Start date          | 01/04/2015 | Project Details:        | To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth, including the potential expansion of the shared legal service to incorporate Wandsworth Legal Services. If approved to deliver the expanded shared service with Wandsworth |                               |            | 3      | 2     | 6 |  |
| End date            | 31/03/2017 |                         |  |                               |            |        |       |   |  |
| <b>Project 6</b>    |            | Project Title:          | <b>Future Model</b>  | Improved effectiveness        |            |        |       |   |  |
| Start date          | 01/04/2015 | Project Details:        | To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.  |                               |            | 3      | 2     | 6 |  |
| End date            | 31/03/2018 |                         |  |                               |            |        |       |   |  |
| <b>Project 7</b>    |            | Project Title:          |  | Select one major benefit      |            |        |       |   |  |
| Start date          |            | Project Details:        |  |                               |            |        |       | 0 |  |
| End date            |            |                         |  |                               |            |        |       |   |  |
| <b>Project 8</b>    |            | Project Title:          |  | Select one major benefit      |            |        |       |   |  |
| Start date          |            | Project Details:        |  |                               |            |        |       | 0 |  |
| End date            |            |                         |  |                               |            |        |       |   |  |
| <b>Project 9</b>    |            | Project Title:          |  | Select one major benefit      |            |        |       |   |  |
| Start date          |            | Project Details:        |  |                               |            |        |       | 0 |  |
| End date            |            |                         |  |                               |            |        |       |   |  |
| <b>Project 10</b>   |            | Project Title:          |  | Select one major benefit      |            |        |       |   |  |
| Start date          |            | Project Details:        |  |                               |            |        |       | 0 |  |
| End date            |            |                         |  |                               |            |        |       |   |  |



# Environment & Regeneration





**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Commercial Services (Waste Operations)**

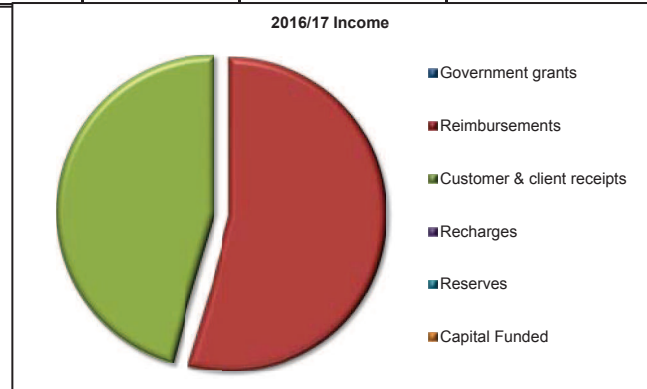
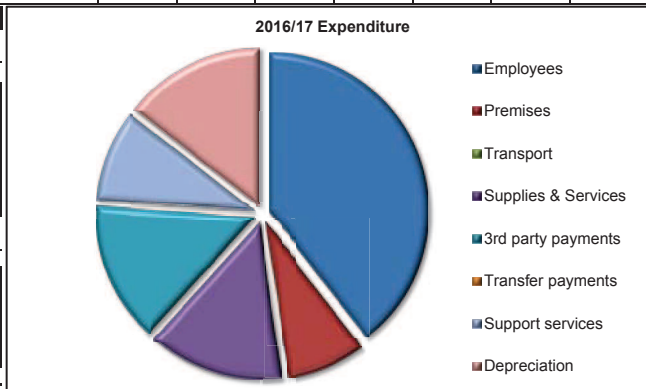
|                   |            | PROJECT DESCRIPTION |   | MAJOR PROJECT BENEFIT    | Risk       |        |       |
|-------------------|------------|---------------------|---|--------------------------|------------|--------|-------|
|                   |            |                     |   |                          | Likelihood | Impact | Score |
| <b>Project 1</b>  |            | Project Title:      | <b>Introduce timed commercial waste collections in town centre Colliers Wood</b><br><br>To improve the appearance of the Town centre area following on from the successful implementation into Wimbledon Town Centre. | Improved effectiveness   | 0          | 0      | 0     |
| Start date        | 01/04/2015 | Project Details:    |   |                          |            |        |       |
| End date          | 01/04/2016 |                     |   |                          |            |        |       |
| <b>Project 2</b>  |            | Project Title:      | <b>Sales and marketing plan</b><br><br>To increase the income within the Commercial waste area and improve the Branding of this important service area.   | Economic outcomes        | 0          | 0      | 0     |
| Start date        | 01/04/2015 | Project Details:    |   |                          |            |        |       |
| End date          | 01/04/2016 |                     |   |                          |            |        |       |
| <b>Project 3</b>  |            | Project Title:      |   | Select one major benefit | 0          | 0      | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |
| <b>Project 4</b>  |            | Project Title:      |   | Select one major benefit | 0          | 0      | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |
| <b>Project 5</b>  |            | Project Title:      |   | Select one major benefit |            |        | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |
| <b>Project 6</b>  |            | Project Title:      |   | Select one major benefit |            |        | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |
| <b>Project 7</b>  |            | Project Title:      |   | Select one major benefit |            |        | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |
| <b>Project 8</b>  |            | Project Title:      |   | Select one major outcome |            |        | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |
| <b>Project 9</b>  |            | Project Title:      |   | Select one major outcome |            |        | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |
| <b>Project 10</b> |            | Project Title:      |   | Select one major outcome |            |        | 0     |
| Start date        |            | Project Details:    |   |                          |            |        |       |
| End date          |            |                     |   |                          |            |        |       |



| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |         |                  |  |  |  |        |       |   |    |
|---|---------|------------------|--|--|--|--------|-------|---|----|
| Development and Building Control  |         |                  |  |  |  |        |       |   |    |
| PROJECT DESCRIPTION   |         |                  | MAJOR PROJECT BENEFIT  |  | Risk   |        |       |   |    |
|   |         |                  |  |  | Likelihood   | Impact | Score |   |    |
| <b>Project 1</b>  |         | Project Title:   | <b>Commercialisation of Building Control</b>   |  | Improved efficiency (savings)                                |        |       |   |    |
| Start date  | 2013-14 | Project Details: | This is to ensure Building Control is more commercially aware in a more competitive market.                                    |  | Additional income generation                                 |        | 6     | 2 | 12 |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 2</b>  |         | Project Title:   | <b>Mobile/Home working</b>   |  | Improved efficiency (savings)                                |        |       |   |    |
| Start date  | 2014-15 | Project Details: | This is introducing mobile and home working to the teams.  |  | To allow reduced office space an efficient working practices |        | 2     | 2 | 4  |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 3</b>  |         | Project Title:   | <b>Improving the development management processes</b>  |  | Improved effectiveness                                       |        |       |   |    |
| Start date  | 2014-3  | Project Details: | As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives. |  | Improve regeneration opportunities                           |        | 2     | 2 | 4  |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 4</b>  |         | Project Title:   | <b>developing eforms and M3 capability and e-payments</b>  |  | Improved customer experience                                 |        |       |   |    |
| Start date  | 2014-5  | Project Details: | Enforcement eforms , BC eforms and DC e-payments   |  | Channel shift  |        | 4     | 1 | 4  |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 5</b>  |         | Project Title:   | <b>Section review</b>  |  | Improved efficiency (savings)                                |        |       |   |    |
| Start date  | 2014-15 | Project Details: | Section review looking the structure and interaction with other services   |  | Efficiencies and savings                                     |        | 3     | 2 | 6  |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 6</b>  |         | Project Title:   | <b>Shared services review with other LA's (part of TOM)</b>  |  | Improved efficiency (savings)                                |        |       |   |    |
| Start date  | 2014/15 | Project Details: | Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities                 |  | Efficiencies and savings                                     |        | 2     | 2 | 4  |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 7</b>  |         | Project Title:   | <b>Lean review of pre-application process (part of TOM)</b>  |  | Improved effectiveness                                       |        |       |   |    |
| Start date  | 2014/15 | Project Details: | To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities. |  | income generation opportunities                              |        | 6     | 1 | 6  |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 8</b>  |         | Project Title:   | <b>Re-procurement of M3 or equivalent IT system</b>  |  | Improved effectiveness                                       |        |       |   |    |
| Start date  | 2014/15 | Project Details: | Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities                                  |  | savings through contract negotiation.                        |        | 3     | 1 | 3  |
| End date  | 2016-17 |                  |  |  |  |        |       |   |    |
| <b>Project 9</b>  |         | Project Title:   | <b>Further develop Planning Performance agreements potential</b>   |  | Economic outcomes  |        |       |   |    |
| Start date  | 2014/15 | Project Details: | Ensure cost neutral or better staffing levels to ensure this can be delivered  |  | Regeneration certainty                                       |        | 1     | 2 | 2  |
| End date  | 2016/17 |                  |  |  |  |        |       |   |    |
| <b>Project 10</b>   |         | Project Title:   |  |  | Select one major benefit                                     |        |       |   |    |
| Start date  |         | Project Details: |  |  |  |        |       |   | 0  |
| End date  |         |                  |  |  |  |        |       |   |    |

| Future Merton  | Planning Assumptions  |  |                |                |                |                |                | The Corporate strategies your service contributes to |                        |                        |   |
|--|---|--|----------------|----------------|----------------|----------------|----------------|--|------------------------|------------------------|---|
| Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration   | Anticipated demand  | 2014/15  | 2015/16        | 2016/17        | 2017/18        | 2018/19        | 2019/20        |  |                        |                        |   |
| Enter a brief description of your main activities and objectives below<br>futureMerton is tasked with delivering development, regeneration, economic growth and accommodating population growth for the long-term sustainability of the borough.<br>(to be merged with Traffic & Highways in 2015/16)  | Population  | 208,822  | 211,569        | 214,229        | 216,806        | 218,100        | 218,101        | Asset Management Plan                                |                        |                        |   |
|  | Actual businesses in borough                                    | 7700   | 7900           | 8,100          | 8,150          | 8,200          | 8,201          | Road Safety Plan                                     |                        |                        |   |
|  |   |  |                |                |                |                |                | Local Implementation Plan                            |                        |                        |   |
|  |   |  |                |                |                |                |                | Local Transport Plan                                 |                        |                        |   |
| <ul style="list-style-type: none"> <li>Develop new Local Plan policies and site assembly strategies to support regeneration, economic development and growth objectives</li> <li>Develop sustainable development policies to support Merton's commitment to carbon reduction</li> <li>Develop urban design / planning frameworks to support regeneration and growth and increase design quality in the borough</li> <li>Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan (future Growth Strategy 2015)</li> <li>Attract developer interest, external funding and inward investment, public sector funding and support to deliver our regeneration and growth objectives.</li> <li>To develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm, transport infrastructure and sustainable travel.</li> <li>Lead on Major Planning developments ( Wimbledon Stadium / YMCA / Rainbow Yards / Colliers Wood Tower, St Georges Quarter, Morden town centre, Wimbledon Station, Rediscover Mitcham)</li> <li>LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill)</li> <li>LBM lead on non-operational property assets decisions for growth and regeneration investment purposes.</li> <li>LBM lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external funding opportunities</li> </ul> | <b>Anticipated non financial resources</b>                      | <b>2014/15</b>   | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b> | Community Plan                                       |                        |                        |   |
|  | Staff (FTE)   | 27   | 25.54          | 27.04          | 17.04          | 17.04          | 17.04          | Climate Change Strategy                              |                        |                        |   |
|  | Staff (Apprentices)   | 1  | 2              | 2              | 0              | 0              | 0              | Core Planning Strategy                               |                        |                        |   |
|  |   |  |                |                |                |                |                | Economic Development Strategy                        |                        |                        |   |
|  |   |  |                |                |                |                |                | Local Development Framework                          |                        |                        |   |
|  | <b>Performance indicator</b>                                    | <b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b> |                |                |                |                |                | <b>Polarity</b>                                      | <b>Reporting cycle</b> | <b>Indicator type</b>  | <b>Main impact if indicator not met</b> |
|  |   | 2014/15(T)   | 2015/16(T)     | 2016/17(P)     | 2017/18(P)     | 2018/19(P)     | 2019/20(P)     |  |                        |                        |   |
|  | New homes target (number per year)                              | 320  | 411            | 411            | 411            | 411            | 411            | High   | Annual                 | Outcome                | Loss of Government grant                |
|  | Reduction in KS1's road traffic accidents (Number of incidents) | 55   | 50             | 45             | 42             | 40             | 40             | Low  | Annual                 | Perception             | Reputational risk                       |
|  | % Modal increase in cycling from 2% 2012 baseline               | 2.0  | 3.0            | 0.2            | 0.2            | 0.2            | 0.2            | Low  | Annual                 | Output                 | Political risk                          |
| Number of new jobs created through EDS E&SAP   | 300   | 450  | 600            | 300.0          | 400.0          | 300.0          | High           | Annual   | Outcome                | Social exclusion       |   |
| % of new jobs created; number that are apprentices   | 60  | 80   | 100            | 100            | 100            | 100            | High           | Annual   | Outcome                | Social exclusion       |   |
| Number of new businesses created as part of EDS MBSS   | 100   | 200  | 300            | 300            | 300            | 300            | High           | Annual   | Outcome                | Reduced Business Rates |   |

| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Final Budget 2014/15        | Actual 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        | Budget 2019/20        |
| <b>Expenditure</b>                | <b>3,251</b>                | <b>3,266</b>          | <b>3,829</b>          | <b>3,433</b>          | <b>2,709</b>          | <b>2,727</b>          | <b>2,746</b>          |
| Employees                         | 1,260                       | 1,365                 | 1,394                 | 1,361                 | 934                   | 934                   | 934                   |
| Premises                          | 302                         | 296                   | 268                   | 275                   | 278                   | 281                   | 284                   |
| Transport                         | 10                          | 5                     | 9                     | 5                     | 5                     | 5                     | 5                     |
| Supplies & Services               | 879                         | 892                   | 1,358                 | 478                   | 397                   | 405                   | 414                   |
| 3rd party payments                | 389                         | 284                   | 354                   | 495                   | 276                   | 283                   | 290                   |
| Transfer payments                 |                             |                       |                       |                       |                       |                       |                       |
| Support services                  | 287                         | 300                   | 322                   | 322                   | 322                   | 322                   | 322                   |
| Depreciation                      | 124                         | 124                   | 124                   | 497                   | 497                   | 497                   | 497                   |
| <b>Revenue £'000s</b>             | <b>Final Budget 2014/15</b> | <b>Actual 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> |
| <b>Income</b>                     | <b>908</b>                  | <b>1,090</b>          | <b>1,058</b>          | <b>1,051</b>          | <b>1,051</b>          | <b>1,051</b>          | <b>1,051</b>          |
| Government grants                 | 134                         | 134                   | 94                    | 0                     | 0                     | 0                     | 0                     |
| Reimbursements                    | 472                         | 615                   | 622                   | 570                   | 570                   | 570                   | 570                   |
| Customer & client receipts        | 302                         | 341                   | 342                   | 481                   | 481                   | 481                   | 481                   |
| Recharges                         |                             |                       |                       |                       |                       |                       |                       |
| Reserves                          |                             |                       |                       |                       |                       |                       |                       |
| Capital funded                    |                             |                       |                       |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>2,343</b>                | <b>2,176</b>          | <b>2,771</b>          | <b>2,382</b>          | <b>1,658</b>          | <b>1,676</b>          | <b>1,695</b>          |

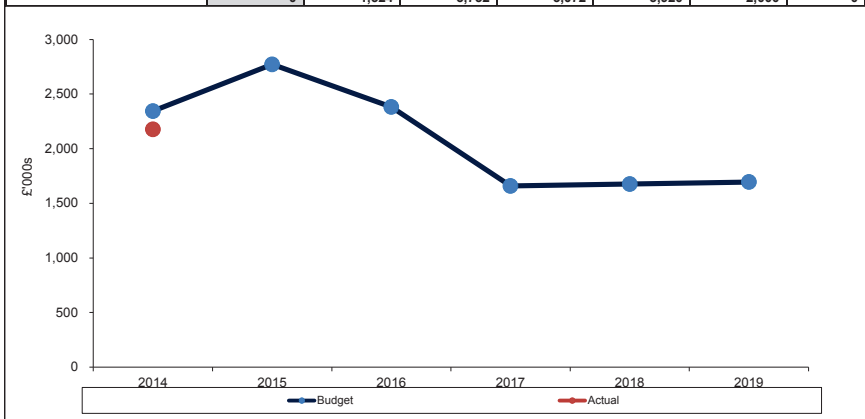


| Capital Budget £'000s        | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Town Centre Investment       |                      |                | 1,488          | 1,037          |                |                |                |
| Mitcham Schemes              |                      | 598            | 778            | 1,000          | 700            |                |                |
| Colliers Wood Schemes        |                      | 359            | 1,199          |                |                |                |                |
| Industrial Estate Investment |                      |                | 100            | 450            |                |                |                |
| Morden TFL                   |                      |                |                | 120            | 220            | 2,000          |                |
| Transportation Enhancements  |                      |                |                |                | 5,000          |                |                |
| Other                        |                      | 367            | 167            | 465            |                |                |                |
|                              | 0                    | 1,324          | 3,732          | 3,072          | 5,920          | 2,000          | 0              |

**Summary of major budget etc changes 2016/17**

ER23 = (£77k)  
EN42 = (£50k)  
E&R40 = (£80k)  
E&R42 = (£20k)

EDS reserve adjustment = (£193k)  
EDS2 reserve adjustment = (£572k)  
HPDG reserve adjustment = (£50k)



**2017/18**

ER23 = (£214k)  
E&R41 = (£80k)  
ENV24 = (£10k)

EDS reserve adjustment = (£75k)  
EDS2 reserve adjustment = (£364k)

**2018/19**

**2019/20**

| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |           |                  |   |                         |        |       |   |   |
|---|-----------|------------------|---|-------------------------|--------|-------|---|---|
| Future Merton   |           |                  |   |                         |        |       |   |   |
| PROJECT DESCRIPTION   |           |                  |   | MAJOR PROJECT BENEFITS  |        | Risk  |   |   |
|   |           |                  |   | Likelihood              | Impact | Score |   |   |
| <b>Project 1</b>  |           | Project Title:   | <b>Local Plan: Estate Regeneration</b>  | Infrastructure renewal  |        | 3     | 2 | 6 |
| Start date  | 2014/15   | Project Details: | Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.  |                         |        |       |   |   |
| End date  | 2024/25   |                  |   |                         |        |       |   |   |
| <b>Project 2</b>  |           | Project Title:   | <b>Rediscover Mitcham</b>   | Infrastructure renewal  |        | 2     | 2 | 4 |
| Start date  | 2012-13   | Project Details: | Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)  |                         |        |       |   |   |
| End date  | 2016-17   |                  |   |                         |        |       |   |   |
| <b>Project 3</b>  |           | Project Title:   | <b>Connecting Colliers Wood / South Wimbledon Planning Framework</b>  | Infrastructure renewal  |        | 4     | 1 | 4 |
| Start date  | 2014-15   | Project Details: | Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+ |                         |        |       |   |   |
| End date  | 2019-20   |                  |   |                         |        |       |   |   |
| <b>Project 4</b>  |           | Project Title:   | <b>Wimbledon Stadium</b>  | Infrastructure renewal  |        | 3     | 1 | 3 |
| Start date  | 2011-12   | Project Details: | Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>   |                         |        |       |   |   |
| End date  | 2016-17   |                  |   |                         |        |       |   |   |
| <b>Project 5</b>  |           | Project Title:   | <b>Climate Change Strategy &amp; Action Plan</b>  | Improved sustainability |        | 2     | 2 | 4 |
| Start date  | 2014-15   | Project Details: | Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility                               |                         |        |       |   |   |
| End date  | 2018-19   |                  |   |                         |        |       |   |   |
| <b>Project 6</b>  |           | Project Title:   | <b>futureWimbledon &amp; Crossrail 2</b>  | Economic outcomes       |        | 2     | 2 | 4 |
| Start date  | 2014-15   | Project Details: | Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)                         |                         |        |       |   |   |
| End date  | 2022-23   |                  |   |                         |        |       |   |   |
| <b>Project 7</b>  |           | Project Title:   | <b>Morden Town Centre Regeneration</b>  | Improved reputation     |        | 3     | 2 | 6 |
| Start date  | 2011/12   | Project Details: | Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18                       |                         |        |       |   |   |
| End date  | 2019/2020 |                  |   |                         |        |       |   |   |
| <b>Project 8</b>  |           | Project Title:   | <b>Economic Development Strategy and Action Plans</b>   | Improved reputation     |        | 2     | 1 | 2 |
| Start date  | 2012-13   | Project Details: | Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.   |                         |        |       |   |   |
| End date  | 2016-17   |                  |   |                         |        |       |   |   |
| <b>Project 9</b>  |           | Project Title:   | <b>Smarter travel: road safety</b>  | Improved reputation     |        | 2     | 2 | 4 |
| Start date  | 2013-14   | Project Details: | Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.  |                         |        |       |   |   |
| End date  | 2016-17   |                  |   |                         |        |       |   |   |
| <b>Project 10</b>   |           | Project Title:   | <b>Borough Cycling Initiatives</b>  | Improved reputation     |        | 2     | 1 | 2 |
| Start date  | 2014-15   | Project Details: | TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)  |                         |        |       |   |   |
| End date  | 2024-26   |                  |   |                         |        |       |   |   |



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Leisure & Cultural Development**

| PROJECT DESCRIPTION |                | MAJOR PROJECT BENEFIT |   | Risk                          |        |       |
|---------------------|----------------|-----------------------|---|-------------------------------|--------|-------|
|                     |                |                       |   | Likelihood                    | Impact | Score |
| <b>Project 1</b>    |                | Project Title:        | <b>Morden Leisure Centre</b>  | Improved customer experience  |        | 8     |
| Start date          | <b>2014</b>    | Project Details:      | Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape  | 4                             | 2      |       |
| End date            | <b>2018</b>    |                       |   |                               |        |       |
| <b>Project 2</b>    |                | Project Title:        | <b>Leisure Centres Contract</b>   | Improved efficiency (savings) |        | 4     |
| Start date          | <b>2016</b>    | Project Details:      | Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre   | 2                             | 2      |       |
| End date            | <b>2018</b>    |                       |   |                               |        |       |
| <b>Project 3</b>    |                | Project Title:        | <b>Deliver a Wimbledon Park Masterplan</b>  | Improved effectiveness        |        | 4     |
| Start date          | <b>2015</b>    | Project Details:      | Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports, culture, leisure, play facilities and ancilliary facilities, etc. within the park.   | 2                             | 2      |       |
| End date            | <b>2017</b>    |                       |   |                               |        |       |
| <b>Project 4</b>    |                | Project Title:        | <b>Implement the Wimbledon Park Lake De-silting Plans</b>   | Improved sustainability       |        | 8     |
| Start date          | <b>2017</b>    | Project Details:      | Following the outcomes of the Wimbledon Park & Lake Masterplan for the required improvements and solutions for the lake. Procure and implement the solutions  | 4                             | 2      |       |
| End date            | <b>2018</b>    |                       |   |                               |        |       |
| <b>Project 5</b>    |                | Project Title:        | <b>Customer Contact Programme - Online Leisure &amp; Cultural Bookings &amp; Payment System &amp; Other Service Technological Requirements</b>  | Improved customer experience  |        | 4     |
| Start date          | <b>2015</b>    | Project Details:      | Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Implement other corporate technological solutions and work with corporate IT to meet customer and service needs within that provision. Ensure service / customer needs are appropriately embedded in new ways of working. | 2                             | 2      |       |
| End date            | <b>2016-17</b> |                       |   |                               |        |       |
| <b>Project 6</b>    |                | Project Title:        | <b>Commercialisation of Culture &amp; Sport Activities, Projects and Programmes</b>   | Improved efficiency (savings) |        | 4     |
| Start date          | <b>2014</b>    | Project Details:      | Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to cover two distinct strands of commercial and community activities.   | 2                             | 2      |       |
| End date            | <b>2016-17</b> |                       |   |                               |        |       |
| <b>Project 7</b>    |                | Project Title:        | <b>Community Use in the East of the Borough</b>   | Improved customer experience  |        | 4     |
| Start date          | <b>2014</b>    | Project Details:      | Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Deliver the Sports Blast Programme   | 2                             | 2      |       |
| End date            | <b>2017</b>    |                       |   |                               |        |       |
| <b>Project 8</b>    |                | Project Title:        | <b>Increasing participation &amp; engagement in the arts, culture, sport, physical activity and well-being activities</b>   | Improved customer experience  |        | 4     |
| Start date          | <b>2014</b>    | Project Details:      | Develop and deliver, with and through partners, joint community projects and programmes in the east of the borough in accordance with the Culture & Sport Framework   | 2                             | 2      |       |
| End date            | <b>2017</b>    |                       |   |                               |        |       |
| <b>Project 9</b>    |                | Project Title:        | <b>Develop the boroughs involvement in major sporting, arts &amp; cultural events</b>   | Improved customer experience  |        | 4     |
| Start date          | <b>2012</b>    | Project Details:      | Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required  | 2                             | 2      |       |
| End date            | <b>2018-19</b> |                       |   |                               |        |       |
| <b>Project 10</b>   |                | Project Title:        | <b>External Funding &amp; Inward Investment Opportunities</b>   | Improved effectiveness        |        | 4     |
| Start date          | <b>2013</b>    | Project Details:      | Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at Wimbledon Park, etc.   | 2                             | 2      |       |
| End date            | <b>2018-19</b> |                       |   |                               |        |       |





**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Parking**

| PROJECT DESCRIPTION |                | MAJOR PROJECT BENEFIT |   |  | Risk       |        |       |
|---------------------|----------------|-----------------------|---|--|------------|--------|-------|
|                     |                |                       |   |  | Likelihood | Impact | Score |
| <b>Project 1</b>    |                | Project Title:        | <b>Tackling Traffic Congestion</b>  | Improved effectiveness   |            |        |       |
| Start date          | <b>2014-15</b> | Project Details:      | Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions. | The improvement of traffic congestion that will lead to improved bus journey times, traffic flows, pollution and the safety of pedestrians and cyclists. | 2          | 2      | 4     |
| End date            | <b>2016-17</b> |                       |   |  |            |        |       |
| <b>Project 2</b>    |                | Project Title:        | <b>Cashless parking</b>   | Improved customer experience   |            |        |       |
| Start date          | <b>2013-14</b> | Project Details:      | Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.   | Improved customer service by allowing motorists to purchase paid for parking without the need for cash.  | 1          | 1      | 1     |
| End date            | <b>2016-17</b> |                       |   |  |            |        |       |
| <b>Project 3</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |
| <b>Project 4</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |
| <b>Project 5</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |
| <b>Project 6</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |
| <b>Project 7</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |
| <b>Project 8</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |
| <b>Project 9</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |
| <b>Project 10</b>   |                | Project Title:        |   | Select one major benefit   |            |        |       |
| Start date          |                | Project Details:      |   |  |            |        |       |
| End date            |                |                       |   |  |            |        |       |



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Parks and Green Spaces**

|                  |         | PROJECT DESCRIPTION |  | MAJOR PROJECT BENEFIT         |  | Risk       |        |       |
|------------------|---------|---------------------|--|-------------------------------|--|------------|--------|-------|
|                  |         |                     |  |                               |  | Likelihood | Impact | Score |
| <b>Project 1</b> |         | Project Title:      | <b>Management of parks &amp; open spaces</b>   | Improved reputation           |  |            |        |       |
| Start date       | 2012-13 | Project Details:    | Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks |                               |  | 2          | 2      | 4     |
| End date         | 2017-18 |                     |  |                               |  |            |        |       |
| <b>Project 2</b> |         | Project Title:      | <b>Management of bowling greens</b>  | Improved reputation           |  |            |        |       |
| Start date       | 2012-13 | Project Details:    | Review and transformation of the current bowls provisions in Merton  |                               |  | 2          | 2      | 4     |
| End date         | 2017-18 |                     |  |                               |  |            |        |       |
| <b>Project 3</b> |         | Project Title:      | <b>Commercialisation of grounds and sports services</b>  | Economic outcomes             |  |            |        |       |
| Start date       | 2012-13 | Project Details:    | Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events                                   |                               |  | 2          | 2      | 4     |
| End date         | 2018-19 |                     |  |                               |  |            |        |       |
| <b>Project 4</b> |         | Project Title:      | <b>Service Delivery Models</b>   | Improved efficiency (savings) |  |            |        |       |
| Start date       | 2014-15 | Project Details:    | Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)   |                               |  | 3          | 2      | 6     |
| End date         | 2016-17 |                     |  |                               |  |            |        |       |
| <b>Project 5</b> |         | Project Title:      | <b>Development of new sporting hub at Joseph Hood Rec</b>  | Improved customer experience  |  |            |        |       |
| Start date       | 2012-13 | Project Details:    | Production and implementation of a new masterplan for Joseph Hood Recreation Ground  |                               |  | 3          | 2      | 6     |
| End date         | 2017-18 |                     |  |                               |  |            |        |       |
| <b>Project 6</b> |         | Project Title:      | <b>New pavilion &amp; facilities at Dundonald Rec</b>  | Improved reputation           |  |            |        |       |
| Start date       | 2014-15 | Project Details:    | Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)   |                               |  | 2          | 2      | 4     |
| End date         | 2016-17 |                     |  |                               |  |            |        |       |
| <b>Project 7</b> |         | Project Title:      | <b>Management of paddling pools</b>  | Improved reputation           |  |            |        |       |
| Start date       | 2013-14 | Project Details:    | Investment in new water play facilities.   |                               |  | 2          | 2      | 4     |
| End date         | 2016-17 |                     |  |                               |  |            |        |       |



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

| Property            |          |                  |  |                               |            |        |       |
|---------------------|----------|------------------|--|-------------------------------|------------|--------|-------|
| PROJECT DESCRIPTION |          |                  |  | MAJOR PROJECT BENEFIT         | Risk       |        |       |
|                     |          |                  |  |                               | Likelihood | Impact | Score |
| <b>Project 1</b>    |          | Project Title:   | <b>West Barnes Library</b><br><br>Reprovision of library within larger redevelopment                     | Infrastructure renewal        | 2          | 2      | 4     |
| Start date          | 2012-13  | Project Details: |  |                               |            |        |       |
| End date            | on going |                  |  |                               |            |        |       |
| <b>Project 2</b>    |          | Project Title:   | <b>P4/Broadway Car Park</b><br><br>Disposal of public car park to regenerate prominent town centre site. | Improved efficiency (savings) | 1          | 2      | 2     |
| Start date          | 2012-13  | Project Details: |  |                               |            |        |       |
| End date            | on going |                  |  |                               |            |        |       |
| <b>Project 3</b>    |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |
| <b>Project 4</b>    |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |
| <b>Project 5</b>    |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |
| <b>Project 6</b>    |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |
| <b>Project 7</b>    |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |
| <b>Project 8</b>    |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |
| <b>Project 9</b>    |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |
| <b>Project 10</b>   |          | Project Title:   |  | Select one major benefit      |            |        |       |
| Start date          |          | Project Details: |  |                               |            |        |       |
| End date            |          |                  |  |                               |            |        |       |



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Regulatory Services Partnership**

| PROJECT DESCRIPTION |         | MAJOR PROJECT BENEFITS |   | Risk                          |        |       |
|---------------------|---------|------------------------|---|-------------------------------|--------|-------|
|                     |         |                        |   | Likelihood                    | Impact | Score |
| <b>Project 1</b>    |         | Project Title:         | <b>Expansion of shared 'regulatory' service</b>   | Economic outcomes             |        |       |
| Start date          | 2016-17 | Project Details:       | Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.   | 3                             | 2      | 6     |
| End date            | 2017-18 |                        |   |                               |        |       |
| <b>Project 2</b>    |         | Project Title:         | <b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>   | Improved effectiveness        |        |       |
| Start date          | 2015-16 | Project Details:       | Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project  | 2                             | 1      | 2     |
| End date            | 2016-17 |                        |   |                               |        |       |
| <b>Project 3</b>    |         | Project Title:         | <b>Rationalisation of administration and licensing teams</b>  | Improved effectiveness        |        |       |
| Start date          | 2015-16 | Project Details:       | Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers | 2                             | 1      | 2     |
| End date            | 2016-17 |                        |   |                               |        |       |
| <b>Project 4</b>    |         | Project Title:         | <b>Procurement of a new ICT case management system</b>  | Improved efficiency (savings) |        |       |
| Start date          | 2014-15 | Project Details:       | Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth                                     | 3                             | 2      | 6     |
| End date            | 2016-17 |                        |   |                               |        |       |
| <b>Project 5</b>    |         | Project Title:         | <b>Investigation of contaminated land at Marlowe Square</b>   | Risk reduction and compliance |        |       |
| Start date          | 2013-14 | Project Details:       | Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents       | 5                             | 2      | 10    |
| End date            | 2016-17 |                        |   |                               |        |       |
| <b>Project 6</b>    |         | Project Title:         | <b>Design and implement a joint Merton/Richmond budget</b>  | Economic outcomes             |        |       |
| Start date          | 2014-15 | Project Details:       | Design and implement a joint revenue (income & expenditure)budget on a 50/50 costs apportionment model  | 2                             | 1      | 2     |
| End date            | 2016-17 |                        |   |                               |        |       |
| <b>Project 7</b>    |         | Project Title:         |   | Select one major benefit      |        |       |
| Start date          |         | Project Details:       |   |                               |        | 0     |
| End date            |         |                        |   |                               |        |       |
| <b>Project 8</b>    |         | Project Title:         |   | Select one major benefit      |        |       |
| Start date          |         | Project Details:       |   |                               |        | 0     |
| End date            |         |                        |   |                               |        |       |
| <b>Project 9</b>    |         | Project Title:         |   | Select one major benefit      |        |       |
| Start date          |         | Project Details:       |   |                               |        | 0     |
| End date            |         |                        |   |                               |        |       |
| <b>Project 10</b>   |         | Project Title:         |   | Select one major benefit      |        |       |
| Start date          |         | Project Details:       |   |                               |        | 0     |
| End date            |         |                        |   |                               |        |       |

Page 33 of 33





**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Safer Merton**

|                   |            | PROJECT DESCRIPTION |   | MAJOR PROJECT BENEFITS        |  | Risk       |        |       |
|-------------------|------------|---------------------|---|-------------------------------|--|------------|--------|-------|
|                   |            |                     |   |                               |  | Likelihood | Impact | Score |
| <b>Project 1</b>  |            | Project Title:      | <b>Restructure of Safer Merton</b><br><br>Comprehensive restructure of entire service including priorities, location etc. | Improved efficiency (savings) |  | 4          | 1      | 4     |
| Start date        | 01/04/2015 | Project Details:    |   |                               |  |            |        |       |
| End date          | 31/12/2015 |                     |   |                               |  |            |        |       |
| <b>Project 2</b>  |            | Project Title:      | <b>Review of IOM partnership working</b><br><br>Comprehensive review of stakeholder relationship                          | Improved effectiveness        |  | 4          | 1      | 4     |
| Start date        | 01/01/2016 | Project Details:    |   |                               |  |            |        |       |
| End date          | 31/03/2016 |                     |   |                               |  |            |        |       |
| <b>Project 3</b>  |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |
| <b>Project 4</b>  |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |
| <b>Project 5</b>  |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |
| <b>Project 6</b>  |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |
| <b>Project 7</b>  |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |
| <b>Project 8</b>  |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |
| <b>Project 9</b>  |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |
| <b>Project 10</b> |            | Project Title:      |   | Select one major benefit      |  |            |        |       |
| Start date        |            | Project Details:    |   |                               |  |            |        |       |
| End date          |            |                     |   |                               |  |            |        |       |



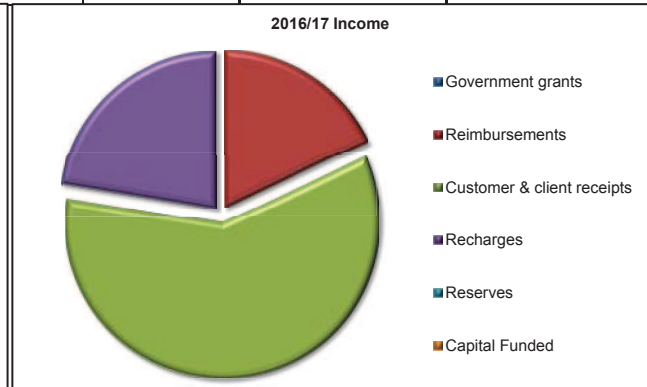
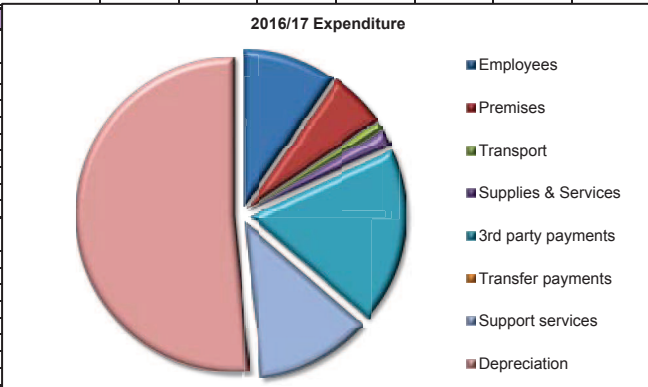
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Street Cleaning**

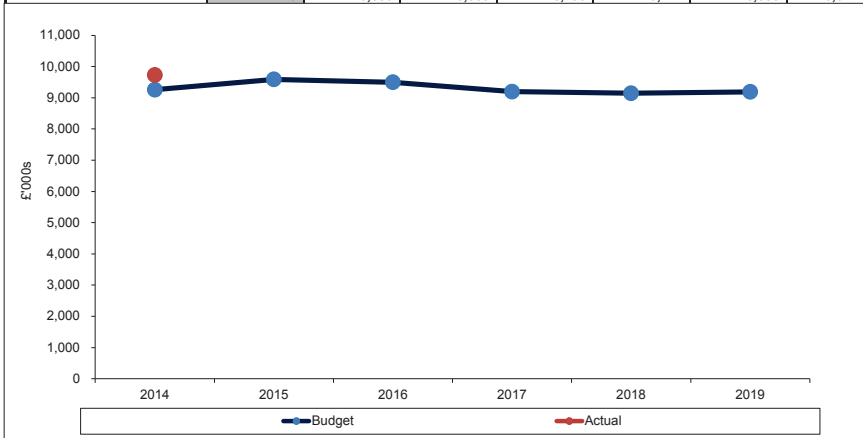
|                  |         | PROJECT DESCRIPTION |  | MAJOR PROJECT BENEFIT        |  | Risk       |        |       |
|------------------|---------|---------------------|--|------------------------------|--|------------|--------|-------|
|                  |         |                     |  |                              |  | Likelihood | Impact | Score |
| <b>Project 1</b> |         | Project Title:      | <b>Introduce mobile working</b>  | Improved effectiveness       |  |            |        |       |
| Start date       | 2014-15 | Project Details:    | This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.   |                              |  | 2          | 2      | 4     |
| End date         | 2016-17 |                     |  |                              |  |            |        |       |
| <b>Project 2</b> |         | Project Title:      | <b>Introduce timed commercial waste collections in town centres</b>  | Improved customer experience |  |            |        |       |
| Start date       | 2013-14 | Project Details:    | Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Mitcham Town centre in the future.        |                              |  | 2          | 2      | 4     |
| End date         | 2016-17 |                     |  |                              |  |            |        |       |
| <b>Project 3</b> |         | Project Title:      | <b>Review Street Cleansing equipment</b>   | Improved effectiveness       |  |            |        |       |
| Start date       | 2014-15 | Project Details:    | Review of Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) has been completed- 5 in operation across the borough. |                              |  | 2          | 2      | 4     |
| End date         | 2016-17 |                     |  |                              |  |            |        |       |
| <b>Project 4</b> |         | Project Title:      | <b>Increase Enforcement Capacity</b>   | Improved reputation          |  |            |        |       |
| Start date       | 2014-15 | Project Details:    | Procurement is currently in progress with the aim of securing a two year contract for additional enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.              |                              |  | 3          | 1      | 3     |
| End date         | 2016-17 |                     |  |                              |  |            |        |       |
| <b>Project 5</b> |         | Project Title:      |  | Select one major benefit     |  |            |        |       |
| Start date       |         | Project Details:    |  |                              |  | 0          | 0      |       |
| End date         |         |                     |  |                              |  |            |        |       |
| <b>Project 6</b> |         | Project Title:      |  | Select one major benefit     |  |            |        |       |
| Start date       |         | Project Details:    |  |                              |  |            |        |       |
| End date         |         |                     |  |                              |  |            |        |       |
| <b>Project 7</b> |         | Project Title:      |  | Select one major benefit     |  |            |        |       |
| Start date       |         | Project Details:    |  |                              |  |            |        |       |
| End date         |         |                     |  |                              |  |            |        |       |
| <b>Project 8</b> |         | Project Title:      |  | Select one major benefit     |  |            |        |       |
| Start date       |         | Project Details:    |  |                              |  |            |        |       |
| End date         |         |                     |  |                              |  |            |        |       |
| <b>Project 9</b> |         | Project Title:      |  | Select one major benefit     |  |            |        |       |
| Start date       |         | Project Details:    |  |                              |  |            |        |       |
| End date         |         |                     |  |                              |  |            |        |       |

| Traffic & Highways  |  | Planning Assumptions                               |     |   |                |                |                | The Corporate strategies your service contributes to |                |                  |                             |                |                                  |
|---|--|--|-----|---|----------------|----------------|----------------|--|----------------|------------------|-----------------------------|----------------|----------------------------------|
| Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration  |  | Anticipated demand                                 |     | 2014/15   | 2015/16        | 2016/17        | 2017/18        | 2018/19  | 2019/20        |                  |                             |                |                                  |
| <p>Enter a brief description of your main activities and objectives below</p> <p>The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.</p> <p>The main aims of the service are to:</p> <ul style="list-style-type: none"> <li>Ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul> <p>Objectives</p> <p>The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.</p> <p>Specific Objectives:</p> <p>Introduce Mobile working<br/>Channel shift and move to on-line self service system</p> |  | Street lights                                      |     | 12,673  | 12,673         | 12,673         | 12,673         | 12,673   | 12,673         | Road Safety Plan |                             |                |                                  |
|   |  | Number of trees to be maintained                   |     | 16,640  | 16,710         | 16,710         | 16,710         | 16,710   | 16,710         | 16,710           | Local Transport Plan        |                |                                  |
|   |  | Network Maintenance and Improvement                |     | 363.5km   | 363.5km        | 363.5km        | 363.5km        | 363.5km  | 363.5km        | 363.5km          | Local Implementation Plan   |                |                                  |
|   |  | Number of Streetwork Permits issued                |     | 18,000  | 18,000         | 18,000         | 18,000         | 18,000   | 18,000         | 18,000           | Capital Programme           |                |                                  |
|   |  | <b>Anticipated non financial resources</b>         |     | <b>2014/15</b>  | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b>                                       | <b>2019/20</b> |                  | Local Development Framework |                |                                  |
|   |  | Staff (FTE)  |     | 36.60   | 26.60          | 24.00          | 23.00          | 23.00  | 23.00          |                  |                             |                |                                  |
|   |  | Performance indicator                              |     | Performance Targets (T) & Provisional Performance Targets (P) |                |                |                |  |                | Polarity         | Reporting cycle             | Indicator type | Main impact if indicator not met |
|   |  |  |     | 2014/15(T)  | 2015/16(T)     | 2016/17(P)     | 2017/18(P)     | 2018/19(P)   | 2019/20(P)     |                  |                             |                |                                  |
|   |  | Avg days taken to repair out of light Lamp Columns |     | 3   | 3              | 3              | 3              | 3  | 3              | Low              | Quarterly                   | Quality        | Reduced customer service         |
|   |  | % response to Emergency Callouts (within 2 hrs)    |     | 100   | 100            | 100            | 100            | 100  | 100            | High             | Monthly                     | Quality        | Increased costs                  |
| % Streetworks permitting determined   |  | 98   | 98  | 98  | 98             | 98             | 98             | High   | Monthly        | Quality          | Loss of income              |                |                                  |
| % Streetworks inspections completed   |  | 35   | 37  | 38  | 38             | 38             | 38             | High   | Quarterly      | Unit cost        | Loss of income              |                |                                  |
| % jobs completed where no Fixed Penalty Notice issued   |  | 98   | 93  | 93  | 93             | 93             | 93             | High   | Monthly        | Outcome          | Reduced customer service    |                |                                  |
| % of Condition Surveys completed on time  |  | 92%  | 95% | 95%   | 95%            | 95%            | 95%            | High   | Annual         | Quality          | Increased costs             |                |                                  |
| Carriageway Condition - Unclassified Roads non principal Defectiveness Condition Indicator  |  | 21%  | 20% | 19%   | 19%            | 19%            | 19%            | Low  | Annual         | Quality          | Increased costs             |                |                                  |
| Footway condition - Defectiveness Condition Indicator   |  | 21%  | 20% | 19%   | 19%            | 19%            | 19%            | Low  | Annual         | Quality          | Increased costs             |                |                                  |

| DEPARTMENTAL BUDGET AND RESOURCES |                             |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Final Budget 2014/15        | Actual 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        | Budget 2019/20        |
| <b>Expenditure</b>                | <b>12,363</b>               | <b>11,866</b>         | <b>11,895</b>         | <b>11,708</b>         | <b>11,460</b>         | <b>11,409</b>         | <b>11,458</b>         |
| Employees                         | 1,819                       | 1,585                 | 1,333                 | 1,128                 | 1,099                 | 1,099                 | 1,099                 |
| Premises                          | 702                         | 707                   | 732                   | 686                   | 548                   | 557                   | 566                   |
| Transport                         | 128                         | 126                   | 128                   | 107                   | 108                   | 110                   | 112                   |
| Supplies & Services               | 263                         | 169                   | 252                   | 198                   | 201                   | 204                   | 207                   |
| 3rd party payments                | 2,277                       | 2,447                 | 2,414                 | 2,158                 | 2,073                 | 2,008                 | 2,043                 |
| Transfer payments                 |                             |                       |                       |                       |                       |                       |                       |
| Support services                  | 1,259                       | 917                   | 1,385                 | 1,385                 | 1,385                 | 1,385                 | 1,385                 |
| Depreciation                      | 5,915                       | 5,915                 | 5,651                 | 6,046                 | 6,046                 | 6,046                 | 6,046                 |
| <b>Revenue £'000s</b>             | <b>Final Budget 2014/15</b> | <b>Actual 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> | <b>Budget 2019/20</b> |
| <b>Income</b>                     | <b>3,104</b>                | <b>2,140</b>          | <b>2,307</b>          | <b>2,211</b>          | <b>2,266</b>          | <b>2,266</b>          | <b>2,266</b>          |
| Government grants                 | 280                         | 243                   | 219                   | 0                     | 0                     | 0                     | 0                     |
| Reimbursements                    | 834                         | 389                   | 362                   | 400                   | 400                   | 400                   | 400                   |
| Customer & client receipts        | 1,493                       | 1,477                 | 1,229                 | 1,314                 | 1,369                 | 1,369                 | 1,369                 |
| Recharges                         | 497                         | 31                    | 497                   | 497                   | 497                   | 497                   | 497                   |
| Reserves                          |                             |                       |                       |                       |                       |                       |                       |
| Capital Funded                    |                             |                       |                       |                       |                       |                       |                       |
| <b>Council Funded Net Budget</b>  | <b>9,259</b>                | <b>9,726</b>          | <b>9,588</b>          | <b>9,497</b>          | <b>9,194</b>          | <b>9,143</b>          | <b>9,192</b>          |



| Capital Budget £'000s       | Final Budget 2014/15 | Actual 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|-----------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Highways Gen Planned Works  |                      | 511            | 484            | 419            | 419            | 422            | 427            |
| Footways Planned Works      |                      | 1,002          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          |
| Street Lighting             |                      | 421            | 600            | 462            | 290            | 509            | 290            |
| Street Scene                |                      | 59             | 191            | 60             | 60             | 60             | 60             |
| Highways Planned Road Works |                      | 1,757          | 1,500          | 1,500          | 1,500          | 1,500          | 1,250          |
| Transport For London        |                      | 1,906          | 2,834          | 1,754          | 1,845          | 1,865          | TBA            |
|                             |                      |                |                |                |                |                |                |
|                             |                      |                |                |                |                |                |                |
|                             | <b>0</b>             | <b>5,655</b>   | <b>6,609</b>   | <b>5,195</b>   | <b>5,114</b>   | <b>5,356</b>   | <b>3,027</b>   |



**Summary of major budget etc. changes**

**2016/17**

- ER23 = (53k)
- EN27 = (£10k)
- EN30 = (£20k)
- EN31 = (£30k)
- EN32 = (£10k)
- E&R32 = (£20k)
- E&R35 = (£25k)
- E&R36 = (£60k)
- E&R38 = (£50k)
- E&R39 = (£50k)

**2017/18**

- E&R32 = (£5k)
- E&R34 = (£30k)
- E&R35 = (£25k)
- E&R37 = (£50k)
- ENV15 = (£148k)
- ENV16 = (£65k)

**2018/19**

- ENV16 = (£65k)
- ENV17 = (£35k)

**2019/20**

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Traffic & Highways**

|                   |                | PROJECT DESCRIPTION |   | MAJOR PROJECT BENEFIT    |  | Risk       |        |       |
|-------------------|----------------|---------------------|---|--------------------------|--|------------|--------|-------|
|                   |                |                     |   |                          |  | Likelihood | Impact | Score |
| <b>Project 1</b>  |                | Project Title:      | <b>Flood and Water Management Schemes</b>   | Improved reputation      |  |            |        |       |
| Start date        | <b>2013-14</b> | Project Details:    | Development and adoption of Local Flood Risk Management Strategy.                         |                          |  | 1          | 1      | 1     |
| End date          | <b>2016-17</b> |                     |   |                          |  |            |        |       |
| <b>Project 2</b>  |                | Project Title:      | <b>Delivery of Mitcham Town Centre scheme</b>   | Improved reputation      |  |            |        |       |
| Start date        | <b>2013-14</b> | Project Details:    | Major improvement to road network around Mitcham Town Centre                              |                          |  | 4          | 3      | 12    |
| End date          | <b>2016</b>    |                     |   |                          |  |            |        |       |
| <b>Project 3</b>  |                | Project Title:      | <b>On-line self Service System</b>  | Improved effectiveness   |  |            |        |       |
| Start date        | <b>2015-16</b> | Project Details:    | Move to on-line self service system   |                          |  | 2          | 2      | 4     |
| End date          | <b>2016-17</b> |                     |   |                          |  |            |        |       |
| <b>Project 4</b>  |                | Project Title:      | <b>4 Year work Programme</b>  | Improved reputation      |  |            |        |       |
| Start date        | <b>2015-16</b> | Project Details:    | Development and delivery of a 4 year Capital funded work programme across the borough     |                          |  | 2          | 1      | 2     |
| End date          | <b>2019-20</b> |                     |   |                          |  |            |        |       |
| <b>Project 5</b>  |                | Project Title:      | <b>Street Lighting Investment - Conversion to LED</b>                                     | Improved sustainability  |  |            |        |       |
| Start date        | <b>2015-16</b> | Project Details:    | Conversion to LED to generate energy saving targets and reduce on-going maintenance costs |                          |  | 2          | 2      | 4     |
| End date          | <b>2018-19</b> |                     |   |                          |  |            |        |       |
| <b>Project 6</b>  |                | Project Title:      |   | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |   |                          |  |            |        |       |
| End date          |                |                     |   |                          |  |            |        |       |
| <b>Project 7</b>  |                | Project Title:      |   | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |   |                          |  |            |        |       |
| End date          |                |                     |   |                          |  |            |        |       |
| <b>Project 8</b>  |                | Project Title:      |   | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |   |                          |  |            |        |       |
| End date          |                |                     |   |                          |  |            |        |       |
| <b>Project 9</b>  |                | Project Title:      |   | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |   |                          |  |            |        |       |
| End date          |                |                     |   |                          |  |            |        |       |
| <b>Project 10</b> |                | Project Title:      |   | Select one major benefit |  |            |        |       |
| Start date        |                | Project Details:    |   |                          |  |            |        |       |
| End date          |                |                     |   |                          |  |            |        |       |



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Transport**

| PROJECT DESCRIPTION |         | MAJOR PROJECT BENEFIT |  | Risk                          |        |       |  |
|---------------------|---------|-----------------------|--|-------------------------------|--------|-------|--|
|                     |         |                       |  | Likelihood                    | Impact | Score |  |
| <b>Project 1</b>    |         | Project Title:        | <b>New Joint Passenger Transport Framework</b> | Improved efficiency (savings) |        | 4     |  |
| Start date          | 2015-16 | Project Details:      |  |                               |        |       | Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.   |
| End date            | 2019-20 |                       |  |                               |        |       |  |
| <b>Project 2</b>    |         | Project Title:        | <b>Benchmarking - Internal Services</b>        | Improved efficiency (savings) |        | 4     |  |
| Start date          | 2014-15 | Project Details:      |  |                               |        |       | To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments |
| End date            | 2016-17 |                       |  |                               |        |       |  |
| <b>Project 3</b>    |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |
| <b>Project 4</b>    |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |
| <b>Project 5</b>    |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |
| <b>Project 6</b>    |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |
| <b>Project 7</b>    |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |
| <b>Project 8</b>    |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |
| <b>Project 9</b>    |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |
| <b>Project 10</b>   |         | Project Title:        |  | Select one major benefit      |        | 0     |  |
| Start date          |         | Project Details:      |  |                               |        |       |  |
| End date            |         |                       |  |                               |        |       |  |





**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Waste Management**

| PROJECT DESCRIPTION |                | MAJOR PROJECT BENEFIT |   |  | Risk       |        |       |   |   |
|---------------------|----------------|-----------------------|---|--|------------|--------|-------|---|---|
|                     |                |                       |   |  | Likelihood | Impact | Score |   |   |
| <b>Project 1</b>    |                | Project Title:        | <b>South London waste partnership (phase B)</b>   | Improved efficiency (savings)  |            |        |       |   |   |
| Start date          | <b>2012-13</b> | Project Details:      | The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014. A rolling 3 month plan to be developed covering Communications, Construction and Operational plans for the construction period and commissioning of new facility.                               | to ensure sustainable and affordable waste disposal solutions mitigating the need for Landfill |            |        | 2     | 4 | 8 |
| End date            | <b>2016-17</b> |                       |   |  |            |        |       |   |   |
| <b>Project 2</b>    |                | Project Title:        | <b>Mobile technology including GPS and in cab monitors</b>  | Improved efficiency (savings)  |            |        |       |   |   |
| Start date          | <b>2014-15</b> | Project Details:      | Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, planned savings have been deferred. Revised specification and service requirements amended.  |  |            |        | 3     | 2 | 6 |
| End date            | <b>2016-17</b> |                       |   |  |            |        |       |   |   |
| <b>Project 3</b>    |                | Project Title:        | <b>LWARB efficiency review of Domestic waste collections</b>  | Improved efficiency (savings)  |            |        |       |   |   |
| Start date          | <b>2014-15</b> | Project Details:      | Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.   |  |            |        | 2     | 2 | 4 |
| End date            | <b>2016-17</b> |                       |   |  |            |        |       |   |   |
| <b>Project 4</b>    |                | Project Title:        | <b>South London waste partnership (phase C)</b>   | Improved efficiency (savings)  |            |        |       |   |   |
| Start date          | <b>2014-15</b> | Project Details:      | The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection. - On schedule for contract award December 2016 with contract start date of April 17. |  |            |        | 3     | 2 | 6 |
| End date            | <b>2017-18</b> |                       |   |  |            |        |       |   |   |
| <b>Project 5</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |   |   |
| Start date          | <b>2014-15</b> | Project Details:      |   |  |            |        |       |   |   |
| End date            | <b>2017-18</b> |                       |   |  |            |        |       |   |   |
| <b>Project 6</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |   |   |
| Start date          |                | Project Details:      |   |  |            |        |       |   | 0 |
| End date            |                |                       |   |  |            |        |       |   |   |
| <b>Project 7</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |   |   |
| Start date          |                | Project Details:      |   |  |            |        |       |   | 0 |
| End date            |                |                       |   |  |            |        |       |   |   |
| <b>Project 8</b>    |                | Project Title:        |   | Select one major benefit   |            |        |       |   |   |
| Start date          |                | Project Details:      |   |  |            |        |       |   | 0 |
| End date            |                |                       |   |  |            |        |       |   |   |
| <b>Project 10</b>   |                | Project Title:        |   | Select one major benefit   |            |        |       |   |   |
| Start date          |                | Project Details:      |   |  |            |        |       |   | 0 |
| End date            |                |                       |   |  |            |        |       |   |   |

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# Draft Departmental Budget Summaries 2016-17

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## SUMMARY - SUBJECTIVE ANALYSIS

### FULL TIME EQUIVALENTS

Total FTE Staff

| 2015/16 | 2016/17 |
|---------|---------|
| 2,173.5 | 1,697.8 |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |
| Employees                              | 95,328                      | 23                | (3,675)                     | 91,676                      |
| Premises                               | 8,196                       | 44                | 99                          | 8,339                       |
| Transport                              | 13,598                      | 34                | 896                         | 14,528                      |
| Supplies and Services                  | 186,924                     | 260               | (24,832)                    | 162,353                     |
| Third Party Payments                   | 85,029                      | 372               | (4,279)                     | 81,122                      |
| Transfer Payments                      | 103,934                     | 1                 | 415                         | 104,350                     |
| Support Services                       | 30,127                      | 0                 | 0                           | 30,127                      |
| Depreciation and Impairment Losses     | 16,506                      | 0                 | 1,133                       | 17,638                      |
| <b>GROSS EXPENDITURE</b>               | <b>539,643</b>              | <b>734</b>        | <b>(30,243)</b>             | <b>510,133</b>              |
| <b>Income</b>                          |                             |                   |                             |                             |
| Government Grants                      | (274,532)                   | 0                 | 19,431                      | (255,101)                   |
| Other Reimbursements and Contributions | (25,190)                    | 0                 | 4,130                       | (21,060)                    |
| Customer and Client Receipts           | (58,363)                    | 0                 | (4,388)                     | (62,751)                    |
| Interest                               | (44)                        | 0                 | (2)                         | (46)                        |
| Recharges                              | (30,944)                    | 0                 | 0                           | (30,944)                    |
| Reserves                               | 24                          | 0                 | (262)                       | (238)                       |
| <b>GROSS INCOME</b>                    | <b>(389,049)</b>            | <b>0</b>          | <b>18,908</b>               | <b>(370,141)</b>            |
| <b>NET EXPENDITURE</b>                 | <b>150,591</b>              | <b>734</b>        | <b>(11,335)</b>             | <b>139,992</b>              |
| Corporate Provisions                   | 4,425                       | (0)               | (3,252)                     | 1,171                       |
| <b>NET EXPENDITURE</b>                 | <b>155,017</b>              | <b>733</b>        | <b>(14,587)</b>             | <b>141,164</b>              |
| <b>Funded by:</b>                      |                             |                   |                             |                             |
| Revenue Support Grant                  | (30,425)                    | 0                 | 7,264                       | (23,161)                    |
| Business Rates                         | (34,820)                    | 0                 | 388                         | (34,432)                    |
| New Homes Bonus                        | (2,642)                     | 0                 | (262)                       | (2,904)                     |
| Council Tax                            | (76,758)                    | 0                 | (384)                       | (77,142)                    |
| Council Tax Freeze Grant 2015/16       | (861)                       | 0                 | 861                         | 0                           |
| Council Tax Freeze Grant 2014/15       | 0                           | 0                 | 0                           | 0                           |
| WPCC Levy                              | (293)                       | 0                 | (0)                         | (293)                       |
| Collection Fund                        | (4,420)                     | 0                 | 5,986                       | 1,566                       |
| PFI Grant                              | (4,797)                     | 0                 | 0                           | (4,797)                     |
|  | <b>(155,016)</b>            | <b>0</b>          | <b>13,853</b>               | <b>(141,163)</b>            |
| <b>NET</b>                             | <b>0</b>                    | <b>733</b>        | <b>(735)</b>                | <b>0</b>                    |

Other Variations: Contingency/Other

| Major Items: Corporate Provisions         | £000           | fte      |
|---|----------------|----------|
| Corporate borrowing and Investment        | 71             | 0.0      |
| Further provision for revaluation/RCCO    | (1,847)        | 0.0      |
| Pension Fund and Auto-enrolment           | 190            | 0.0      |
| Contingency and centrally held provisions | 29             | 0.0      |
| Change in Grants                          | 172            | 0.0      |
| Appropriation to/from Reserves            | 2,653          | 0.0      |
| Depreciation and impairment               | (1,132)        | 0.0      |
| CHAS - dividend                           | (1,123)        | 0.0      |
| Redundancy/Pension Strain                 | (1,000)        | 0.0      |
| Pay provision not yet allocated           | (78)           | 0.0      |
| Transport - Additional provision          | (1,272)        | 0.0      |
| Levies                                    | 0              | 0.0      |
| <b>TOTAL</b>                              | <b>(3,338)</b> | <b>0</b> |

## SUMMARY

### FULL TIME EQUIVALENTS

Total FTE Staff

| 2015/16 | 2016/17 |
|---------|---------|
| 2,173.5 | 1,697.8 |

### SERVICE AREA ANALYSIS

|   | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|---|-----------------------------|-------------------|-----------------------------|-----------------------------|
| Corporate Services                              | 14,024                      | 74                | (2,684)                     | 11,414                      |
| Education Services                              |                             |                   |                             |                             |
| Children's Services                             | 50,894                      | 293               | (1,217)                     | 49,970                      |
| Environment and Regeneration                    | 23,985                      | 125               | (3,336)                     | 20,774                      |
| Adult Social Care                               |                             |                   |                             |                             |
| Cultural Services                               | 61,400                      | 242               | (4,792)                     | 56,850                      |
| Housing General Fund                            |                             |                   |                             |                             |
| Single Status                                   | 100                         | 0                 | 0                           | 100                         |
| Pay Award                                       | 189                         | 0                 | 694                         | 883                         |
| <b>TOTAL NET SERVICE EXPENDITURE</b>            | <b>150,591</b>              | <b>734</b>        | <b>(11,335)</b>             | <b>139,990</b>              |
| <i>Corporate Provisions/Appropriations</i>      | <b>4,425</b>                | <b>0</b>          | <b>(3,252)</b>              | <b>1,173</b>                |
| <b>NET EXPENDITURE</b>                          | <b>155,016</b>              | <b>734</b>        | <b>(14,587)</b>             | <b>141,163</b>              |
| <b>Funded by:</b>                               |                             |                   |                             |                             |
| Revenue Support Grant                           | (30,425)                    | 0                 | 7,264                       | (23,161)                    |
| Business Rates                                  | (34,820)                    | 0                 | 388                         | (34,432)                    |
| New Homes Bonus                                 | (2,642)                     | 0                 | (262)                       | (2,904)                     |
| Council Tax                                     | (76,758)                    | 0                 | (384)                       | (77,142)                    |
| Council Tax Freeze Grant 2015/16                | (861)                       | 0                 | 861                         | 0                           |
| Council Tax Freeze Grant 2014/15                | 0                           | 0                 | 0                           | 0                           |
| WPCC Levy                                       | (293)                       | 0                 | (0)                         | (293)                       |
| Collection Fund                                 | (4,420)                     | 0                 | 5,986                       | 1,566                       |
| PFI Grant                                       | (4,797)                     | 0                 | 0                           | (4,797)                     |
|   | <b>(155,016)</b>            | <b>0</b>          | <b>13,853</b>               | <b>(141,163)</b>            |
| <b>NET</b>                                      | <b>0</b>                    | <b>734</b>        | <b>(735)</b>                | <b>(0)</b>                  |
| NB  |                             |                   |                             |                             |
| <b>Public Health</b>                            | <b>320</b>                  | <b>0</b>          | <b>(304)</b>                | <b>16</b>                   |
| Variations inc. Appropriations to/from reserves | 0                           |                   | 0                           | 0                           |
| <b>Net Public Health</b>                        | <b>320</b>                  | <b>0</b>          | <b>(304)</b>                | <b>16</b>                   |

Other Variations: Contingency/Other

| Major Items: Corporate Provisions         | £000           | fte      |
|---|----------------|----------|
| Corporate borrowing and Investment        | 71             | 0.0      |
| Further provision for revaluation/RCCO    | (1,847)        | 0.0      |
| Pension Fund and Auto-enrolment           | 190            | 0.0      |
| Contingency and centrally held provisions | 29             | 0.0      |
| Change in Grants                          | 172            | 0.0      |
| Appropriation to/from Reserves            | 2,653          | 0.0      |
| Depreciation and impairment               | (1,132)        | 0.0      |
| CHAS - dividend                           | (1,123)        | 0.0      |
| Redundancy/Pension Strain                 | (1,000)        | 0.0      |
| Pay provision not yet allocated           | (78)           | 0.0      |
| Change in departmental NNDR               | 86             |          |
| Transport - Additional provision          | (1,272)        | 0.0      |
| Levies                                    | 0              | 0.0      |
| <b>TOTAL</b>                              | <b>(3,252)</b> | <b>0</b> |

## CORPORATE ITEMS ANALYSIS

|   | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|---|-----------------------------|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>  |                             |                   |                             |                             |
| Cost of Borrowing including Minimum Revenue Provision     | 14,117                      | 0                 | 141                         | 14,258                      |
| Further provision for revaluation/RCCO                    | 1,939                       | 0                 | (1,847)                     | 92                          |
| Pension Fund  | 3,742                       | 0                 | 190                         | 3,932                       |
| Pensions: Auto-enrolment                                  | 300                         | 0                 | 0                           | 300                         |
| Centrally held provision for Utilities inflation          | 100                         | 0                 | 200                         | 300                         |
| Adjustment re Income re P3/P4                             | 400                         | 0                 | 0                           | 400                         |
| Overheads - Charge to non-general fund                    | 194                         | 0                 | (78)                        | 116                         |
| Provision for excess inflation                            | 543                         | 0                 | (171)                       | 372                         |
| Bad Debt Provision  | 500                         | 0                 | 0                           | 500                         |
| Redundancy/Pension Strain                                 | 1,000                       | 0                 | (1,000)                     | 0                           |
| Transport - Additional provision                          | 1,322                       | 0                 | (1,272)                     | 50                          |
| Contingency   | 1,500                       | 0                 | 0                           | 1,500                       |
| Changes in departmental business rates                    | 0                           | 0                 | 86                          | 86                          |
| Change in Corporate Specific and Special Grants           | 70                          | 0                 | 172                         | 242                         |
| <b>Levies:-</b>   |                             |                   |                             |                             |
| Lee Valley  | 209                         |                   | 0                           | 209                         |
| London Pensions Fund                                      | 264                         |                   | 0                           | 264                         |
| Environment Agency  | 159                         |                   | 0                           | 159                         |
| WPCC  | 293                         |                   | 0                           | 293                         |
| <b>GROSS EXPENDITURE</b>                                  | <b>26,653</b>               | <b>0</b>          | <b>(3,579)</b>              | <b>23,073</b>               |
| <b>Income</b>   |                             |                   |                             |                             |
| Investment Income   | (559)                       |                   | (70)                        | (629)                       |
| Depreciation & Impairment                                 | (16,505)                    |                   | (1,132)                     | (17,638)                    |
| Appropriations to/from reserves (excluding Public Health) | (4,991)                     |                   | 2,653                       | (2,339)                     |
| CHAS Dividend   | (174)                       |                   | (1,123)                     | (1,297)                     |
| <b>GROSS INCOME</b>                                       | <b>(22,230)</b>             | <b>0</b>          | <b>328</b>                  | <b>(21,902)</b>             |
| <b>NET EXPENDITURE</b>                                    | <b>4,423</b>                | <b>0</b>          | <b>(3,252)</b>              | <b>1,171</b>                |



## **2016/2017 ESTIMATES**

# **CORPORATE SERVICES DEPARTMENT**

**DRAFT**

## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Number of FTE Sutton TUPE staff**  
**Number of FTE Richmond TUPE staff**  
**Total FTE**

| 2015/16      | 2016/17      |
|--------------|--------------|
| 454.6        | 474.9        |
| 71.0         | 57.0         |
| 39.0         | 0.0          |
| 0.0          | 6.0          |
| <b>564.6</b> | <b>537.9</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |
| Employees                              | 26,172                      | 10                | (2,459)                     | 23,724                      |
| Premises                               | 2,787                       | 12                | (22)                        | 2,777                       |
| Transport                              | 139                         | 1                 | (3)                         | 137                         |
| Supplies and Services                  | 11,661                      | 45                | (1,117)                     | 10,590                      |
| Third Party Payments                   | 1,343                       | 6                 | 517                         | 1,866                       |
| Transfer Payments                      | 93,710                      | 0                 | 0                           | 93,710                      |
| Support Services                       | 8,432                       | 0                 | 0                           | 8,432                       |
| Depreciation and Impairment Losses     | 2,045                       | 0                 | 278                         | 2,322                       |
| <b>GROSS EXPENDITURE</b>               | <b>146,290</b>              | <b>74</b>         | <b>(2,806)</b>              | <b>143,557</b>              |
| <b>Income</b>                          |                             |                   |                             |                             |
| Government Grants                      | (95,165)                    | 0                 | 287                         | (94,878)                    |
| Other Reimbursements and Contributions | (5,531)                     | 0                 | 2,120                       | (3,411)                     |
| Customer and Client Receipts           | (6,526)                     | 0                 | (2,284)                     | (8,810)                     |
| Interest                               | 0                           | 0                 | 0                           | 0                           |
| Recharges                              | (25,043)                    | 0                 | 0                           | (25,043)                    |
| Reserves                               | 0                           | 0                 | 0                           | 0                           |
| <b>GROSS INCOME</b>                    | <b>(132,265)</b>            | <b>0</b>          | <b>122</b>                  | <b>(132,143)</b>            |
| <b>NET EXPENDITURE</b>                 | <b>14,024</b>               | <b>74</b>         | <b>(2,684)</b>              | <b>11,415</b>               |



## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS (FTE)

|                                   |
|-----------------------------------|
| Number of Permanent Staff         |
| Number of Fixed term contracts    |
| Number of FTE Sutton TUPE staff   |
| Number of FTE Richmond TUPE staff |
| <b>Total FTE</b>                  |

| 2015/16      | 2016/17      |
|--------------|--------------|
| 454.6        | 474.9        |
| 71.0         | 57.0         |
| 39.0         | 0.0          |
| 0.0          | 6.0          |
| <b>564.6</b> | <b>537.9</b> |

### SERVICE AREA ANALYSIS

|                               | CHANGE BETWEEN YEARS                    |                   |                             | 2016/17<br>Estimate<br>£000 |
|-------------------------------|---|-------------------|-----------------------------|-----------------------------|
|                               | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 |                             |
| Customer Services             | 2,394                                   | 8                 | (123)                       | 2,279                       |
| Infrastructure & Transactions | 77                                      | 25                | 100                         | 202                         |
| Business Improvement          | 2,272                                   | 4                 | (1,466)                     | 810                         |
| Corporate Governance          | 1,793                                   | 2                 | (412)                       | 1,383                       |
| Resources                     | 2,225                                   | 19                | (634)                       | 1,610                       |
| HR                            | 291                                     | 5                 | (149)                       | 147                         |
| Corporate Items               | 4,973                                   | 11                | 0                           | 4,984                       |
| <b>TOTAL EXPENDITURE</b>      | <b>14,025</b>                           | <b>74</b>         | <b>(2,684)</b>              | <b>11,415</b>               |
| Contingency / Other           | 0                                       | 0                 | 0                           | 0                           |
| Capital Financing Adjustment  | 0                                       | 0                 | 0                           | 0                           |
| Levies                        | 0                                       | 0                 | 0                           | 0                           |
| <b>NET EXPENDITURE</b>        | <b>14,025</b>                           | <b>74</b>         | <b>(2,684)</b>              | <b>11,415</b>               |

## INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services.

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

| 2015/16 | 2016/17 |
|---------|---------|
| 90.7    | 88.7    |
| 0.0     | 0.0     |
| 90.7    | 88.7    |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 3,655                                   | 0                 | 83                          | 3,738                       |
| Premises                               | 2,645                                   | 11                | (29)                        | 2,628                       |
| Transport                              | 36                                      | 0                 | (7)                         | 29                          |
| Supplies and Services                  | 2,812                                   | 13                | (278)                       | 2,547                       |
| Third Party Payments                   | 210                                     | 1                 | 106                         | 317                         |
| Transfer Payments                      | 0                                       | 0                 | 9                           | 9                           |
| Support Services                       | 837                                     |                   | 0                           | 837                         |
| Depreciation and Impairment Losses     | 2,045                                   |                   | 278                         | 2,322                       |
|  |   |                   | 0                           |                             |
| <b>GROSS EXPENDITURE</b>               | <b>12,238</b>                           | <b>25</b>         | <b>163</b>                  | <b>12,426</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | 0                                       |                   | 0                           | 0                           |
| Other Reimbursements and Contributions | 0                                       |                   | 0                           | 0                           |
| Customer and Client Receipts           | (2,406)                                 |                   | (63)                        | (2,469)                     |
| Interest                               | 0                                       |                   |                             | 0                           |
| Recharges                              | (9,755)                                 |                   |                             | (9,755)                     |
| Reserves                               | 0                                       |                   |                             | 0                           |
| <b>GROSS INCOME</b>                    | <b>(12,161)</b>                         | <b>0</b>          | <b>(63)</b>                 | <b>(12,224)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>77</b>                               | <b>25</b>         | <b>100</b>                  | <b>202</b>                  |

Other Variations are analysed as follows:

| Major Items                  | £000       | fte          |
|------------------------------|------------|--------------|
| Savings                      | (567)      | (2.0)        |
| Transfer between departments | 214        | 6.0          |
| Technical adjustments        | 175        | (6.0)        |
| Depreciation adjustments     | 278        |              |
| Overheads adjustments        |            |              |
| Use of reserves              |            |              |
| <b>TOTAL</b>                 | <b>100</b> | <b>(2.0)</b> |

## CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

|                                | 2015/16      | 2016/17      |
|--------------------------------|--------------|--------------|
| Number of Permanent Staff      | 137.3        | 134.0        |
| Number of Fixed term contracts | 11.0         | 9.0          |
| <b>Total FTE</b>               | <b>148.3</b> | <b>143.0</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 5,113                                   | 0                 | 38                          | 5,151                       |
| Premises                               | 20                                      | 0                 | 8                           | 29                          |
| Transport                              | 64                                      | 0                 | 5                           | 70                          |
| Supplies and Services                  | 1,425                                   | 6                 | (342)                       | 1,089                       |
| Third Party Payments                   | 458                                     | 2                 | (35)                        | 425                         |
| Transfer Payments                      | 0                                       |                   |                             | 0                           |
| Support Services                       | 1,910                                   |                   |                             | 1,910                       |
| Depreciation and Impairment Losses     | 0                                       |                   |                             | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>8,991</b>                            | <b>8</b>          | <b>(326)</b>                | <b>8,673</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | (1,519)                                 |                   | 287                         | (1,232)                     |
| Other Reimbursements and Contributions | (930)                                   |                   | (40)                        | (970)                       |
| Customer and Client Receipts           | (2,184)                                 |                   | (44)                        | (2,228)                     |
| Interest                               | 0                                       |                   |                             | 0                           |
| Recharges                              | (1,964)                                 |                   |                             | (1,964)                     |
| Reserves                               | 0                                       |                   |                             | 0                           |
| <b>GROSS INCOME</b>                    | <b>(6,597)</b>                          | <b>0</b>          | <b>203</b>                  | <b>(6,394)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>2,394</b>                            | <b>8</b>          | <b>(123)</b>                | <b>2,279</b>                |

Other Variations are analysed as follows:

| Major Items                  | £000         | fte          |
|------------------------------|--------------|--------------|
| Savings                      | (520)        | (3.0)        |
| Transfer between departments |              |              |
| Technical adjustments        | 372          | 2.7          |
| Depreciation adjustments     |              |              |
| Overhead adjustments         |              |              |
| Use of Reserves              | 25           | (5.0)        |
| <b>TOTAL</b>                 | <b>(123)</b> | <b>(5.3)</b> |

## CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Internal audit joined the Richmond and Kingston shared internal audit service in October 2015.

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Number of FTE Richmond TUPE staff**

**Total FTE**

| 2015/16 | 2016/17 |
|---------|---------|
| 123.3   | 121.0   |
| 4.0     | 2.0     |
| 0.0     | 6.0     |
| 127.3   | 129.0   |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>2015/16<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|----------------------------|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |                            |                   |                             |                             |
| Employees                              | 6,606                      | 0                 | (846)                       | 5,760                       |
| Premises                               | 7                          | 0                 | (1)                         | 5                           |
| Transport                              | 32                         | 0                 | 1                           | 33                          |
| Supplies and Services                  | 1,549                      | 2                 | (37)                        | 1,514                       |
| Third Party Payments                   | 0                          |                   | 486                         | 486                         |
| Transfer Payments                      | 0                          |                   |                             | 0                           |
| Support Services                       | 540                        |                   |                             | 540                         |
| Depreciation and Impairment Losses     | 0                          |                   |                             | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>8,735</b>               | <b>2</b>          | <b>(397)</b>                | <b>8,339</b>                |
| <b>Income</b>                          |                            |                   |                             |                             |
| Government Grants                      | 0                          |                   |                             | 0                           |
| Other Reimbursements and Contributions | (4,527)                    |                   | 2,160                       | (2,367)                     |
| Customer and Client Receipts           | (530)                      |                   | (2,175)                     | (2,704)                     |
| Interest                               | 0                          |                   |                             | 0                           |
| Recharges                              | (1,886)                    |                   |                             | (1,886)                     |
| Reserves                               | 0                          |                   |                             | 0                           |
| <b>GROSS INCOME</b>                    | <b>(6,942)</b>             | <b>0</b>          | <b>(15)</b>                 | <b>(6,957)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>1,793</b>               | <b>2</b>          | <b>(412)</b>                | <b>1,383</b>                |

Other Variations are analysed as follows:

| Major Items                  | £000         | fte        |
|------------------------------|--------------|------------|
| Previous years savings       | (155)        |            |
| New savings                  |              |            |
| Transfer between departments |              |            |
| Technical adjustments        | (23)         | 0.7        |
| Depreciation adjustments     |              |            |
| Overhead adjustments         |              |            |
| Use of Reserves              | (234)        | 1.0        |
| <b>TOTAL</b>                 | <b>(412)</b> | <b>1.7</b> |

## BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Re-engineering, Business Improvement and Programme Office.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

|                                | 2015/16 | 2016/17 |
|--------------------------------|---------|---------|
| Number of Permanent Staff      | 31.5    | 29.0    |
| Number of Fixed term contracts | 13.0    | 20.0    |
| Total FTE                      | 44.5    | 49.0    |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 3,576                                   | 0                 | (1,214)                     | 2,363                       |
| Premises                               | 0                                       | 0                 | 0                           | 0                           |
| Transport                              | 3                                       | 0                 | 0                           | 3                           |
| Supplies and Services                  | 1,230                                   | 4                 | (223)                       | 1,011                       |
| Third Party Payments                   | 0                                       |                   | 0                           | 0                           |
| Transfer Payments                      | 0                                       |                   | 0                           | 0                           |
| Support Services                       | 386                                     |                   | 0                           | 386                         |
| Depreciation and Impairment Losses     | 0                                       |                   | 0                           | 0                           |
|  |   |                   | 0                           |                             |
| <b>GROSS EXPENDITURE</b>               | <b>5,196</b>                            | <b>4</b>          | <b>(1,436)</b>              | <b>3,763</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | 0                                       |                   |                             | 0                           |
| Other Reimbursements and Contributions | 0                                       |                   |                             | 0                           |
| Customer and Client Receipts           | (84)                                    |                   | (30)                        | (114)                       |
| Interest                               | 0                                       |                   |                             | 0                           |
| Recharges                              | (2,840)                                 |                   |                             | (2,840)                     |
| Reserves                               | 0                                       |                   |                             | 0                           |
| <b>GROSS INCOME</b>                    | <b>(2,924)</b>                          | <b>0</b>          | <b>(30)</b>                 | <b>(2,954)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>2,272</b>                            | <b>4</b>          | <b>(1,466)</b>              | <b>810</b>                  |

Other Variations are analysed as follows:

| Major Items                  | £000             | fte        |
|------------------------------|------------------|------------|
| Savings                      | (278.0)          | (4.0)      |
| Transfer between departments |                  |            |
| Technical adjustments        | 39.0             | 1.5        |
| Depreciation adjustments     |                  |            |
| Overheads adjustments        |                  |            |
| Use of reserves              | (1,227.0)        | 7.0        |
| <b>TOTAL</b>                 | <b>(1,466.0)</b> | <b>4.5</b> |

## RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is managed by LB Wandsworth.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

| 2015/16 | 2016/17 |
|---------|---------|
| 67.3    | 58.6    |
| 3.0     | 3.0     |
| 70.3    | 61.6    |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 4,071                                   | 0                 | (426)                       | 3,645                       |
| Premises                               | 100                                     | 0                 | (1)                         | 100                         |
| Transport                              | 4                                       | 0                 | (2)                         | 2                           |
| Supplies and Services                  | 4,110                                   | 19                | (223)                       | 3,906                       |
| Third Party Payments                   | 171                                     | 0                 | 0                           | 171                         |
| Transfer Payments                      | 9                                       |                   | (9)                         | 0                           |
| Support Services                       | 602                                     |                   |                             | 602                         |
| Depreciation and Impairment Losses     | 0                                       |                   |                             | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>9,068</b>                            | <b>19</b>         | <b>(661)</b>                | <b>8,426</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | 0                                       |                   |                             | 0                           |
| Other Reimbursements and Contributions | (54)                                    |                   |                             | (54)                        |
| Customer and Client Receipts           | (753)                                   |                   | 27                          | (726)                       |
| Interest                               | 0                                       |                   |                             | 0                           |
| Recharges                              | (6,036)                                 |                   |                             | (6,036)                     |
| Reserves                               | 0                                       |                   |                             | 0                           |
| <b>GROSS INCOME</b>                    | <b>(6,843)</b>                          | <b>0</b>          | <b>27</b>                   | <b>(6,816)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>2,225</b>                            | <b>19</b>         | <b>(634)</b>                | <b>1,610</b>                |

Other Variations are analysed as follows:

| Major Items                  | £000         | fte          |
|------------------------------|--------------|--------------|
| Savings                      | (381)        | (2.5)        |
| Transfer between departments | (214)        | (6.0)        |
| Technical adjustments        | 107          | (0.2)        |
| Depreciation adjustments     |              |              |
| Overhead adjustments         |              |              |
| Use of Reserves              | (146)        |              |
| <b>TOTAL</b>                 | <b>(634)</b> | <b>(8.7)</b> |

## HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service previously shared with the LB of Sutton but will be brought back in house from April 2016.

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Number of FTE Sutton TUPE staff**  
**Total FTE**

| 2015/16     | 2016/17     |
|-------------|-------------|
| 4.5         | 43.5        |
| 40.0        | 23.0        |
| 39.0        | 0.0         |
| <b>83.5</b> | <b>66.5</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 2,463                                   | 2                 | (94)                        | 2,372                       |
| Premises                               | 15                                      | 0                 | 0                           | 15                          |
| Transport                              | (0)                                     | 0                 |                             | (0)                         |
| Supplies and Services                  | 221                                     | 1                 | (15)                        | 207                         |
| Third Party Payments                   | 263                                     | 1                 | (40)                        | 224                         |
| Transfer Payments                      | 0                                       |                   |                             | 0                           |
| Support Services                       | 480                                     |                   |                             | 480                         |
| Depreciation and Impairment Losses     | 0                                       |                   |                             | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>3,442</b>                            | <b>5</b>          | <b>(149)</b>                | <b>3,298</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | 0                                       |                   |                             | 0                           |
| Other Reimbursements and Contributions | (20)                                    |                   |                             | (20)                        |
| Customer and Client Receipts           | (569)                                   |                   |                             | (569)                       |
| Interest                               | 0                                       |                   |                             | 0                           |
| Recharges                              | (2,562)                                 |                   |                             | (2,562)                     |
| Reserves                               | 0                                       |                   |                             | 0                           |
| <b>GROSS INCOME</b>                    | <b>(3,151)</b>                          | <b>0</b>          | <b>0</b>                    | <b>(3,151)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>291</b>                              | <b>5</b>          | <b>(149)</b>                | <b>147</b>                  |

Other Variations are analysed as follows:

| Major Items                  | £000         | fte           |
|------------------------------|--------------|---------------|
| Savings                      | (142)        |               |
| Transfer between departments |              |               |
| Technical adjustments        | 43           |               |
| Depreciation adjustments     |              |               |
| Overheads adjustments        |              |               |
| Use of reserves              | (50)         | (17.0)        |
| <b>TOTAL</b>                 | <b>(149)</b> | <b>(17.0)</b> |

## CORPORATE ITEMS

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments.

### FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

| 2015/16 | 2016/17 |
|---------|---------|
| 0       | 0       |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>2015/16 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|--|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |  |                   |                             |                             |
| Employees*                             | 688  | 8                 |                             | 696                         |
| Premises                               | 0  | 0                 |                             | 0                           |
| Transport                              | 0  | 0                 |                             | 0                           |
| Supplies and Services                  | 313  | 2                 |                             | 314                         |
| Third Party Payments                   | 242  | 1                 |                             | 243                         |
| Transfer Payments                      | 93,700                                     |                   |                             | 93,700                      |
| Support Services                       | 3,677                                      |                   |                             | 3,677                       |
| Depreciation and Impairment Losses     | 0  |                   |                             | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>98,620</b>                              | <b>11</b>         | <b>0</b>                    | <b>98,631</b>               |
| <b>Income</b>                          |  |                   |                             |                             |
| Government Grants                      | (93,647)                                   |                   |                             | (93,647)                    |
| Other Reimbursements and Contributions | 0  |                   |                             | 0                           |
| Customer and Client Receipts           | 0  |                   |                             | 0                           |
| Interest                               | 0  |                   |                             | 0                           |
| Recharges                              | (0)  |                   |                             | (0)                         |
| Reserves                               | 0  |                   |                             | 0                           |
| <b>GROSS INCOME</b>                    | <b>(93,647)</b>                            | <b>0</b>          | <b>0</b>                    | <b>(93,647)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>4,973</b>                               | <b>11</b>         | <b>0</b>                    | <b>4,984</b>                |

Other Variations are analysed as follows:

| Major Items                  | £000     | fte        |
|------------------------------|----------|------------|
| Savings                      |          |            |
| Transfer between departments |          |            |
| Technical adjustments        | 0        |            |
| Overheads adjustments        |          |            |
| <b>TOTAL</b>                 | <b>0</b> | <b>0.0</b> |

\* The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items





## **2016/2017 ESTIMATES**

### **CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

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## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

|                                | 2015/16 | 2016/17 |
|--------------------------------|---------|---------|
| Number of Permanent Staff      | 445.0   | 448.8   |
| Number of DSG Staff            | 66.4    | 57.2    |
| Number of Fixed term contracts | 24.5    | 22.5    |
| Total FTE                      | 535.9   | 528.4   |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 | 2016/17<br>DSG<br>Estimate<br>£000 | 2016/17<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| Employees                              | 26,420                      | 11                | 105                         | 26,536                      | 4,403                              | 22,133                            |
| Premises                               | 1,465                       | 4                 | 79                          | 1,548                       | 71                                 | 1,477                             |
| Transport                              | 3,375                       | 16                | 910                         | 4,301                       | 66                                 | 4,235                             |
| Supplies and Services                  | 164,049                     | 180               | (20,049)                    | 144,180                     | 128,907                            | 15,273                            |
| Third Party Payments                   | 30,573                      | 82                | (2,592)                     | 28,063                      | 11,885                             | 16,178                            |
| Transfer Payments                      | 360                         | 0                 | 28                          | 388                         | 0                                  | 388                               |
| Support Services                       | 4,614                       | 0                 | 0                           | 4,614                       | 258                                | 4,356                             |
| Depreciation and Impairment Losses     | 5,237                       | 0                 | 74                          | 5,311                       | 0                                  | 5,311                             |
| <b>GROSS EXPENDITURE</b>               | <b>236,093</b>              | <b>293</b>        | <b>(21,445)</b>             | <b>214,941</b>              | <b>145,590</b>                     | <b>69,351</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| Government Grants                      | (174,826)                   | 0                 | 19,143                      | (155,683)                   | (143,871)                          | (11,812)                          |
| Other Reimbursements and Contributions | (7,327)                     | 0                 | 1,189                       | (6,138)                     | (1,238)                            | (4,900)                           |
| Customer and Client Receipts           | (3,026)                     | 0                 | 160                         | (2,866)                     | (243)                              | (2,623)                           |
| Interest                               | (44)                        | 0                 | (2)                         | (46)                        | 0                                  | (46)                              |
| Recharges                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Reserves                               | 24                          | 0                 | (262)                       | (238)                       | (238)                              | 0                                 |
| <b>GROSS INCOME</b>                    | <b>(185,199)</b>            | <b>0</b>          | <b>20,228</b>               | <b>(164,971)</b>            | <b>(145,590)</b>                   | <b>(19,381)</b>                   |
| <b>NET EXPENDITURE</b>                 | <b>50,894</b>               | <b>293</b>        | <b>(1,217)</b>              | <b>49,970</b>               | <b>0</b>                           | <b>49,970</b>                     |

Other Variations are analysed as follows:

| Major Items                | £000           | fte          |
|----------------------------|----------------|--------------|
| Savings                    | (2,191)        | -3.4         |
| Overhead adjustments       | 0              |              |
| Depreciation adjustments   | 74             |              |
| Technical adjustments      | 1,578          |              |
| Revenuisation              | 0              |              |
| Use of Reserves adjustment | (678)          |              |
| <b>TOTAL</b>               | <b>(1,217)</b> | <b>(3.4)</b> |

**SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

| SERVICE AREA ANALYSIS                   | 2015/16          |                   | Other              | 2016/17          | 2016/17                 | 2016/17                |
|---|------------------|-------------------|--------------------|------------------|-------------------------|------------------------|
|   | Estimate<br>£000 | Inflation<br>£000 | Variations<br>£000 | Estimate<br>£000 | DSG<br>Estimate<br>£000 | LA<br>Estimate<br>£000 |
| Senior Management                       | 1,505            | 2                 | (41)               | 1,466            | 0                       | 1,466                  |
| Childrens Social Care                   | 13,137           | 10                | (138)              | 13,009           | 110                     | 12,899                 |
| Commissioning, Strategy and Performance | 14,128           | 41                | (1,265)            | 12,904           | 3,658                   | 9,246                  |
| Education                               | 35,356           | 43                | (975)              | 34,424           | 23,505                  | 10,919                 |
| Schools                                 | (20,872)         | 0                 | (1,266)            | (22,138)         | (27,273)                | 5,135                  |
| Other Childrens, Schools and Families   | 7,640            | 197               | 2,468              | 10,305           | 0                       | 10,305                 |
| <b>TOTAL NET EXPENDITURE</b>            | <b>50,894</b>    | <b>293</b>        | <b>(1,217)</b>     | <b>49,970</b>    | <b>0</b>                | <b>49,970</b>          |

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## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Senior Management

This budget contains provision for the Senior Management of Children, Schools and Families Department.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 4.0     | 4.0     |
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 4.0     | 4.0     |

#### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 | 2016/17<br>DSG<br>Estimate<br>£000 | 2016/17<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| Employees                              | 609                         | 0                 | 4                           | 613                         | 0                                  | 613                               |
| Premises                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Transport                              | 1                           | 0                 | 0                           | 1                           | 0                                  | 1                                 |
| Supplies and Services                  | 864                         | 2                 | (10)                        | 856                         | 0                                  | 856                               |
| Third Party Payments                   | 7                           | 0                 | 0                           | 7                           | 0                                  | 7                                 |
| Transfer Payments                      | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Support Services                       | 24                          | 0                 | (35)                        | (11)                        | 0                                  | (11)                              |
| Depreciation and Impairment Losses     | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| <b>GROSS EXPENDITURE</b>               | <b>1,505</b>                | <b>2</b>          | <b>(41)</b>                 | <b>1,466</b>                | <b>0</b>                           | <b>1,466</b>                      |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| Government Grants                      | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Other Reimbursements and Contributions | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Customer and Client Receipts           | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Interest                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Recharges                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Reserves                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| <b>GROSS INCOME</b>                    | <b>0</b>                    | <b>0</b>          | <b>0</b>                    | <b>0</b>                    | <b>0</b>                           | <b>0</b>                          |
| <b>NET EXPENDITURE</b>                 | <b>1,505</b>                | <b>2</b>          | <b>(41)</b>                 | <b>1,466</b>                | <b>0</b>                           | <b>1,466</b>                      |

Other Variations are analysed as follows:

| Major Items                            | £000        | fte        |
|--|-------------|------------|
| Overhead adjustments                   | 0           |            |
| Transfer between departments           | 0           |            |
| Shared legal services devolved budgets | 0           |            |
| Technical adjustments                  | (41)        |            |
| <b>TOTAL</b>                           | <b>(41)</b> | <b>0.0</b> |

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Children's Social Care

This budget contains the funding for central social work; family and adolescent service; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 190.9   | 205.6   |
| 2.0     | TBA     |
| 22.0    | 18.2    |
| 214.9   | 207.6   |

#### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 | 2016/17<br>DSG<br>Estimate<br>£000 | 2016/17<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| Employees                              | 9,841                       | 0                 | (180)                       | 9,661                       | 105                                | 9,556                             |
| Premises                               | 93                          | 0                 | (40)                        | 53                          | 0                                  | 53                                |
| Transport                              | 188                         | 1                 | (24)                        | 165                         | 1                                  | 164                               |
| Supplies and Services                  | 1,084                       | 3                 | (254)                       | 833                         | 4                                  | 829                               |
| Third Party Payments                   | 1,242                       | 6                 | (87)                        | 1,161                       | 0                                  | 1,161                             |
| Transfer Payments                      | 341                         | 0                 | 28                          | 369                         | 0                                  | 369                               |
| Support Services                       | 1,744                       | 0                 | 0                           | 1,744                       | 0                                  | 1,744                             |
| Depreciation and Impairment Losses     | 11                          | 0                 | (11)                        | 0                           | 0                                  | 0                                 |
| <b>GROSS EXPENDITURE</b>               | <b>14,544</b>               | <b>10</b>         | <b>(568)</b>                | <b>13,986</b>               | <b>110</b>                         | <b>13,876</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| Government Grants                      | (881)                       | 0                 | 140                         | (741)                       | 0                                  | (741)                             |
| Other Reimbursements and Contributions | (526)                       | 0                 | 290                         | (236)                       | 0                                  | (236)                             |
| Customer and Client Receipts           | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Interest                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Recharges                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Reserves                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| <b>GROSS INCOME</b>                    | <b>(1,407)</b>              | <b>0</b>          | <b>430</b>                  | <b>(977)</b>                | <b>0</b>                           | <b>(977)</b>                      |
| <b>NET EXPENDITURE</b>                 | <b>13,137</b>               | <b>10</b>         | <b>(138)</b>                | <b>13,009</b>               | <b>110</b>                         | <b>12,899</b>                     |

Other Variations are analysed as follows:

| Major Items                | £000         | fte          |
|----------------------------|--------------|--------------|
| Savings                    | (200)        | (2.4)        |
| Overhead adjustments       | 0            |              |
| Depreciation adjustments   | (11)         |              |
| Use of Reserves adjustment | (600)        |              |
| Technical adjustments      | 673          |              |
| <b>TOTAL</b>               | <b>(138)</b> | <b>(2.4)</b> |

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 36.8    | 37.2    |
| 5.9     | 5.9     |
| 2.5     | 2.5     |
| 45.2    | 45.6    |

#### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 | 2016/17<br>DSG<br>Estimate<br>£000 | 2016/17<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| Employees                              | 2,208                       | 0                 | (95)                        | 2,113                       | 211                                | 1,902                             |
| Premises                               | 418                         | 2                 | 0                           | 420                         | 20                                 | 400                               |
| Transport                              | 36                          | 0                 | (2)                         | 34                          | 2                                  | 32                                |
| Supplies and Services                  | 4,317                       | 21                | (784)                       | 3,554                       | 51                                 | 3,503                             |
| Third Party Payments                   | 7,262                       | 18                | (417)                       | 6,863                       | 3,365                              | 3,498                             |
| Transfer Payments                      | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Support Services                       | 472                         | 0                 | 5                           | 477                         | 37                                 | 440                               |
| Depreciation and Impairment Losses     | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| <b>GROSS EXPENDITURE</b>               | <b>14,713</b>               | <b>41</b>         | <b>(1,293)</b>              | <b>13,461</b>               | <b>3,686</b>                       | <b>9,775</b>                      |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| Government Grants                      | (77)                        | 0                 | 9                           | (68)                        | 0                                  | (68)                              |
| Other Reimbursements and Contributions | (283)                       | 0                 | 76                          | (207)                       | (28)                               | (179)                             |
| Customer and Client Receipts           | (225)                       | 0                 | (57)                        | (282)                       | 0                                  | (282)                             |
| Interest                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Recharges                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Reserves                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| <b>GROSS INCOME</b>                    | <b>(585)</b>                | <b>0</b>          | <b>28</b>                   | <b>(557)</b>                | <b>(28)</b>                        | <b>(529)</b>                      |
| <b>NET EXPENDITURE</b>                 | <b>14,128</b>               | <b>41</b>         | <b>(1,265)</b>              | <b>12,904</b>               | <b>3,658</b>                       | <b>9,246</b>                      |

Other Variations are analysed as follows:

| Major Items                | £000           | fte        |
|----------------------------|----------------|------------|
| Savings                    | (776)          | 0.0        |
| Overhead adjustments       | 0              |            |
| Use of Reserves adjustment | (52)           |            |
| Revenuisation              | 0              |            |
| Technical adjustments      | (437)          |            |
| <b>TOTAL</b>               | <b>(1,265)</b> | <b>0.0</b> |

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 211.1   | 199.8   |
| 58.5    | 67.6    |
| 0.0     | 1.7     |
| 269.6   | 269.0   |

#### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 | 2016/17<br>DSG<br>Estimate<br>£000 | 2016/17<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| Employees                              | 10,955                      | 0                 | 400                         | 11,355                      | 3,434                              | 7,921                             |
| Premises                               | 908                         | 1                 | 119                         | 1,028                       | 5                                  | 1,023                             |
| Transport                              | 3,150                       | 15                | 936                         | 4,101                       | 61                                 | 4,040                             |
| Supplies and Services                  | 15,368                      | 20                | (1,692)                     | 13,696                      | 11,941                             | 1,755                             |
| Third Party Payments                   | 11,761                      | 7                 | (2,177)                     | 9,591                       | 8,521                              | 1,070                             |
| Transfer Payments                      | 19                          | 0                 | 0                           | 19                          | 0                                  | 19                                |
| Support Services                       | 2,358                       | 0                 | 30                          | 2,388                       | 221                                | 2,167                             |
| Depreciation and Impairment Losses     | 172                         | 0                 | 4                           | 176                         | 0                                  | 176                               |
| <b>GROSS EXPENDITURE</b>               | <b>44,691</b>               | <b>43</b>         | <b>(2,380)</b>              | <b>42,354</b>               | <b>24,183</b>                      | <b>18,171</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| Government Grants                      | (3,243)                     | 0                 | 503                         | (2,740)                     | (146)                              | (2,594)                           |
| Other Reimbursements and Contributions | (3,292)                     | 0                 | 923                         | (2,369)                     | (51)                               | (2,318)                           |
| Customer and Client Receipts           | (2,800)                     | 0                 | 217                         | (2,583)                     | (243)                              | (2,340)                           |
| Interest                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Recharges                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Reserves                               | 0                           | 0                 | (238)                       | (238)                       | (238)                              | 0                                 |
| <b>GROSS INCOME</b>                    | <b>(9,335)</b>              | <b>0</b>          | <b>1,405</b>                | <b>(7,930)</b>              | <b>(678)</b>                       | <b>(7,252)</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>35,356</b>               | <b>43</b>         | <b>(975)</b>                | <b>34,424</b>               | <b>23,505</b>                      | <b>10,919</b>                     |

Other Variations are analysed as follows:

| Major Items                | £000         | fte          |
|----------------------------|--------------|--------------|
| Savings                    | (1,025)      | (1.0)        |
| Overhead adjustments       | 0            |              |
| Use of Reserves adjustment | (50)         |              |
| Depreciation adjustments   | 4            |              |
| Technical adjustments      | 96           |              |
| <b>TOTAL</b>               | <b>(975)</b> | <b>(1.0)</b> |

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Schools

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 0.0     | 0.0     |

#### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 | 2016/17<br>DSG<br>Estimate<br>£000 | 2016/17<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| Employees                              | 654                         | 0                 | 0                           | 654                         | 654                                | 0                                 |
| Premises                               | 46                          | 0                 | 0                           | 46                          | 46                                 | 0                                 |
| Transport                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Supplies and Services                  | 142,104                     | 0                 | (17,114)                    | 124,990                     | 116,911                            | 8,079                             |
| Third Party Payments                   | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Transfer Payments                      | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Support Services                       | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Depreciation and Impairment Losses     | 5,054                       | 0                 | 81                          | 5,135                       | 0                                  | 5,135                             |
| <b>GROSS EXPENDITURE</b>               | <b>147,858</b>              | <b>0</b>          | <b>(17,033)</b>             | <b>130,825</b>              | <b>117,611</b>                     | <b>13,214</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| Government Grants                      | (167,701)                   | 0                 | 15,897                      | (151,804)                   | (143,725)                          | (8,079)                           |
| Other Reimbursements and Contributions | (1,029)                     | 0                 | (130)                       | (1,159)                     | (1,159)                            | 0                                 |
| Customer and Client Receipts           | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Interest                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Recharges                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Reserves                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| <b>GROSS INCOME</b>                    | <b>(168,730)</b>            | <b>0</b>          | <b>15,767</b>               | <b>(152,963)</b>            | <b>(144,884)</b>                   | <b>(8,079)</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>(20,872)</b>             | <b>0</b>          | <b>(1,266)</b>              | <b>(22,138)</b>             | <b>(27,273)</b>                    | <b>5,135</b>                      |

Other Variations are analysed as follows:

| Major Items              | £000           | fte        |
|--------------------------|----------------|------------|
| Depreciation adjustments | 81             |            |
| Technical adjustments    | (1,347)        |            |
| <b>TOTAL</b>             | <b>(1,266)</b> | <b>0.0</b> |



## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 2.2     | 2.2     |
| 0.0     | 0.0     |
| 0.0     | 0.0     |
| 2.2     | 2.2     |

#### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 | 2016/17<br>DSG<br>Estimate<br>£000 | 2016/17<br>LA<br>Estimate<br>£000 |
|--|-----------------------------|-------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| <b>Expenditure</b>                     |                             |                   |                             |                             |                                    |                                   |
| Employees                              | 2,152                       | 10                | (22)                        | 2,140                       | 0                                  | 2,140                             |
| Premises                               | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Transport                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Supplies and Services                  | 312                         | 135               | (195)                       | 252                         | 0                                  | 252                               |
| Third Party Payments                   | 10,301                      | 52                | 88                          | 10,441                      | 0                                  | 10,441                            |
| Transfer Payments                      | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Support Services                       | 16                          | 0                 | 0                           | 16                          | 0                                  | 16                                |
| Depreciation and Impairment Losses     | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| <b>GROSS EXPENDITURE</b>               | <b>12,781</b>               | <b>197</b>        | <b>(129)</b>                | <b>12,849</b>               | <b>0</b>                           | <b>12,849</b>                     |
| <b>Income</b>                          |                             |                   |                             |                             |                                    |                                   |
| Government Grants                      | (2,923)                     | 0                 | 2,594                       | (329)                       | 0                                  | (329)                             |
| Other Reimbursements and Contributions | (2,198)                     | 0                 | 29                          | (2,169)                     | 0                                  | (2,169)                           |
| Customer and Client Receipts           | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Interest                               | (44)                        | 0                 | (2)                         | (46)                        | 0                                  | (46)                              |
| Recharges                              | 0                           | 0                 | 0                           | 0                           | 0                                  | 0                                 |
| Reserves                               | 24                          | 0                 | (24)                        | 0                           | 0                                  | 0                                 |
| <b>GROSS INCOME</b>                    | <b>(5,141)</b>              | <b>0</b>          | <b>2,597</b>                | <b>(2,544)</b>              | <b>0</b>                           | <b>(2,544)</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>7,640</b>                | <b>197</b>        | <b>2,468</b>                | <b>10,305</b>               | <b>0</b>                           | <b>10,305</b>                     |

Other Variations are analysed as follows:

| Major Items                | £000         | fte        |
|----------------------------|--------------|------------|
| Savings                    | (190)        |            |
| Overhead adjustments       | 0            |            |
| Use of Reserves adjustment | 24           |            |
| Technical adjustments      | 2,634        |            |
| <b>TOTAL</b>               | <b>2,468</b> | <b>0.0</b> |



## **2016/2017 ESTIMATES**

### **ENVIRONMENT AND REGENERATION DEPARTMENT**

**DRAFT**

## SUMMARY: ENVIRONMENT & REGENERATION

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 644     | 623     |
| 11      | 9       |
| 654     | 632     |

### SERVICE AREA ANALYSIS

Street Scene and Waste

Public Protection and Development

Sustainable Communities

Senior Management and Support

**TOTAL EXPENDITURE**

| CHANGE BETWEEN YEARS                      |                   |                             |                               |
|---|-------------------|-----------------------------|-------------------------------|
| 2015/2016<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/2017<br>Estimate<br>£000 |
| 17,733                                    | 71                | (818)                       | 16,986                        |
| (7,944)                                   | 9                 | (1,748)                     | (9,683)                       |
| 14,196                                    | 44                | (576)                       | 13,664                        |
| 0   | 1                 | (194)                       | (193)                         |
| <b>23,985</b>                             | <b>125</b>        | <b>(3,336)</b>              | <b>20,774</b>                 |

## ENVIRONMENT AND REGENERATION DEPARTMENT

### Departmental Summary

#### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 644     | 623     |
| 11      | 9       |
| 654     | 632     |

#### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/2016<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/2017<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| Employees                              | 23,428                                    | 0                 | (307)                       | 23,121                        |
| Premises                               | 2,966                                     | 23                | 51                          | 3,040                         |
| Transport                              | 8,861                                     | 13                | (183)                       | 8,691                         |
| Supplies and Services                  | 4,728                                     | 16                | (1,358)                     | 3,386                         |
| Third Party Payments                   | 10,289                                    | 73                | (385)                       | 9,977                         |
| Transfer Payments                      | 9   | 0                 | (7)                         | 2                             |
| Support Services                       | 8,825                                     | 0                 | 0                           | 8,825                         |
| Depreciation and Impairment Losses     | 8,583                                     | 0                 | 957                         | 9,540                         |
| <b>GROSS EXPENDITURE</b>               | <b>67,689</b>                             | <b>125</b>        | <b>(1,232)</b>              | <b>66,582</b>                 |
| <b>Income</b>                          |   |                   |                             |                               |
| Government Grants                      | (481)                                     | 0                 | 365                         | (116)                         |
| Other Reimbursements and Contributions | (3,658)                                   | 0                 | 244                         | (3,414)                       |
| Customer and Client Receipts           | (36,908)                                  | 0                 | (2,713)                     | (39,621)                      |
| Recharges                              | 0   | 0                 | 0                           | 0                             |
| Reserves                               | (2,656)                                   | 0                 | 0                           | (2,656)                       |
| <b>GROSS INCOME</b>                    | <b>(43,703)</b>                           | <b>0</b>          | <b>(2,104)</b>              | <b>(45,807)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>23,985</b>                             | <b>125</b>        | <b>(3,336)</b>              | <b>20,774</b>                 |

Other variations are analysed as follows:

| Major Items                  | £000           | fte           |
|------------------------------|----------------|---------------|
| Savings                      | (4,771)        | (22)          |
| Depreciation adjustments     | 957            |               |
| Overheads adjustments        | 0              |               |
| Transfer between departments | (18)           |               |
| Technical adjustments        | 1,607          |               |
| Use of Reserves adjustments  | (1,111)        | (3)           |
| <b>TOTAL</b>                 | <b>(3,336)</b> | <b>(24.4)</b> |

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Street Scene and Waste:** Transport Services, Waste Management and Operations.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 314     | 306     |
| 1       | 0       |
| 315     | 306     |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/2016<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/2017<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| Employees                              | 9,338                                     | 0                 | 13                          | 9,351                         |
| Premises                               | 276                                       | 0                 | (18)                        | 258                           |
| Transport                              | 8,231                                     | 10                | (148)                       | 8,093                         |
| Supplies and Services                  | 1,137                                     | 3                 | (446)                       | 694                           |
| Third Party Payments                   | 6,674                                     | 58                | (189)                       | 6,543                         |
| Transfer Payments                      | 2   | 0                 | 0                           | 2                             |
| Support Services                       | 3,171                                     | 0                 | 0                           | 3,171                         |
| Depreciation and Impairment Losses     | 1,193                                     | 0                 | (88)                        | 1,105                         |
| <b>GROSS EXPENDITURE</b>               | <b>30,022</b>                             | <b>71</b>         | <b>(876)</b>                | <b>29,217</b>                 |
| <b>Income</b>                          |   |                   |                             |                               |
| Government Grants                      | 0   | 0                 | 0                           | 0                             |
| Other Reimbursements and Contributions | (1,016)                                   | 0                 | 80                          | (936)                         |
| Customer and Client Receipts           | (11,273)                                  | 0                 | (22)                        | (11,295)                      |
| Recharges                              | 0   | 0                 | 0                           | 0                             |
| Reserves                               | 0   | 0                 | 0                           | 0                             |
| <b>GROSS INCOME</b>                    | <b>(12,289)</b>                           | <b>0</b>          | <b>58</b>                   | <b>(12,231)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>17,733</b>                             | <b>71</b>         | <b>(818)</b>                | <b>16,986</b>                 |

Other variations are analysed as follows:

| Major Items                 | £000         | fte           |
|-----------------------------|--------------|---------------|
| Savings                     | (544)        | (11.0)        |
| Depreciation adjustments    | (88)         |               |
| Overheads adjustments       | 0            |               |
| Technical adjustments       | 89           |               |
| Use of reserves adjustments | (275)        | (1.0)         |
| <b>TOTAL</b>                | <b>(818)</b> | <b>(12.0)</b> |

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Public Protection:** Regulatory Services Partnership, Parking Control, Safer Merton.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

| 2015/16 | 2016/17 |
|---------|---------|
| 146     | 142     |
| 1       | 0       |
| 147     | 142     |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/2016<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/2017<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| Employees                              | 5,577                                     | 0                 | 86                          | 5,663                         |
| Premises                               | 643                                       | 2                 | (24)                        | 621                           |
| Transport                              | 185                                       | 1                 | (16)                        | 170                           |
| Supplies and Services                  | 566                                       | 3                 | 0                           | 569                           |
| Third Party Payments                   | 617                                       | 3                 | (5)                         | 615                           |
| Transfer Payments                      | 0   | 0                 | 0                           | (0)                           |
| Support Services                       | 1,474                                     | 0                 | 0                           | 1,474                         |
| Depreciation and Impairment Losses     | 212                                       | 0                 | (80)                        | 132                           |
| <b>GROSS EXPENDITURE</b>               | <b>9,274</b>                              | <b>9</b>          | <b>(39)</b>                 | <b>9,244</b>                  |
| <b>Income</b>                          |   |                   |                             |                               |
| Government Grants                      | (108)                                     | 0                 | 0                           | (108)                         |
| Other Reimbursements and Contributions | (1,279)                                   | 0                 | 111                         | (1,168)                       |
| Customer and Client Receipts           | (15,830)                                  | 0                 | (1,820)                     | (17,650)                      |
| Recharges                              | 0   | 0                 | 0                           | 0                             |
| Reserves                               | (0)                                       | 0                 | 0                           | (0)                           |
| <b>GROSS INCOME</b>                    | <b>(17,217)</b>                           | <b>0</b>          | <b>(1,709)</b>              | <b>(18,926)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>(7,944)</b>                            | <b>9</b>          | <b>(1,748)</b>              | <b>(9,683)</b>                |

Other variations are analysed as follows:

| Major Items                 | £000           | fte          |
|-----------------------------|----------------|--------------|
| Savings                     | (3,065)        | (3.0)        |
| Depreciation adjustments    | (80)           |              |
| Overheads adjustments       | 0              |              |
| Technical adjustments       | 1,397          |              |
| Use of Reserves adjustments | 0              |              |
| <b>TOTAL</b>                | <b>(1,748)</b> | <b>(3.0)</b> |

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Sustainable Communities:** Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Greenspaces, Leisure and Culture Development, Transport Planning & Safety Education, Business Performance.

### FULL TIME EQUIVALENTS (FTE)

**Permanent Staff**  
**Fixed Term Contract**  
**Total FTE**

| 2015/16 | 2016/17 |
|---------|---------|
| 173     | 166     |
| 7       | 9       |
| 180     | 175     |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/2016<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/2017<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| Employees                              | 7,574                                     | 0                 | (221)                       | 7,353                         |
| Premises                               | 2,046                                     | 21                | 93                          | 2,160                         |
| Transport                              | 425                                       | 2                 | (7)                         | 420                           |
| Supplies and Services                  | 2,825                                     | 9                 | (915)                       | 1,919                         |
| Third Party Payments                   | 2,998                                     | 12                | (191)                       | 2,819                         |
| Transfer Payments                      | 7   | 0                 | (7)                         | 0                             |
| Support Services                       | 4,033                                     | 0                 | 0                           | 4,033                         |
| Depreciation and Impairment Losses     | 7,179                                     | 0                 | 1,125                       | 8,304                         |
| <b>GROSS EXPENDITURE</b>               | <b>27,087</b>                             | <b>44</b>         | <b>(123)</b>                | <b>27,008</b>                 |
| <b>Income</b>                          |   |                   |                             |                               |
| Government Grants                      | (373)                                     | 0                 | 365                         | (8)                           |
| Other Reimbursements and Contributions | (1,363)                                   | 0                 | 53                          | (1,310)                       |
| Customer and Client Receipts           | (9,804)                                   | 0                 | (871)                       | (10,675)                      |
| Recharges                              | (1,350)                                   | 0                 | 0                           | (1,350)                       |
| Reserves                               | (0)                                       | 0                 | 0                           | (0)                           |
| <b>GROSS INCOME</b>                    | <b>(12,891)</b>                           | <b>0</b>          | <b>(453)</b>                | <b>(13,344)</b>               |
| <b>NET EXPENDITURE</b>                 | <b>14,196</b>                             | <b>44</b>         | <b>(576)</b>                | <b>13,664</b>                 |

Other variations are analysed as follows:

| Major Items                  | £000         | fte          |
|------------------------------|--------------|--------------|
| Savings                      | (1,092)      | (6.2)        |
| Depreciation adjustments     | 1,125        |              |
| Overheads adjustments        | 0            |              |
| Transfer between departments | (18)         |              |
| Technical adjustments        | 95           |              |
| Use of Reserves adjustments  | (686)        | 0.4          |
| <b>TOTAL</b>                 | <b>(576)</b> | <b>(5.8)</b> |

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Senior Management and Support:** The Department's senior management and secretarial support.

### FULL TIME EQUIVALENTS (FTE)

**Permanent Staff**

**Fixed Term Contract**

**Total FTE**

| 2015/16   | 2016/17  |
|-----------|----------|
| <b>11</b> | <b>9</b> |
| <b>2</b>  | <b>0</b> |
| <b>13</b> | <b>9</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/2016<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/2017<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-------------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                               |
| Employees                              | 939                                       | 0                 | (185)                       | 754                           |
| Premises                               | 1   | 0                 | 0                           | 1                             |
| Transport                              | 20  | 0                 | (12)                        | 8                             |
| Supplies and Services                  | 199                                       | 1                 | 3                           | 203                           |
| Third Party Payments                   | 0   | 0                 | 0                           | 0                             |
| Transfer Payments                      | 0   | 0                 | 0                           | 0                             |
| Support Services                       | 147                                       | 0                 | 0                           | 147                           |
| Depreciation and Impairment Losses     | 0   | 0                 | 0                           | 0                             |
| <b>GROSS EXPENDITURE</b>               | <b>1,306</b>                              | <b>1</b>          | <b>(194)</b>                | <b>1,113</b>                  |
| <b>Income</b>                          |   |                   |                             |                               |
| Government Grants                      | 0   | 0                 | 0                           | 0                             |
| Other Reimbursements and Contributions | 0   | 0                 | 0                           | 0                             |
| Customer and Client Receipts           | 0   | 0                 | 0                           | 0                             |
| Recharges                              | (1,306)                                   | 0                 | 0                           | (1,306)                       |
| Reserves                               | 0   | 0                 | 0                           | 0                             |
| <b>GROSS INCOME</b>                    | <b>(1,306)</b>                            | <b>0</b>          | <b>0</b>                    | <b>(1,306)</b>                |
| <b>NET EXPENDITURE</b>                 | <b>0</b>                                  | <b>1</b>          | <b>(194)</b>                | <b>(193)</b>                  |

Other variations are analysed as follows:

| Major Items                 | £000         | fte          |
|-----------------------------|--------------|--------------|
| Savings                     | (70)         | (1.6)        |
| Overheads adjustments       | 0            |              |
| Technical adjustments       | 26           |              |
| Use of Reserves adjustments | (150)        | (2.0)        |
| <b>TOTAL</b>                | <b>(194)</b> | <b>(3.6)</b> |





## **2016/2017 ESTIMATES**

### **COMMUNITY AND HOUSING DEPARTMENT**

**DRAFT**

## SUMMARY: COMMUNITY AND HOUSING

|                               | 2015/16       | 2016/17       |
|-------------------------------|---------------|---------------|
| Number of FTE Staff           | 466.32        | 394.33        |
| Number of FTE PCT TUPE staff  | 22.74         | 22.18         |
| Number of Fixed Term contract | 2.00          | 2.00          |
| <b>Total FTE</b>              | <b>491.06</b> | <b>418.51</b> |

### SERVICE AREA ANALYSIS

|                        | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|------------------------|---|-------------------|-----------------------------|-----------------------------|
| Adult Social Care      | 55,678                                  | 226               | (4,460)                     | 51,444                      |
| Libraries and Heritage | 3,089                                   | 4                 | (216)                       | 2,877                       |
| Merton Adult Education | 80                                      | 3                 | 74                          | 157                         |
| Housing General Fund   | 2,151                                   | 8                 | (190)                       | 1,969                       |
| Senior Management      | 402                                     | 1                 | 0                           | 403                         |
| <b>NET EXPENDITURE</b> | <b>61,400</b>                           | <b>242</b>        | <b>(4,792)</b>              | <b>56,850</b>               |

## COMMUNITY AND HOUSING DEPARTMENT Total

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

### FULL TIME EQUIVALENTS

|                               | 2015/16       | 2016/17       |
|-------------------------------|---------------|---------------|
| Number of FTE Staff           | 466.32        | 394.33        |
| Number of FTE PCT TUPE staff  | 22.74         | 22.18         |
| Number of Fixed Term contract | 2.00          | 2.00          |
| <b>Total FTE</b>              | <b>491.06</b> | <b>418.51</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 19,019                                  | 2                 | (1,708)                     | 17,313                      |
| Premises                               | 978                                     | 5                 | (9)                         | 974                         |
| Transport                              | 1,223                                   | 4                 | 172                         | 1,399                       |
| Supplies and Services                  | 6,486                                   | 19                | (2,308)                     | 4,197                       |
| Third Party Payments                   | 42,824                                  | 211               | (1,819)                     | 41,216                      |
| Transfer Payments                      | 9,855                                   | 1                 | 394                         | 10,250                      |
| Support Services                       | 8,256                                   | 0                 | 0                           | 8,256                       |
| Depreciation and Impairment Losses     | 641                                     | 0                 | (176)                       | 465                         |
| <b>GROSS EXPENDITURE</b>               | <b>89,282</b>                           | <b>242</b>        | <b>(5,454)</b>              | <b>84,070</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | (4,060)                                 | 0                 | (364)                       | (4,424)                     |
| Other Reimbursements and Contributions | (8,674)                                 | 0                 | 577                         | (8,097)                     |
| Customer and Client Receipts           | (11,903)                                | 0                 | 449                         | (11,454)                    |
| Interest                               | 0                                       | 0                 | 0                           | 0                           |
| Recharges                              | (3,245)                                 | 0                 | 0                           | (3,245)                     |
| Reserves                               | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS INCOME</b>                    | <b>(27,882)</b>                         | <b>0</b>          | <b>662</b>                  | <b>(27,220)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>61,400</b>                           | <b>242</b>        | <b>(4,792)</b>              | <b>56,850</b>               |

Other Variations are analysed as follows:

| Major Items                   | £000           | fte            |
|-------------------------------|----------------|----------------|
| Savings                       | (5,379)        | (61.97)        |
| Growth                        | 450            | 0              |
| Overheads adjustments         | 0              | 0              |
| Depreciation adjustments      | (175)          | 0              |
| Rebasing of Income            | 0              | 0              |
| Technical adjustments         | (14)           | 0              |
| Transfers between departments | 279            | 0              |
| Grants                        | 0              | 0              |
| Other                         | 295            | 0              |
| Use of Reserves Adjustment    | (403)          | 0.00           |
| <b>TOTAL</b>                  | <b>(4,947)</b> | <b>(61.97)</b> |

## COMMUNITY AND HOUSING DEPARTMENT Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mitham's Canons house, Pollards Hill and Morden libraries. (Cabinet have approved decision to move the Adult Education model to a Commissioning model )

### FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

**Total FTE**

|                               | 2015/16      | 2016/17      |
|-------------------------------|--------------|--------------|
| Number of FTE Staff           | 27.29        | 24.26        |
| Number of Fixed Term contract | 0.00         | 0.00         |
| <b>Total FTE</b>              | <b>27.29</b> | <b>24.26</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16        |           | Other        | 2016/17        |
|--|----------------|-----------|--------------|----------------|
|  | Original       | Inflation | Variations   | Estimate       |
|  | £000           | £000      | £000         | £000           |
| <b>Expenditure</b>                     |                |           |              |                |
| Employees                              | 1,891          | 0         | (411)        | 1,480          |
| Premises                               | 166            | 1         | 0            | 167            |
| Transport                              | 4              | 0         | (1)          | 3              |
| Supplies and Services                  | 350            | 2         | 0            | 352            |
| Third Party Payments                   | 0              | 0         | 0            | 0              |
| Transfer Payments                      | 0              | 0         | 0            | 0              |
| Support Services                       | 335            | 0         | 0            | 335            |
| Depreciation and Impairment Losses     | 92             | 0         | (6)          | 86             |
| <b>GROSS EXPENDITURE</b>               | <b>2,838</b>   | <b>3</b>  | <b>(418)</b> | <b>2,423</b>   |
| <b>Income</b>                          |                |           |              |                |
| Government Grants                      | (1,955)        | 0         | 492          | (1,463)        |
| Other Reimbursements and Contributions | 0              | 0         | 0            | 0              |
| Customer and Client Receipts           | (803)          | 0         | 0            | (803)          |
| Interest                               | 0              | 0         | 0            | 0              |
| Recharges                              | 0              | 0         | 0            | 0              |
| Reserves                               | 0              | 0         | 0            | 0              |
| <b>GROSS INCOME</b>                    | <b>(2,758)</b> | <b>0</b>  | <b>492</b>   | <b>(2,266)</b> |
| <b>NET EXPENDITURE</b>                 | <b>80</b>      | <b>3</b>  | <b>74</b>    | <b>157</b>     |

Other Variations are analysed as follows:

| Major Items                   | £000      | fte           |
|-------------------------------|-----------|---------------|
| Savings                       | (8)       | (0.50)        |
| Growth                        | 0         |               |
| Overheads adjustments         | 0         |               |
| Depreciation adjustments      | (6)       |               |
| Rebasing of Income            | 0         |               |
| Technical adjustments         | 0         |               |
| Transfers between departments | 0         |               |
| Grants                        | 0         |               |
| Other                         | 20        |               |
| Use of Reserves Adjustment    | 68        |               |
| <b>TOTAL</b>                  | <b>74</b> | <b>(0.50)</b> |

## COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

### FULL TIME EQUIVALENTS

Number of FTE Staff

| 2015/16      | 2016/17      |
|--------------|--------------|
| 45.71        | 42.56        |
| 1.00         | 1.00         |
| <b>46.71</b> | <b>43.56</b> |

Number of Fixed Term Contract

**Total FTE**

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 1,325                                   | 0                 | 23                          | 1,348                       |
| Premises                               | 397                                     | 2                 | 9                           | 408                         |
| Transport                              | 4                                       | 0                 | 0                           | 4                           |
| Supplies and Services                  | 465                                     | 2                 | (18)                        | 449                         |
| Third Party Payments                   | 28                                      | 0                 | (1)                         | 27                          |
| Transfer Payments                      | 0                                       | 0                 | 0                           | 0                           |
| Support Services                       | 696                                     | 0                 | 0                           | 696                         |
| Depreciation and Impairment Losses     | 490                                     | 0                 | (187)                       | 303                         |
| <b>GROSS EXPENDITURE</b>               | <b>3,405</b>                            | <b>4</b>          | <b>(174)</b>                | <b>3,235</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | 0                                       | 0                 | 0                           | 0                           |
| Other Reimbursements and Contributions | 0                                       | 0                 | (42)                        | (42)                        |
| Customer and Client Receipts           | (316)                                   | 0                 | 0                           | (316)                       |
| Interest                               | 0                                       | 0                 | 0                           | 0                           |
| Recharges                              | 0                                       | 0                 | 0                           | 0                           |
| Reserves                               | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS INCOME</b>                    | <b>(316)</b>                            | <b>0</b>          | <b>(42)</b>                 | <b>(358)</b>                |
| <b>NET EXPENDITURE</b>                 | <b>3,089</b>                            | <b>4</b>          | <b>(216)</b>                | <b>2,877</b>                |

Other Variations are analysed as follows:

| Major Items                   | £000         | fte           |
|-------------------------------|--------------|---------------|
| Savings                       | (96)         | (1.00)        |
| Growth                        | 0            |               |
| Overheads adjustments         | 0            |               |
| Depreciation adjustments      | (186)        |               |
| Rebasing of Income            | 0            |               |
| Technical adjustments         | 42           |               |
| Transfers between departments | 0            |               |
| Grants                        | 0            |               |
| Other                         | 24           |               |
| Use of Reserves Adjustment    | 0            |               |
| <b>TOTAL</b>                  | <b>(216)</b> | <b>(1.00)</b> |

**COMMUNITY AND HOUSING DEPARTMENT**  
**Housing General Fund**

**Housing Needs and Enabling Service**

**FULL TIME EQUIVALENTS**

Number of FTE Staff

| 2015/16      | 2016/17      |
|--------------|--------------|
| 30.53        | 26.82        |
| 0.00         | 0.00         |
| <b>30.53</b> | <b>26.82</b> |

Number of Fixed Term Contract

**Total FTE**

**SUBJECTIVE ANALYSIS OF ESTIMATES**

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 1,222                                   | 0                 | (103)                       | 1,119                       |
| Premises                               | 39                                      | 0                 | 0                           | 39                          |
| Transport                              | 28                                      | 0                 | 0                           | 28                          |
| Supplies and Services                  | 203                                     | 1                 | 5                           | 209                         |
| Third Party Payments                   | 1,396                                   | 6                 | 860                         | 2,262                       |
| Transfer Payments                      | 304                                     | 1                 | (56)                        | 249                         |
| Support Services                       | 251                                     | 0                 | 0                           | 251                         |
| Depreciation and Impairment Losses     | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>3,443</b>                            | <b>8</b>          | <b>706</b>                  | <b>4,157</b>                |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | (1,140)                                 | 0                 | (860)                       | (2,000)                     |
| Other Reimbursements and Contributions | (5)                                     | 0                 | (5)                         | (10)                        |
| Customer and Client Receipts           | (147)                                   | 0                 | (31)                        | (178)                       |
| Interest                               | 0                                       | 0                 | 0                           | 0                           |
| Recharges                              | 0                                       | 0                 | 0                           | 0                           |
| Reserves                               | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS INCOME</b>                    | <b>(1,292)</b>                          | <b>0</b>          | <b>(896)</b>                | <b>(2,188)</b>              |
| <b>NET EXPENDITURE</b>                 | <b>2,151</b>                            | <b>8</b>          | <b>(190)</b>                | <b>1,969</b>                |

Other Variations are analysed as follows:

| Major Items                   | £000         | fte           |
|-------------------------------|--------------|---------------|
| Savings                       | (215)        | (3.71)        |
| Growth                        | 0            |               |
| Overheads adjustments         | 0            |               |
| Depreciation adjustments      | 0            |               |
| Rebasing of Income            | 0            |               |
| Technical adjustments         | 3            |               |
| Transfers between departments | 0            |               |
| Grants                        | 0            |               |
| Other                         | 22           |               |
| Use of Reserves Adjustment    | 0            |               |
| <b>TOTAL</b>                  | <b>(190)</b> | <b>(3.71)</b> |

## COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

### FULL TIME EQUIVALENTS

Number of FTE Staff  
Number of FTE PCT TUPE staff  
Number of Fixed Term Contract  
**Total FTE**

| 2015/16       | 2016/17       |
|---------------|---------------|
| 360.79        | 298.69        |
| 22.74         | 22.18         |
| 1.00          | 1.00          |
| <b>384.53</b> | <b>321.87</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 14,357                                  | 2                 | (1,217)                     | 13,142                      |
| Premises                               | 376                                     | 2                 | (18)                        | 360                         |
| Transport                              | 1,187                                   | 4                 | 173                         | 1,364                       |
| Supplies and Services                  | 5,332                                   | 13                | (2,295)                     | 3,050                       |
| Third Party Payments                   | 41,400                                  | 205               | (2,678)                     | 38,927                      |
| Transfer Payments                      | 9,551                                   | 0                 | 450                         | 10,001                      |
| Support Services                       | 6,932                                   | 0                 | 0                           | 6,932                       |
| Depreciation and Impairment Losses     | 59                                      | 0                 | 17                          | 76                          |
| <b>GROSS EXPENDITURE</b>               | <b>79,194</b>                           | <b>226</b>        | <b>(5,568)</b>              | <b>73,852</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | (965)                                   | 0                 | 4                           | (961)                       |
| Other Reimbursements and Contributions | (8,669)                                 | 0                 | 624                         | (8,045)                     |
| Customer and Client Receipts           | (10,637)                                | 0                 | 480                         | (10,157)                    |
| Interest                               | 0                                       | 0                 | 0                           | 0                           |
| Recharges                              | (3,245)                                 | 0                 | 0                           | (3,245)                     |
| Reserves                               | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS INCOME</b>                    | <b>(23,516)</b>                         | <b>0</b>          | <b>1,108</b>                | <b>(22,408)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>55,678</b>                           | <b>226</b>        | <b>(4,460)</b>              | <b>51,444</b>               |

Other Variations are analysed as follows:

| Major Items                   | £000           | fte            |
|-------------------------------|----------------|----------------|
| Savings                       | (5,060)        | (56.76)        |
| Growth                        | 450            |                |
| Overheads adjustments         | 0              |                |
| Depreciation adjustments      | 17             |                |
| Rebasing of Income            | 0              |                |
| Technical adjustments         | (59)           |                |
| Transfers between departments | 279            |                |
| Grants                        | 0              |                |
| Other                         | 229            |                |
| Use of Reserves Adjustment    | (471)          |                |
| <b>TOTAL</b>                  | <b>(4,615)</b> | <b>(56.76)</b> |

## COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and Executive Assistant

### FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

**Total FTE**

| 2015/16     | 2016/17     |
|-------------|-------------|
| 2.00        | 2.00        |
| 0.00        | 0.00        |
| <b>2.00</b> | <b>2.00</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 224                                     | 0                 | 0                           | 224                         |
| Premises                               | 0                                       | 0                 | 0                           | 0                           |
| Transport                              | 0                                       | 0                 | 0                           | 0                           |
| Supplies and Services                  | 136                                     | 1                 | 0                           | 137                         |
| Third Party Payments                   | 0                                       | 0                 | 0                           | 0                           |
| Transfer Payments                      | 0                                       | 0                 | 0                           | 0                           |
| Support Services                       | 42                                      | 0                 | 0                           | 42                          |
| Depreciation and Impairment Losses     | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>402</b>                              | <b>1</b>          | <b>0</b>                    | <b>403</b>                  |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | 0                                       | 0                 | 0                           | 0                           |
| Other Reimbursements and Contributions | 0                                       | 0                 | 0                           | 0                           |
| Customer and Client Receipts           | 0                                       | 0                 | 0                           | 0                           |
| Interest                               | 0                                       | 0                 | 0                           | 0                           |
| Recharges                              | 0                                       | 0                 | 0                           | 0                           |
| Reserves                               | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS INCOME</b>                    | <b>0</b>                                | <b>0</b>          | <b>0</b>                    | <b>0</b>                    |
| <b>NET EXPENDITURE</b>                 | <b>402</b>                              | <b>1</b>          | <b>0</b>                    | <b>403</b>                  |

Other Variations are analysed as follows:

| Major Items                   | £000     | fte         |
|-------------------------------|----------|-------------|
| Savings                       | 0        |             |
| Growth                        | 0        |             |
| Overheads adjustments         | 0        |             |
| Depreciation adjustments      | 0        |             |
| Rebasing of Income            | 0        |             |
| Technical adjustments         | 0        |             |
| Transfers between departments | 0        |             |
| Grants                        | 0        |             |
| Other                         | 0        |             |
| Use of Reserves Adjustment    |          |             |
| <b>TOTAL</b>                  | <b>0</b> | <b>0.00</b> |



## COMMUNITY AND HOUSING DEPARTMENT Public Health

Public Health services comprise• Mandatory Services : Sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness. • Universal Services : Smoking cessation, Drugs and alcohol, Obesity and Health Visiting Services.

### FULL TIME EQUIVALENTS

Number of FTE Staff  
Number of Fixed Term Contracts  
**Total FTE**

| 2015/16      | 2016/17      |
|--------------|--------------|
| 14.77        | 15.43        |
| 0.00         | 0.00         |
| <b>14.77</b> | <b>15.43</b> |

### SUBJECTIVE ANALYSIS OF ESTIMATES

|  | 2015/16<br>Original<br>Estimate<br>£000 | Inflation<br>£000 | Other<br>Variations<br>£000 | 2016/17<br>Estimate<br>£000 |
|--|---|-------------------|-----------------------------|-----------------------------|
| <b>Expenditure</b>                     |   |                   |                             |                             |
| Employees                              | 995                                     | 0                 | 131                         | 1,126                       |
| Premises                               | 2                                       | 0                 | 0                           | 2                           |
| Transport                              | 2                                       | 0                 | 0                           | 2                           |
| Supplies and Services                  | 4,721                                   | 0                 | (1,283)                     | 3,438                       |
| Third Party Payments                   | 4,155                                   | 0                 | 2,602                       | 6,757                       |
| Transfer Payments                      | 0                                       | 0                 | 0                           | 0                           |
| Support Services                       | 172                                     | 0                 | 0                           | 172                         |
| Depreciation and Impairment Losses     | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS EXPENDITURE</b>               | <b>10,047</b>                           | <b>0</b>          | <b>1,450</b>                | <b>11,497</b>               |
| <b>Income</b>                          |   |                   |                             |                             |
| Government Grants                      | (9,236)                                 | 0                 | (1,945)                     | (11,181)                    |
| Other Reimbursements and Contributions | (491)                                   | 0                 | 191                         | (300)                       |
| Customer and Client Receipts           | 0                                       | 0                 | 0                           | 0                           |
| Interest                               | 0                                       | 0                 | 0                           | 0                           |
| Recharges                              | 0                                       | 0                 | 0                           | 0                           |
| Reserves                               | 0                                       | 0                 | 0                           | 0                           |
| <b>GROSS INCOME</b>                    | <b>(9,727)</b>                          | <b>0</b>          | <b>(1,754)</b>              | <b>(11,481)</b>             |
| <b>NET EXPENDITURE</b>                 | <b>320</b>                              | <b>0</b>          | <b>(304)</b>                | <b>16</b>                   |

Other Variations are analysed as follows:

| Major Items                   | £000         | fte         |
|-------------------------------|--------------|-------------|
| Savings                       | 0            |             |
| Growth                        | 0            |             |
| Overheads adjustments         | 0            |             |
| Depreciation adjustments      | 0            |             |
| Rebasing of Income            | 0            |             |
| Technical adjustments         | (1,112)      |             |
| Transfers between departments | 0            |             |
| Grants                        | 1,945        |             |
| Other                         | 16           |             |
| Use of Reserves Adjustment    | (1,153)      |             |
| <b>TOTAL</b>                  | <b>(304)</b> | <b>0.00</b> |

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